



United Nations Development Group Iraq Trust Fund
LOCAL AREA DEVELOPMENT PROGRAMME PHASE I
NARRATIVE FINAL PROGRESS REPORT

REPORTING PERIOD: MAY 2007 - 31 JULY 2010

Programme Title & Number
<ul style="list-style-type: none"> • Programme Title: Local Area Development Programme – Phase I • Programme Number <i>C10-09</i> • MDTF Office Atlas Number: <i>66993</i> <i>UNDP Atlas Number 57017</i>

Country, Locality(s), Thematic Area(s)¹
Iraq Locality the Governorates of Sulaymaniyah, Babylon, Basrah, Missan and Thi Qar Governance and Poverty Reduction

Programme/Project Cost (US\$)	
MDTF Fund Contribution:	
TOTAL	USD 30,338,384
UNDP:	USD 12,160,313
ILO:	USD 2,005,406
UNOPS:	USD 4,220,894
UN-HABITAT:	USD 3,986,250
UNESCO:	USD 3,235,570
WHO:	USD 3,205,674
UNIFEM:	USD 1,519,275
Government Contribution	N/A
<i>Good field support and request to further the project to Phase II through cost-sharing not yet initiated</i>	
Other Contribution (donor)	
Gov of Sweden Sida (UNDP)	USD 2,358,491

Programme Duration (months)	
Overall Duration	39 months
Start date:	End date:
19 April 2007	31 July 2010
Programme/ Project Extensions	First extension: until 19 April 2009; approval date

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

	16 June 2008
	Second Extension: until 31 December 2009; approval date 1 April 2009
	Third Extension: until 31 July 2010; approval date 17 December 2009

<p>Programme Assessments/Mid-Term Evaluation</p> <p>Assessment Completed - if applicable <i>please attach</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 20 June 2010</p> <p>Independent Joint Project Evaluation Report of LADP Mid-Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p>

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NARRATIVE REPORT

I. Purpose

Background

Iraq was in a state of reverse development and political regression and deterioration for the past 25 years. The period has included several regional and international wars, UN-imposed sanctions, isolation, internal conflict and on-going international presence. The destruction of lives, infrastructure and the economy has been accompanied by a collapse in rule of law coupled with human and investment capital flight from the country.

The Iraq GDP is one of the lowest in the region, and 25% less than 25 years ago. The unemployment rate is estimated to be 29% and only 1.5-2 million of the 28 million have a stable income from work (CCA Iraq 2009). A quarter or 25% of Iraqi children between six months and five years of age suffer from malnutrition. Compared to previous generations, a larger share of children and youth are illiterate. Few women work, less than elsewhere in the region. Almost half 47% of the Iraqi women are illiterate and 7% are in paid work.

The wars have affected the entire population of Iraqi people, but poor and vulnerable groups are hardest hit. Women and children are more affected than men. Conflict and continued security concerns include the presence of anti-personnel landmines and unexploded remnants of war and remain as triggers that could affect the move towards sustained peace, reconciliation, poverty reduction, reconstruction and development of Iraq.

Due to security restrictions, international and support project staff remotely managed the projects with security and budgets allowing for travel on average every three months into Iraq. Multiple lessons have been learned and this project benefited as the UN Agencies were challenged to resolve and find solutions on how to work in a remote and potentially volatile environment and to build capacity of communities in selecting priorities involving a wide spectrum of options in the communities in the aftermath of conflict. This was further compounded as movement to access relevant opinions were “red zone”. Therefore a range of safeguard measures were put in place to ensure delivery and performance and potential risks identified and mitigation measures put in place

Purpose

The Programme has strengthened the abilities of local authorities in three areas in the north, centre and south to prepare and implement human rights based, gender sensitive local area development plans. Secondly, it worked with local partners to stimulate local economic development and generate short term and sustainable long term employment. Thirdly, it improved social and physical infrastructure using labour intensive approaches and improved the service delivery capabilities of local authorities in the three selected areas. Additionally this project in the Southern Governorates involved a participatory approach in which communities and civil society worked in harmony with the Governorate and District Administration that resulted in draft district plans, some of the first in the country which was made possible through this project and the additional funding from SIDA.

The LADP target governorates included Sulaymaniyah in the North, Babil in the Centre, and the “Marshland Areas” covering the three Southern Governorates of Basrah, Missan and Thi Qar. These Governorates have been selected through a vulnerability analysis in partnership with the Ministry of Planning and Development Cooperation, whose name was changed in 2010 to the Ministry of Planning. Target districts were selected within each Governorate by the respective Governorate authorities, including: Sharazour, Said Sadek, Hillah City, Maymouna, Chibayesh and Basrah. The total population of these districts are estimated² at 400,000. Within each target Governorate and District, the programme has piloted local area development plans and implemented priority economic development and social services initiatives.

This project in an effort to improve social and physical infrastructure using labour intensive approaches, developed a fast-track concept which addressed immediate local needs as the planning processes unfolded. International and local NGOs were contracted to implement some fast-track projects, particularly those related to skill development, community led projects, civil society capacity building, etc.

Programme outcomes and associated outputs

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

Objective 1: Strengthen the capabilities of local authorities in three selected areas in the north, centre and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.

Objective 2: Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.

Objective 3: Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

Outputs:

Output 1.1 Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments;

Output 1.2 Strengthened coordination and communication mechanisms between central government and local authorities in the three areas.

Output 2.1: Improved local business environment for small businesses in three areas;

² Al-Chibaiesh District: 44,578; Al-Maymona District: 59,535; Al-Mudainah District: 68,320; Hillah old city: 67,967; Sharazour District: 86,388; Said Sadiq District: 74,000

- Output 2.2: At least 80 new small enterprises and cooperatives established in three areas;
- Output 2.3: Enhanced employment skills for at least 1,500 residents in three areas.
- Output 3.1: Thirty (30) water and sanitation facilities and services improved in three areas;
- Output 3.2: Nine (9) primary educational facilities and programme activities improved in three areas;
- Output 3.3: Twelve (12) health services centres and services improved in three areas;
- Output 3.4: Two thousand five hundred (2500) housing units and 12 community facilities improved in three areas;
- Output 3.5: Improved conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects in three areas;
- Output 3.6: Thirty (30) community based electricity facilities and services improved in three areas;
- Output 3.7: Nine (9) damaged religious sites rehabilitated in three areas.

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

a. UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities

UN Assistance Strategy for Iraq

This programme emanates from the pre-2008 UNCT Cluster system, and specifically from Cluster C, Governance and Human Development. Cluster C results matrix provided for area based development and the preparation of local area development plans (LADPs) containing priority proposals for future investments in economic, social and physical development. This Programme represented therefore the flagship effort of 7 UN agencies to work as One UN associated in the Cluster.

With the reform of the UN coordination structure, LADP has been transferred to the Sector Outcome Team on Governance, which focuses on national governance and decentralization. It has contributed to the Sector Outcome 4: Strengthened regulatory frameworks, institutions and processes of national and local governance. It has in particular supported Output 4.5: Improved policy-making, planning and delivery capacity of decentralized governance stakeholders.

UNDAF

A United National Development Assistance Framework (UNDAF) was signed between the Government of Iraq and the UN Country Team 11 May 2010. LADP fits with Priority Outcome 4 4.1: *POLICIES The Government of Iraq has participatory and accountable policy framework and implementation mechanisms for the delivery of quality basic services at all levels.* Upon signing of the UNDAF the Sector Outcome Teams were

abolished and a new structure of Priority Working Groups was established. At that juncture, LADP shifted into the Essential Services Working Group.

UN Millennium Development Goals

The programme has also contributed toward the attainment of several MDGs including:

- Eradicating extreme hunger and poverty;
- Promoting gender equality and empowering women;
- Ensuring environmental sustainability; and
- Developing a global partnership for development.

Joint Needs Assessment

This programme reflects the priority needs addressed in the Joint Iraqi Needs Assessment especially in Sections II and III. A majority of the development components as well as the cross cutting themes (gender, human rights, environment and employment) are tackled in this programme.

Iraqi National Development Strategy

The National Development Strategy (NDS) clearly spells out the need to improve the quality of life through the rehabilitation of social and basic infrastructure while underscoring economic development, private sector development. NDS further indicates the decentralization process and the capacity development of local administrations to respond to their constituents needs as a key reform of the Iraqi state. Mid-2010 the NDS was replaced by the Iraq National Development Plan.

The LADP has pursued both of these NDS goals, in partnership with the Ministry of Planning at the Central level, and the Local Governments of the target Governorates: Sulaymaniyah, Babil/Babylon, Basrah, Missan and Thi Qar.

During 2010 the UN Country Team made a transition in the documents in which it used. Three key new documents were developed which have directly affected this project and UNDP-Iraq. These documents are described below.

DEVELOPMENT ASSISTANCE FRAMEWORK FOR IRAQ 2011-2014 (UNDAF)

The United Nations Development Assistance Framework (UNDAF) was prepared by the United Nations Country Team in Iraq in consultation with the Government of Iraq and other partners, with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and Millennium Development Goals. The United Nations Development Assistance Framework (UNDAF) 2011-2014 is the first for Iraq, marking 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.

UNDP Country Programme Document 2011-2014 (CPD)

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme is aligned with the National Development Plan and is nested within the UNDAF. UNDP has 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) focusing on the role of supporting the Government of Iraq (GoI) 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 CPAP was signed on 14 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 CPD outcomes and respective outputs of UNDP which has incorporated this ITF project.

Primary implementing partners and stakeholders including key beneficiaries:

Implementing Partners:

- Ministry of Planning and Development Cooperation (MoPDC)
- Ministry of Labour and Social Affairs (MoLSA)
- Ministry of Municipalities and Public Works (MoMPW)
- Ministry of Education (MoE)
- Ministry of Environment (MoEn)
- Ministry of Agriculture (MoA)
- Ministry of Water Resources (MoW)
- Ministry of Health (MoH)
- Chambers of Commerce and Industry in the Target Governorates;
- Local NGOs, professional associations;
- Micro Finance Institutions.

Summary of Completion:

Each of the signatory UN agencies has independently reported on their respective component in this final report and have taken every effort to maintain the ITF format.

UNDP Final Narrative Report

II. Resources

Financial Resources:

Human Resources:

i. Financial Resources

The Government of Iraq has provided in-kind contribution to support the implementation of 101 fast track projects equaling USD 748,525 (10% on average).

The LADP project has been extended three times. The first extension was until 19 April 2009 and the second extension was until 31 December 2009. The third and final extension was until 31 July 2010. Requests for budget revisions were made along with the extension requests all officially approved by the ITF Steering Committee.

The following key lessons have been identified regarding the LADP's financial management processes:

- Outsourcing some activities of the programme's training component to local organizations has not only proved to be a good way to develop capacity but also cost effective when conducting workshops/events.
- One of the main financial management constraints is dependency on cash suppliers to pay for services inside Iraq. While multiple suppliers are opening bank accounts, the majority still prefer to operate with cash due to the uncertain security situation.
- Due to the absence of working banking systems in Iraq, transfer of funds for project activities are remitted through money vendors against transfer charges. The inability of the money vendors to transfer the required amounts of funds at a specific time can adversely affect the implementation of activities and negatively impact on the credibility of the agency regarding efficient and timely implementation.

ii Human Resources

LADP employed both international and national staff as well as consultants based in Amman and Iraq. The Programme used national staff and long term agreements with consultancy firms in Iraq to coordinate the work on the ground. In total, LADP had 40 national staff based in Amman and Iraq and has agreements with two locally-based consultancy firms – one in the north and one in the south of Iraq. LADP also had 10 international staff in total. The details are shown in the below table.

National Staff & Consultants
<ul style="list-style-type: none"> - Media Specialist (Technical) - Programme Associate - Programme Assistant (Administrative) - ICT officer - One National Coordinator in Baghdad - Consultancy firm in the South to coordinate UNDP’s work in Centre and South (Basrah Development Services – BDS). - Consultancy firm in the North to coordinate UNDP’s work (Al-Nannar for Engineering Consultation and Project Management)
- International Staff
<ul style="list-style-type: none"> - Programme Specialist (Programme) - Monitoring & Evaluation Specialist (Programme) - Project Manager (Technical) - Programme Manager / Chief Technical Advisor (Programme/Technical)

III. Implementation and Monitoring Arrangements

All components of LADP were guided by the National Steering Committee who in turn established Local Steering Committees, in the LADP areas. The Local Steering Committees were at the Governorate level and involved representation from both the District and Sub-District levels who were tasked with promoting linkages with ministries, facilitating increased coordination and identifying fast track projects.

It was necessary to clearly define responsibilities of the National and Local Steering Committees that were beneficial to the project and outlined in the table below.

National Steering Committee Responsibilities	Local Steering Committee Responsibilities
<ul style="list-style-type: none"> ▪ Provide strategic advice on LADP design and implementation; ▪ Support the LSCs and facilitate the involvement of ministries in preparing and implementing local area development plans. 	<ul style="list-style-type: none"> ▪ Prepare a local area development plan; ▪ Identify “fast-track” social and economic development and physical rehabilitation projects; ▪ Encourage cooperation coordination and partnership with governorate, local government officials and other stakeholders; ▪ Monitor implementation of programme activities.

Figure 1 Roles Defined between National and Local Steering Committees

Together, local communities, civil society organizations (CSOs) and Local Steering Committees developed plans and took action to stimulate economic development and short term employment. This collaboration identified and designed the majority of small-scale activities that could be implemented and managed by local stakeholders. Mobilization of national staff and local resources to implement projects was emphasized and support was provided if and when required. Active community involvement and participation in the project planning, design, implementation and monitoring contributed significantly to the sustainability and ownership of the various interventions.

This project in an effort to improve social and physical infrastructure using labour intensive approaches, developed a fast-track concept which addressed immediate local needs as the planning process unfolded. International and local NGOs were contracted to implement some fast-track projects, particularly those related to skill development, community led projects, civil society capacity building, etc.

Due to security restrictions, international and support project staff remotely managed the project from Amman with security allowing travel on average every three months into Iraq. Multiple lessons have been learned including remote management and this project benefited from UNDP-Iraq experience in this approach. UNDP was challenged to resolve and find solutions on how to work in a remote and volatile environment to build capacity of communities in selecting priorities involving a wide spectrum of opinions in the aftermath of conflict. This was further compounded as movement to access those opinions were considered “red zone”. UNDP initiated partnership and capacity development with the Local Government and their respective Departments who were trained on public consultation. This resulted in a process being identified that encouraged coming together of the communities to set development priorities and agree on how to move forward with consensus reached and ownership developed.

A range of safeguard measures to ensure delivery and performance of contractors was evaluated and potential risks identified and mitigation measures put in place. Those safeguards included inter alia:

- Establishing Local Steering Committees comprising of representatives from Governorate Council, Governors’ Office, Local Council, NGOs, private sector and technical departments responsible for monitoring of implementation of the activity/project;
- Involving local counterparts in certification of progress of implementation at site;
- Ensuring regular communication and close follow-up including inter alia the following means:
 - Frequent Skype conversations and virtual contacts;
 - Internal weekly status reports;
 - Monthly progress reports against work-plan;
 - Ad-Hoc reports or contribution as requested by the UNDP-LADP management;
 - Establishment and systematic use of web-based management of information system to facilitate communication between the field and Amman thus enhancing transparency and accountability;

- Bi-monthly face-to-face meetings for updating work-plan and progressively building up partnership through involvement in project process and methodology design and some access to training and other capacity development initiatives;
- Contributions to reports.

The UNDP component of the programme established operational capacity in Thi Qar, Missan and Basrah (Southern Marshland Governorates) that implemented identified activities through training, seminars, fairs, assessments and microfinance activities in partnership with key local stakeholders to strengthen their mandate, roles and responsibilities. A basic foundation of the LADP was local ownership and community participation therefore, in support to local planning this project utilized the Local Steering Committee, District and Governorate structures to ensure the institutionalization of this process.

Monitoring and Evaluation Arrangements

Monitoring and Evaluation (M&E) was used as a lesson learning tool. LADP learned multiple lessons from its various interventions, disseminated these lessons in a variety of ways involving case studies, news/media coverage and other forms of the communications strategy.

The LADP Results Based Management Framework raised transparency and accountability of the LADP interventions by introducing a system that enabled the programme to clearly demonstrate to its stake-holders two key delivery issues: 1) whether it was doing and delivering what it was supposed to; and 2) how well it contributed to the intended results. A common reporting system is at the heart of the architecture as shown in the diagram below:

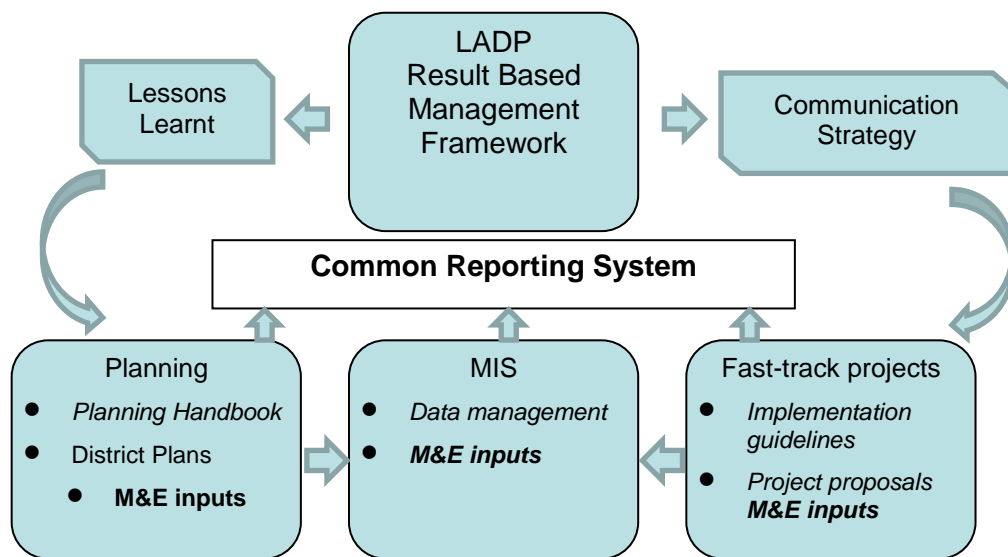


Figure 2 Common Reporting System for Monitoring and Evaluation

The development of the design and operationalization process of the Common Reporting System resulted in the following key issues being addressed:

- Ensured the neutrality, objectivity and credibility of the framework by following results based management (RBM) principles as well as the United Nations Evaluation Group (UNEG) and other UN norms and standards;
- Provided M&E training to the LADP Area Coordinators in the three Marshland Governorates. A process was facilitated that developed; i) a number of key indicators, ii) a data collection methodology and iii) an M&E Plan. This resulted in a strategy on how the indicators were used to increase the overall performance of the LADP interventions;
- Developed a common project performance tracking and reporting tool that enabled the LADP project managers, coordinators and M&E focal points to track the inputs, activities, outputs, and outcomes. This contributed and supported the independent evaluation conducted in 2010 and validated findings. (Please refer to Evaluation Section);
- Developed user-friendly templates and systems for data collection;
- Developed specific M&E guidelines that were included in the LADP Planning Handbook with the purpose to enhance performance management and results orientation in the implementation process. These guidelines, elaborated on developing baselines, data collection methodology, frequency of data collection and information management.

IV. Results

Objective 1: FULLY MET

Local Area Planning – Development Planning for Nine (9) Districts

LADP Development Planning in Nine (9) Districts in the Marshlands:

The LADP framework funded by Iraq Trust Fund (ITF), was defined broadly as laying within the Southern Iraqi Marshlands in three districts. After the establishment of the initial LADP, SIDA provided additional support by collaborating with the LADP National Steering Committee who expanded the Marshland areas into 9 districts. This expansion included an additional six districts:

Basrah Governorate

- Al Qurna (SIDA)
- Al Hartha and Al Dhair Sub Districts (SIDA)
- Al Mdaina (already target area of LADP/ITF)

Missan Governorate

- Mejar al Kabi (SIDA)
- Qal'at al Saleh (SIDA)
- Al Khala (SIDA)
- Maimuna (already target area of LADP/ITF)

Thi'Qar Governorate

- Suq al Shoyock (SIDA)
- Chibayish (already target area of LADP/ITF).

The LADP programme involved a participatory approach in which the communities and civil society worked in harmony with the district administration that resulted in the development of nine responsible district plans, some of the first in the country.



Participants from the Planning Workshop in Al Qurna -- April 2009

The project approach and methodology piloted within LADP was described in a number of handbooks and studies focusing on research and analyses, local area planning, implementation of fast-track projects, capacity development and economic recovery.

LADP District Planning Handbook: Development of a Five Step Methodology

Under the leadership of UNDP, all LADP agencies collaborated in the joint development of a comprehensive, gender-sensitive, inclusive and participatory planning approach for economic recovery and development. The methodology was designed in five steps, which are set out in a *Local Area Planning Handbook*. All agencies played an active role in reviewing and enriching the handbook.

The five steps of the LADP supported planning process can be summarized as follows:

- Step One: Identification of most important needs by communities;
- Step Two: District profiling and sectoral data collection;
- Step Three: Dialogue between civil society and Government about most important needs and appropriate strategies and projects;
- Step Four: Formulation of economic recovery strategies, projects and consideration of cross-cutting issues;
- Step Five: Presentation of the plans to the public.

LADP District Development Workshops

In each of the three LADP Marshland Governorates, Basrah, Missan and Thi-Qar; the Governor was formally requested to establish a District Planning Unit that included representation from:

(1) Head of Local Council;

(2) Mayor (*Unit Leader*);

Heads of District Departments in: (3) Health, (4) Education, (5) Municipality and Public Works, (6) Agriculture, (7) Labour, (8) Housing, (9) Water, (10) Planning, (11) Electricity, and (12) Culture and Religion.

Each of the three Governors swiftly responded and established a District Planning Unit to develop their respective local plans.

The *Local Area Planning Handbook* provided the blueprint for a series of district development workshops. The purpose of the workshops on District Socio-Economic Development Planning was to introduce new concepts and mechanisms to involve the community and prioritizing and developing plans. These workshops were conducted by 21 trained facilitators selected from the Governor's Offices. The facilitators were trained through a training of trainers (ToT) workshop held in January 2009 supported by the University of Basrah in Al Qurna on facilitation methodologies and how to conduct and record district socio-economic assessments. UNDP representatives and other UN partner agencies were present at the trainings. The UN role was to assist in the facilitation of the process and empower representatives from the Planning Department and members of the Local Steering Committee. The workshop prepared local officials on the following:

- To provide Technical Departments the opportunity to communicate with and listen to communities to ensure that their strategies are responding to the needs and priorities of local people and are designed to meet national and governorate development objectives;
- To provide a forum for community representatives and other stakeholders to identify how well Technical Departments' strategies have responded to the development needs of the District, and to make suggestions on key issues for their communities, priority sequencing and potential adjustments to development plans;
- To contribute to the formulation of a District Development Plan which identified (i) district development vision; (ii) the most important development needs and goals for each sector for that District and (iii) identified sectoral strategies and top priority projects for the Districts based on citizen satisfaction and most effective use of resources available.
- To produce a list of priority projects for each sector which can be implemented in the District in the first year and next five (5) years that are aligned with national and governorate development objectives.

A series of District Planning Workshops for the Marshlands LADP areas were held in April and May 2009 under the leadership of UNDP as shown in the table next page.

Governorate	District	Lead Agency	Date	Total participants	Total women	Women representation
Basrah	Qurna & Hartha	UNDP	19-23 April 2009	110	16	15%
Missan	Kahlaa & Kalaat Salih	UNDP	3 – 7 May 2009	108	13	12%
Missan	Al Mijar	UNDP	9 – 13 May 2009	48	3	6%
Thi Qar	Souq Al Shyokh	UNDP	3 -7 May 2009	110	13	12%
Basrah	All Marsh Districts	UNDP	1 -2 Jul 2009	160	15	9%
Total				536	60	11%

Figure 3: Participation in District Workshops

Consolidation of Nine Marshland District Plans: Input to the Five Year Plan of the Ministry of State for the Marshlands

In December 2008, H.E. Minister of State for the Marshlands and representatives from the Parliament, associated ministries and the concerned governorates requested UNDP's assistance in the institutional development and the establishment of a strategic plan for the Marshlands. It is noted that the District Planning Workshops facilitated dialogue in the districts and governorates, which prompted the realization that this work held great synergy with the initial request from the Ministry of State for the Marshlands (MoSM) especially in the development of the five year plan. This was a potential horizontal broadening of the project and consolidation of the three Governorates, if additional funding could be identified.

LADP provided an opportunity for the initial development of the 3 district plans in 3 different Governorates through the Iraq Trust Fund support. Later funding by SIDA provided an opportunity to expand from 3 to 9 district development plans to reflect the priorities of the Marshlands. This allowed the LADP team to compare the challenges and the strengths of each Governorate and look at this fragile region with a lens which built on the promotion and inclusion of peace-building, reconciliation and conflict prevention (CPR); strengthen capacity of local policy formulation, planning and service delivery development; and enhance development effectiveness by strengthening accountability, learning and partnerships, particularly with citizens. This led to the District Planning Consolidation Workshop in Amman, 17-19 May 2009. The LADP UNDP field teams who attended this workshop aimed:

- To update and reflect on district planning processes;
- To set the objectives and principles that consolidated the district plans to reflect the greater geographical area e.g. Governorate or Marshlands;
- To identify key elements of the plan for use in the consolidation process;
- To identify shared needs and prioritize measures and projects;
- To identify roles and responsibilities and highlight issues, concerns and recommendations;

- To prepare and plan inputs for a consolidation workshop.

The result of the Planning Workshop was that all the Marshland District Plans were consolidated into one plan for the Marshland Region through a consolidation workshop conducted in Basrah on 1-2 July 2009. The key purpose of consolidating district plans was to present a coherent strategy for development based on local needs across the Marshlands. This facilitated ease to speak with “one voice” to higher authorities and donors and engage effectively with other planning processes such as Provincial Development Strategy formulation at the Governorate level, sector line ministry plans, or other regional planning initiatives. The consolidation process systematically took each of the main components of the District Plans identified commonalities and developed consensus for the Marshlands. The Consolidated Plan therefore defined:

- A shared vision for development;
- An agreed set of strategic objectives;
- Definition of shared needs and specific needs;
- Common objectives in each sector;
- Identification of joint development programmes resulting in priority projects and an agreement on criteria for further project selection/prioritization as necessary;
- Agreed definition of the responsibilities of different stakeholders in developing joint programmes and taking forward the implementation of the Plan.

This consolidation process was designed to bring together the needs and priorities of each district, in the District Plans, in a manner that was coherent with a development plan for the area as a whole. One of the most important outputs of the consolidation process was to encourage participants to consider development in their District in the context of development in the Region as a whole.

The Ministry of State for the Marshlands subsequently utilized the results of the Consolidation Workshop as major input for its own Five Year Plan 2010-2014 funding allocation and identified priority projects requested by local communities in rural marshes that were not yet funded by other line Ministries. Their draft Five Year Plan was shared and discussed in Baghdad with all national-level key stakeholders on 14 -15 August 2009.

In summary the following steps were completed to fully achieve Objective 1/Outcome 1 within LADP:

- Assessments completed for all 9 districts;
- Rapid Needs Assessments completed in all 9 districts;
- District planning completed in all 9 districts;
- Development of spatial analysis methodology in planning;
- Built a relationship within the nine districts, three governorates as well as enhanced their relationships with the Ministry of State of the Marshlands;
- Strengthened district inputs the Ministry of State of the Marshlands Five Year Strategy;
- The Marshlands Five Year Development Strategy resulted in:
 - Basrah Consolidation Workshop for district plans;
 - Baghdad Ministerial Workshop on obtaining Cabinet (Council of Representatives) support for a development authority;
 - Marshlands Development Strategy input to the National Development Plan;
 - International Conference on the Marshlands.

Objective 2: FULLY MET

- **Stimulate Local Economic Development and Generate Short Term and Sustainable Long Term Employment:**

Economic development was an ongoing concern in every district and each of the governorates. This project looked at economic development in the short term. This included projects that had consensus in the community which generated short term employment; built capacity of civil society and local government officials; provided skills to prepare community members for employment and leadership in community development efforts.

Fast-Track Methodology

The identification of Fast-Track Projects were a result of the Objective 1 which identified the priority needs of the communities as well as through a dialogue between civil society and government regarding priority needs and appropriate strategies and projects. The LADP Programme earmarked funds to implement fast-track projects that addressed immediate local needs. The fast-track methodology and community participation served in both Objectives Two and Objectives Three. The following criteria served as the foundation to prioritize projects. Criteria included that the projects:

- Identified local priorities;
- Generated short and long-term employment;
- Economically and/or socially productive investment and added value to existing or planned public investments;
- Positive impact on marginalized and vulnerable groups;
- Validation by community that service was desired;
- High visibility and quick impact; however with long-term view on sustainability and aligned with MDGs;
- Were within the sectors of health, education, water and sanitation, agriculture and livestock, electricity; that included cross-cutting issues of gender and environment;
- Targeted one or all of the following: poor Marshland communities, women and/or youth.

It was clarified to communities that the LADP work was to build consensus in the community and work towards the building of peace and reconciliation which was a foundation of Objective 2. The Marshland fast-track projects also had a guiding principle that they would promote environmental and gender sound practice.

The efforts of LADP focused on two types of partnerships. The first was with the local governments to improve service delivery capabilities with clarification that this project was not meant to address large scale long term initiatives. The second was partnerships with NGOs to improve employment skills, small enterprises and cooperatives. Thus, two delivery modalities for the implementation of fast-track projects were utilized.

1. Memorandum of Understanding with Technical Departments and/or municipalities, which implement small and labour intensive fast-track projects;

This option was a preferred approach because it embodied a genuine partnership between LADP and the Government of Iraq. It provided an opportunity for local reinforcement of technical capacities, smooth and rapid implementation, intensive labour opportunities for citizens as well as clear ownership and increased responsibility for maintenance of the created structures.

One of UNDP's guiding principles was to build capability with governments. UNDP has extensive experience both internationally and within Iraq with this modality. An example of this approach was the UNDP Iraq Reconstruction and Employment Programme which created labour intensive projects in the areas of water, electricity, municipal rehabilitation education and environment throughout the country that resulted in short term employment which impacted thousands of citizens.

2. Contracts with NGOs that implemented fast-track projects;

There is an ongoing need in Iraq to build the voice of the people through building skills and capacity at the community level. Participation is a new approach for the country and NGO capacity is an area that continues to require support. The separation between the government and the civil society was considered essential in this project to enhance community participation, build skills for employment and improve the local business environment.

LADP utilized this modality that resulted in positive outcomes in the Marshlands. The SIDA component of LADP contracted two NGOs which were Free Iraq Foundation and International Medical Corps.

The majority of the work in Objective Two was done through modality two, working with NGOs. LADP work initiated with the creation of Community Councils in each village which served as hubs of activities. Prior to beginning any facet of programme, LADP spoke with community leaders to identify both women and men to serve on the Community Council of approximately 11 members and established Town Hall Meetings. The Community Councils worked with villagers to determine the needs and desires of the population, and worked with LADP which resulted in a tailored programme to the priorities of each village.

The Community Councils, under LADP guidance, prioritized the most vulnerable to become beneficiaries in many of the components of the programme. In 2008 a survey was conducted on micro and small businesses in the Marshlands. The survey results found that the business skills were weak, private investment limited and regulation nonexistent.

Due to these findings of this survey, the LADP Marshlands Project chose to invest in the development of basic skills such as basic literacy, computer and vocational skills to assist community members to start small businesses themselves and/or become more employable.

Six outcomes were identified:

- 1) Improved living conditions in six villages;
- 2) Long term livelihood opportunities;
- 3) Improved social and physical infrastructure;
- 4) Improve local service delivery of the government;

- 5) New small enterprises established;
- 6) Improved psychosocial status of the populations.

Figure 4: Outcomes and Targets Identified in Marshlands Survey

Outcome	Output(s)/Target	Indicator(s)	
Improved living conditions in six villages	80% beneficiaries feel their living conditions have improved	# and percent beneficiaries expressing improved living conditions	Almost 80% responded a decrease in living expense, which can lead to improved living conditions
Long term livelihood opportunities stemming from the three income generation frameworks	300 women trained and earning income 300 men (fishermen/breeders) 120 adolescents 60 widows 18 men (marketplace buyers)	# trained and earning income in small businesses (disaggregated by gender)	See Beneficiary Table by village
Improved social and physical infrastructure Socio-economic units will be created; Physical structures will include the marketplace, library, women's small business, and young men's business storefronts	300 women enrolled in literacy course 95% women graduate from literacy course 120 trained to take photos to document process 1 anthology compiled and printed as a collection of stories and images from the Iraqi Marshlands	# women enrolled in literacy course % of women in graduating literacy course # trained to take photos Anthology compiled and printed	405 women enrolled in literacy course 100% of women graduating literacy course 120 trained in photography Anthology compiled and in print
Improved service delivery of the local government, as the literacy champions are	6-18 literacy champions identified and trained	# literacy champions identified and trained	2-3 literacy champions chosen per village

taught to advocate for improved social services			
New small enterprises established: women's small business (sewing, hairstyling, furniture making), men's enterprises improved (fishing, husbandry), and young men's repair shop	18 new enterprises created 6 marketplaces established	# new enterprises created # marketplaces established	18 new enterprises created 6 market places established
Improved psychosocial status of the population	80% beneficiaries indicate improved sense of self-worth and wellbeing.	# of beneficiaries indicating improved sense of self-worth and wellbeing	85% of beneficiaries indicated an improved sense of confidence

The community identified the need to include literacy and vocational training in six villages, therefore, LADP provided 405 community members with literacy training and 721 community members with vocational training which well surpassed the original output targets of 100 persons.

In total there were 765 women beneficiaries and 361 men. Women were provided affirmative action for literacy training and areas which were culturally acceptable for women's economic and artisan activities that prioritized widows and divorcees which were considered the most vulnerable. The majority of the beneficiaries for labour projects or activities traditionally done by men were unemployed, unskilled workers from the area.

Figure 5: Beneficiary Table by Village

Beneficiary Table by Village									
Village	Women's Activity 1	Women's Activity 2	Men's Activity 1	Men's Activity 2	Young Men's Activity 1	Young Men's Activity 2	Artisan Support	Literacy	Total
Srehat	Sewing	Hairdressing	Boat Repair	Block Factory	Motor Repair	Barber Shop	Mats Industry	Literacy	184
	34	2	25	25	3	3	35	57	
Sabaghlya	Sewing	Hairdressing	Animal Husbandry	Block Factory	Generator and Motor Maintenance	Barber Shop	Mats Industry	Literacy	160
	35	3	25	25	3	3	16	50	
Tiktaka	Sewing	Hairdressing	Animal Husbandry	Block Factory	Generator and Motor Maintenance	Mobile Phone Repair	Handmade Carpet Knitting	Literacy	224
	36*	25†	50	25	3	3	2	80	
Al Talaa	Sewing	Hairdressing	Animal Husbandry	Block Factory	Generator and Motor Maintenance	Satellite Repair	Date Palm Fronds Industry	Literacy	182
	56**	13	25	25	3	3	4	53	
Rada Al Awla	Sewing	Hairdressing	Animal Husbandry	Block Factory	Satellite Repair	Mobile Phone Repair	Date Palm Fronds Industry	Literacy	208
	25	11	25	25	3	3	4	112	
Rada Al Thanyi	Sewing	Hairdressing	Animal Husbandry	Block Factory	Generator and Motor Maintenance	Barber Shop	Date Palm Fronds Industry	Literacy	168
	36***	19	25	25	3	3	4	53	
Total	222	73	175	150	18	18	65	405	1,126
Economic Activities Total:							721		

Through the Community Councils and the work with the NGOs, problems were identified and solutions were found that had positive outcomes for the communities. Economic issues identified included youth employment problems, fair-pricing and access to markets. Additional issues raised were the economic and environmental effects from the draining of the Marshlands. Other areas included literacy/educational issues and preventative health.

Snapshot of Specific Achievements for Objective 2:

Objective 2 surpassed the identified outputs as efforts were made to build capacity and participation within the communities. Two examples of projects are elaborated below as examples of community work.

1) Project Name: The Marshlands Village Renewal Project

Total project cost: US\$760,309.00 (% 50 = \$380,154.5 SIDA funded/ 50% by LADP ITF)

Project status: Completed

Project Summary:

The Marshlands Village Renewal Program targeted six villages plagued by a deteriorating environment, shrinking economies, displacement and general vulnerability.

The villages of Srehat, Sabaghiya, Titkaka, Al Talaa, Rada Al Awla, and Rada Al Thanyi were the grounds of a monumental programme that empowered the local populations. Through eight activities and the construction of a marketplace in each village, 1,148 beneficiaries received tools and training to better their lives through livelihoods training, income generation and literacy training.

Key achievements:

1. Generated significant community income through targeted programming.
 - Each village chose to build a cement block factory on land provided by the local government. Training provided to 25 in each of the six areas.
 - Constructed market places.
 - Provided training on animal husbandry to 150 men.
 - Provided training on boat repair to 25 participants.
 - Provided barber training.
 - Provided sewing and artisan classes to 218 women.
 - Provided generator, motor satellite and portable telephone repair training. See photo below.



2. Improved the literacy and general knowledge/awareness of women by achieving the following:
 - Conducted Financial management classes;
 - Advocated for prioritization of Girls' Education;
 - Conducted Women's Rights forums;
 - Created a library in each of the 6 villages;
 - Improved Women's Health and Breast Cancer Awareness;

- Conducted Household Hygiene and Management classes;



Literacy/education training for Sabaghiya

3. Preserved the oral histories of Marshland residents while motivating the value of education;

2) Project Name: Mdaina Education project (MEP)

Total Project cost: \$266,545.40

Project status: Completed

Project Summary:

The Mdaina Education Project was successfully completed during March to September 2009 that involved 356 adults and created an adult literacy training programme for the community of Mdaina. IT training was conducted at two levels; one for the community at large and the second for teachers and small business owners of Mdaina. An equal proportion of men and women benefited from the IT training which included general community members, teachers, small business owners and IT professionals. This project refurbished and equipped a computer centre and provided satellite dish internet that continues to operate through revenue generated the various serviced provided to the community including internet and printing services.

Key achievements:

1. Literacy training involved 356 adults
2. IT Computer training;
3. Computer trainings for teachers and small business owners;
4. Sustainable computer centre established at the vocational centre:

On March 16 2009, a needs assessment was conducted to prepare for the provision of the Mdaina Municipal Council and the Mdaina Computer Centre to conduct IT training to the community as requested. The Computer Centre had multiple needs as there were 19 computers but most were either broken or outdated with 20 computer tables and one printer. The project in preparation of upcoming training provided the Computer Centre with 25 computers and 14 printer/scanner/fax machines to enable training as scheduled to take place in the Centre for 25 participants. The project also provided a generator to protect the equipment and an air conditioner to make the Computer Centre a more desirable place for the community to visit and not overheat the equipment. A satellite dish was installed for internet access and a subscription paid for the duration of the project.



A Women's Training in Mdaina

Objective 3: MET

Improved physical infrastructure using labour intensive approaches and developing capabilities for service delivery

Objective 3 developed a partnership between LADP and the Local Government especially with the Technical Departments and/or municipalities, which implemented small and labour intensive fast-track projects. This was an opportunity to build capability within the relevant departments, maintain ownership and increase responsibility for future maintenance. Additionally there were linkages and synergies to the local development plans and the ongoing local government initiatives.

The nature of this participatory planning process facilitated dialogue with communities who determined which sector should be seen as a priority. Additionally, SIDA Fast Track projects were implemented to complement previously identified projects from LADP Main funded by ITF which are listed page 40. This extensive bottom-up planning process identified important needs and priorities of participating communities, finessed capability of all relevant government

counterparts and cost-shared the expenses. Project selection was based on capacity to conceive and implement projects and accommodate the duration of the project cycle and within the budgetary limitations. An additional consideration was the equality between the districts in allocating funds.

All projects are completed which have provided both employment and capacity development and have built a dialogue between the local government and the community.

Snapshot of specific achievements

Objective 3 built upon capability in the local government and participation within the communities. Communities identified projects and the partnership with the relevant local government departments. Examples of projects are elaborated below.



Figure 7: Bringing electricity to the neighborhood

Electricity Snapshot

Al-Mozah village in Al-Qurna suffered from electricity shortages and had difficulty in brown zones with many houses receiving very low voltage of less than 180 volts in a 220/240 system. This caused significant damage or replacements to the electrical instruments and home usage tools. Additionally the citizens took lines both dangerously and illegally using wooden and steel poles to lay wires. The citizens in the past had requested that local authorities rehabilitate or replace the electricity network and the local authorities had not responded to this request. Through a LADP Fast Track Project the Al-Qurna electrical power was improved; power outages reduced; brown zones reduced; appliance and electrical damage reduced; the danger of wires falling and shortages to especially around children play areas was reduced and employment opportunities were created.

The Al-Misharah sub-district in Missan also suffered from the shortage of electricity power which caused many citizens to relocate and those that stayed behind constantly faced power shortages and brown zones which destroyed their appliances. This situation continued and citizens sent many requests and proposals to the local authorities but were told that this issue was not a priority or there would be a delay in fixing these problems. Therefore, citizens requested a LADP Fast Track Project which improved the electrical system, created employment and decreased internal displacement as well as reduced the reliance on the use of diesel/gasoline generators that were expensive.

Public Works Snapshot

Al-Wadi Village in the east side of Qa'laat Salih District is inhabited by 10,000 citizens, whose main income is the cultivation of seasonal crops and livestock. Citizens depend on water from the river for cultivation and suffer from a variety of problems concerning water supply, electricity and general services. There is only one bridge to cross the river which leads to traffic jams and forces citizens to depend on the use of small boats that are dangerous in order to take their produce across the river. Through a LADP Fast Track Project, a bridge was constructed to provide safe and timely passage of pedestrians and their goods while the existing bridge was designated for vehicle use.



Figure 8 Al Hartha District Grounds



Figure 9 Al Hartha Residents Initiating Park Construction



Figure 10 Al Hartha Park Completed



Figure 11 Al Hartha Park with Mature Green Space

Qalaat Salih District in Missan and Al-Hartha sub-district in northern Basrah City suffered from poor municipal services, such as parks. Children had no place to go and often played in dangerous streets and dump yards. The citizens requested better municipal services, particularly parks. However, local authorities felt they could not prioritize this within the local budgets. Through LADP a Fast Track Project, a new park was established with the support of the Municipality in both districts.



Figure 12 Laying Water Pipelines

Water and Sanitation Snapshot

The Al-Dujain Quarter in Suq Al Shoyock District is home to 5,000 citizens. It is one of thousands of villages and towns that faced inadequate basic services such as water and sewage. Citizens lodged numerous complaints to local authorities on poor water services and their families resultant health problems.. Through a LADP Fast Track Project four kilometers of pipe were installed to bring fresh water to households; water conservation and pollution issues addressed; preventative measures taken to create a water disease free environment and employment opportunities created.

Primary Education Snapshot

The Justice and Development Organization Centre had offered to have the literacy classes take place in their location in Mdaina. The Qurna Education Directorate (QED) was helpful in identifying potential locations for the literacy classes. The QED was very collaborative and suggested holding the literacy classes in the following four schools: The Mada'en Primary School, the Nusayree School for continuous learning, the Dhefaf Primary School, and the Alwane Primary School. The Qurna Education Directorate also provided the Iraq Foundation with a list of four instructors to provide the literacy trainings and provided literacy curriculum. The school officials expressed the need to have generators and water coolers which LADP provided to the schools.

The literacy classes were 2 hours and 15 minutes long and took place on Fridays and Saturdays and included 25 participants. The literacy instructors used responsive ways to attract and keep the

trainees' interest. Participants showed to be very eager to learn. Attendance was good and the level of energy was very high. The LADP partner, Iraq Foundation monitored all classes for attendance and to make sure the training went as scheduled (training pictures attached). Fifty-four (54) hours of training were successfully completed.

Media/Communications Strategy and Communication Products

After the identification of the LADP strategy and communication plan 2008, the following communication products were developed. :

- Information package distributed during the first National Steering Committee Meeting;
- Progress report distributed during the last National Steering Committee Meetings;
- Production of short film encompassing the progress of the programme from start until November 08. The film was shown during the last National Steering Committee Meeting and was sent to the donor partners;
- Stationary developed and mounted during events including banners and backdrops;
- 2009 desk calendars published and distributed with projects and workshops photos;
- Photo exhibition for LADP Fast Track projects and workshops conducted;
- Media coverage included newspapers, TV, radio and website for all programme events including planning workshops and senior meetings;
- Branded concept brief for LADP Phase II distributed to different donors;
- The Tawasul (LADP Newsletter) published 3 editions which were widely distributed in English, Arabic and Kurdish languages;
- First issue of Tawasul (LADP Newsletter) was distributed during the second National Steering Committee Meeting. The first issue was dedicated for Iraqi women and girls;
- The new LADP website with links to MIS and LADP image bank launched August 2009;
- Establishment of image bank in 2009 to be utilized by all programme partners to download the programme's photos and other communications products;
- Beneficiaries interviewed on projects sites to formulate different humanitarian stories;
- Communicated LADP news and stories to FootPrint the UNDP newsletters;
- Represented LADP in the Advocacy Working Group of the UN agencies;
- Support provided to team members on various communication topics.



First issue of Tawasul distributed during the NSC meeting in Baghdad on April 2009

Challenges and Lessons Learnt

Challenges have been numerous. The major challenges have included:

- Variations in delivery and mobilization for resources both human and assets;
- Diversity of counterparts and geographical areas;
- Difficulty operating on the ground and travel to Iraq including setting up offices, staff movements/travel, organization of workshops etc.;
- Utilizing remote management;
- Horizontal and vertical communication and information sharing;
- Length of time to establish coordination mechanisms;
- Sharing of an agreed common programmatic approach and reaching consensus on the vision;
- Enhancing synergies and overcoming the temptation for each agency to work independently at its own pace;
- Developing a Results Based Management framework for LADP Monitoring and Evaluation.

Thanks to the good will of all, effective strategies were developed collectively to address identified challenges.

The following major lessons were identified in the lifetime of the project:

- In spite of numerous difficulties operating on the ground and travelling to Iraq, including setting up offices, staff movements, travel, organization of workshops etc., it has been possible to effectively manage and deliver a large programme remotely and in a transparent and accountable manner. Building effective inter agency partnerships and capacity development of multi-agency national teams have been key factors in this success;
- The participatory approach of LADP and its transparency have contributed to (i) high levels of trust and partnership with Iraqi counterparts, (ii) improved communication across sectors and (iii) fostered dialogue between the local authorities and civil society;
- The fact that Iraqi counterparts have largely driven each local process in programme planning, design, implementation and monitoring contributed significantly to the sustainability and ownership of the various interventions;
- Multi-agency LADP teams of Iraqi nationals in each geographical area, acted as a catalyst to encourage greater local integration and inclusiveness and promoted an environment in which local authorities and the communities worked together to undertake participatory planning exercises that led to formulating local area development plans that were responsive to people's needs;
- The initial one year time span envisaged for LADP was insufficient and unrealistic to establish the delivery mechanism for multi-agency programming of this size;
- Clear responsibility for monitoring and evaluation of combined outputs and outcomes needed to be identified from the outset;
- Visibility of results and clear communication was crucial in building confidence of partners and other stakeholders.

Outcomes & Outputs	Responsible agency	Partners	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
Outcome 1: Strengthen the capabilities of the local government in Sulaymaniyah, Babylon, Missan, Thi Qar and Basrah, to plan and manage reconstruction and development activities through the formulation and implementation of local area development plans								
Output 1.1: Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments.	UNDP	Other UN agencies responsible for various sectors as follows: • Health (WHO); • Water and sanitation (UNDP); • Electricity and infrastructure (UNDP); • Education (UN-HABITAT-UNESCO); • Physical planning, housing, urban planning, community facilities (UN-HABITAT); • Local Economic Recovery and Development (ILO/UNOPS);	Indicator 1.1.1: Human right based and gender sensitive local area plans are prepared, endorsed and budgeted by local authorities and relevant stakeholders for Mdaina/Basra; Maimouna/Missan; Chibayesh/Thi-Qar	No formal district plans prior to LADP and no general analysis of socio-economic conditions at the district level	Six District plans to be finalized and adopted by December 2009.	Six final draft plans developed and adopted by local authorities.	Draft plans received from planning workshops	First drafts were presented during the last National Steering Committee meeting organized in October 09; Participant lists reflect multi-stakeholder representation; -Internal monitoring and evaluation reports of all the planning workshops.
	ILO		Indicator 1.1.1: Human right based and gender sensitive local area plans are prepared, endorsed and budgeted by local authorities and relevant stakeholders for Sayed Sadeq and Sharazour in Sulymaniyah					

	UN HABITAT	<ul style="list-style-type: none"> • Environmental preservation and natural resource management (UNDP); • Cross cutting issues (systematically considered under Step 4) including: <ul style="list-style-type: none"> § Capacity Development, § Gender mainstreaming (UNIFEM), § Social protection for the most vulnerable (UNIFEM/UNDP), § Decent job creation (ILO), § Millennium Development Goals (MDGs) (UNDP) 	Indicator 1.1.1: Human right based and gender sensitive local area plan is prepared, endorsed and budgeted by local authorities and relevant stakeholders for the old city of Hillah/Babylon					
	UNDP		Indicator 1.1.2: Three area profiles (one for each of the three districts of Mdaina, Maimouna and Chibayesh collected including information on all the sectors and compiled.	No district profile	Six District profiles to be finalized by December 2009.	Six district profiles developed	Draft plans received from planning workshops	Local authorities have improved knowledge about economic and social development needs of their district
	ILO		Indicator 1.1.2: Two area profiles (Sayed Sadeq and Sharazour in Sulymaniyah) including information on all the sectors and compiled.					
	UN HABITAT		Indicator 1.1.2: One area profile (the old city of Hillah/Babylon) including information on all the sectors and compiled.					

Output 1.2 Strengthened coordination and communication mechanisms between central government and local authorities in the three areas.	ILO (North); UN-HABITAT (Center); UNDP (South)	all other UN agencies	Indicator 1.2.1: Increase functional communication lines between district, governorate and national authorities;	No known baselines	Increase functional communication lines between district, governorate and national authorities by December 2009	Regular Local Steering Committees meetings; Three National Steering Committee meetings in 2009 including a Lessons Learnt Review Workshop.	Documentation of increased formal communication efforts.	
	UNDP	all other UN agencies	Indicator 1.2.2: Communication between local and central authorities improved through the established MIS	No known baselines	Increase functional communication lines between district, governorate and national authorities by December 2009	MIS has been developed and presented to GoI stakeholders.	MIS system	
	UNDP	UN-HABITAT, ILO	Indicator 1.2.3: People in the areas have heard about local development efforts from their authorities;	Baseline zero prior to project.	Media coverage of LADP will increase significantly in year one and two of project.	Media coverage has increased significantly for all sectors.	Media reports submitted to all UN agencies following LADP program efforts.	
Outcome 2: Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.								
				No strategies, prioritization for public efforts towards private sector development;	Campaign on promoting entrepreneurship in the three areas.	Raising awareness campaign conducted to promote entrepreneurship among the local population, is being implemented to target the three areas of LADP	Transcripts of official measures taken by local governments towards the action plans.	socio-economically marginalized group was especially targeted

			Indicator 2.1.2: Three Business Information Centers are established within the Chambers of Commerce, rehabilitated, equipped and functioning	· No Business information centers established in the three areas	- Three Business information centers are rehabilitated and functioning by April 2009.	-Sulymaniyah BIC officially and effectively started functioning in February 2009, Basrah in January 2010 and Hillah will officially function in BIC building in April 2010.	- Reports of services delivered to local entrepreneurs;	
				· Low service delivery capacity of local Chambers to local entrepreneurs	-Local authorities have improved knowledge about social-economic development needs	Standard Operating Procedures (SOP) manual developed.	- Progress reports received from Heads of BICs.	
					Local authorities and public and private sectors have improved knowledge of the constraints and strengths of MSMEs and are equipped with technical tools to address such including through feasibility studies, public-private partnerships.	3 BIC Sustainability Plans adopted by COCs' boards; - (15) value chain analysis studies; - 3 SME surveys implemented; -10 investment studies; -Two trade fairs organized. -505 beneficiaries trained on BMT. - 600 trained on women in enterprise. - 26 business counseling supports	Final products shared with ILO/UNOPS (studies, action plans, pictures, manual and reports).	

			Indicator 2.1.3. Local civil society organizations and groups are strengthened to support the economic requirements of priority segments of their population	Lack of managerial and technical skills, and experience, among local NGOs in the economic development area;	- 20 trainers in Hillah and 34 in Sulymaniyah of local NGOs trained on business startup and management;	20 trainers in Hillah and 34 trainers in Sulymaniyah of local NGOs trained on business startup and management;	Participant list of workshops;	
					44 managers of local NGOs ToT trained on women economic empowerment	24 managers of local NGOs ToT trained on women economic empowerment		
					-NGO grant provided to selected NGOs from the WED programme to deliver women entrepreneurship development programs	10 grants were provided through WED (Women's Entrepreneurship Development and Gender Equality); 690 people have benefited.	Workshops assessments reports;	
					- Expose officials to international and regional best practice through study tours and international seminars	22 beneficiaries joined three study tours in Italy, Jordan to Business incubator / development services and investment boards		

					Train socially excluded women in market-relevant microenterprise skills using the GET package and provide orientation and referral to microfinance intermediaries (in particular CHF)	- A locally owned and operated micro-finance facility established in the three areas of implementation. - Start-up entrepreneurs trained on business management skills.		
			Indicator 2.2.2: The skills of target groups in the local areas are enhanced on key entrepreneurship areas	Absence of entrepreneurship skills training in the targeted areas;	23 BICs staff trained on business management and key counseling techniques.	860 beneficiaries trained on GET Ahead (Gender & Entrepreneurship Together)	Participant lists	
						-42 of direct beneficiary trainees (from BICs and from BMT/Get ahead components)		
							22 BICs staff trained on management and key counseling techniques.	- Pre-post workshop evaluations
Output 2.3: Enhanced employment skills for at least 1500 residents in three areas	UNDP		Indicator 2.3.1: Capacities of unskilled workers improved	Baselines are site/training specific	1000 workers received on-the-job training	- Various capacity building activities and projects implemented.	- Receipt of payments made for short term employment in three areas.	

					· Short term employment in Agriculture created and laborers trained	- 400 short term employment in agriculture	- Workshop reports of capacity training.	
					· Short term employment in Electricity is created and labors trained	- 350 short term employment in electricity	- List of attendance signed by workshop participants.	
					· Short term employment in sanitation created and labors trained	- 200 short term employment in sanitation		
Objective 3: Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas								
Output 3.1: 30 water and sanitation facilities and services improved in three areas.	UNDP		Indicator 3.1.1; # water and sanitation projects implemented	Baselines are site specific	30 water and sanitation projects implemented	28 Water and sanitation projects implemented and services improved in the three areas.	· Site visits; Monitoring reports	
Output 3.2: 9 primary educational facilities and programme activities improved in three areas.	UNDP		Indicator 3.2.1. # Education projects implemented			1 primary school rehabilitated		
Output 3.5: Improved conditions for agriculture development and the promotion of environment awareness	UNDP		Indicator 3.5.1 Agriculture and environment projects implemented by April 2009	Baselines are site specific	- 10Agriculture and environment projects implemented	13 projects implemented and services improved in the three areas.	· Site visits	

including through 60 small infrastructure projects in three areas.	UNDP		Indicator 3.5.3: # of local planners trained on environmental screening of planned development strategies and projects		50 local planners trained	60 local planners trained on Natural Resources Management and Environment	training reports and feedback	
	UNDP		Indicator 3.6.1: Electricity projects implemented	Baselines are site specific	30 Electricity projects implemented	35 projects implemented and services improved in the three areas.	· Site visits; Monitoring reports	
Output 3.6: 30 community based electricity facilities and services improved in three areas.			Indicator 3.7.1: Small projects implemented	Baselines are site specific	· 4 small projects implemented	14 projects implemented	· Site visits; Monitoring reports	
Output 3.7: Restoration and construction of buildings and sites reflecting culture and tradition**			Indicator 3.7.1: Small projects implemented	Baselines are site specific	· 4 small projects implemented	14 projects implemented	· Site visits; Monitoring reports	

**In assessing the scope of work for this output, construction of individual housing units was considered problematic due to difficulties in selecting beneficiaries and insufficient budget allocation. It was decided to invest in communal upgrading in poor housing areas through improvements to access roads and surface drainage thus benefiting a larger number of people in low income housing areas.*

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V. Abbreviations and Acronyms

Main abbreviations and acronyms

- LADP: Local Area Development Programme
- LSC: Local Steering Committee
- NSC: National Steering Committee
- CoC(I): Chambers of Commerce (and Industry)
- (I) NGOs: (International) Non-Governmental Organizations.
- MOE: Ministry of Education
- TVET: Technical and Vocational Education and Training
- MoLSA: Ministry of Labour and Social Affairs
- MoSM: Ministry of State for the Marshland
- EFA: Education for All
- MDGs: Millennium Development Goals
- NDS: National Development Strategy
- MOPDC: Ministry of Planning and Development Cooperation
- CSOs: Civil Society Organisations
- GFP: Gender Focal Points.
- CEDAW: Convention on the Elimination of all Forms of Discrimination against Women
- ToT: Training of Trainers
- GBV: Gender Based Violence
- VAW: Violence against Women
- WHR: Women Human Rights
- SIDA: Swedish International Development Agency

Fast-track projects implemented by UNDP

#	Governorate	Project No.	Project Name	Budget	Donor	Cost Sharing	% Cost Sharing	% completion
1	Babil	BA-L029	Rehabilitation of Al-Jameain electricity network	98,462.00	EC	25,970.00	21%	100%
2	Babil	BA-L030	Rehabilitation of Greatah electricity network	93,775.00	EC	25,970.00	22%	100%
3	Babil	BA-L031	Improving the electricity network in Altes Area	97,412.00	EC	25,970.00	21%	100%
4	Babil	BA-L032	Rehabilitation of Junainat Althayla Electricity Network	96,422.00	EC	25,970.00	21%	100%
5	Babil	BA-L045	Rehabilitation of Algalag Electricity Network	91,201.00	EC	25,970.00	22%	100%

6	Babil	BA-L049	Rehabilitation of Al-Shawi electricity network	71,992.00	EC	25,970.00	27%	100%
7	Babil	BA-L075	Rehabilitation of Ibrahimieiah and Mashta sewage network	75,493.00	EC	22,500.00	23%	100%
8	Babil	BA-L076	Rehabilitation of Al- Jadeeda and Shawi sewage network	86,915.00	EC	22,500.00	21%	100%
9	Babil	BA-L077	Connecting Al-Shawi Area with new water supply network	96,505.00	EC	15,800.00	14%	100%
10	Babil	BA-L078	Connecting Krata's Area with new water supply network	98,254.00	EC	12,000.00	11%	100%
11	Babil	BA-L079	Connecting Al-Wardeah Area with new water supply network	85,623.00	EC	12,000.00	12%	100%
12	Babil	BA-L084	Clearing the blockage from the sewage entrances	38,063.00	EC	8,400.00	18%	100%
13	Babil	BA-L085	Clearing The Blockage in the sewage system	34,477.00	EC	7,200.00	17%	100%
14	Babil	BA-L091	Installing a new water network in Al Jamieyin Area	99,455.00	EC	11,365.00	10%	100%
15	Babil	BA-L092	Installing a new Water Network in Al Jadida Area in Hillah	97,385.00	EC	11,365.00	10%	100%
16	Babil	BA-L097	Rehabilitation of al-Sharif al-Radhi primary school	#####		0	0%	89%
17	Basrah	BS-L005	Rehabilitation of electricity network in Midaina	97,001.00	EC	4,710.00	5%	100%
18	Basrah	BS-L018	Rehabilitation of rain sewage network in Midaina centre	31,235.00	EC	900	3%	100%
19	Basrah	BS-L019	Rehabilitation of Al-Jasim village electricity network	98,880.00	EC	3,300.00	3%	100%
20	Basrah	BS-L020	Rehabilitation of Rahmaneiah village electricity network	98,880.00	EC	3,300.00	3%	100%
21	Basrah	BS-L021	Rehabilitation of Al-Housh Al-Janoobi village electricity network	98,880.00	EC	3,300.00	3%	100%
22	Basrah	BS-L022	Rehabilitation of Al-Housh Al-Shamali village electricity network	98,880.00	EC	3,300.00	3%	100%
23	Basrah	BS-L023	Rehabilitation of Al-Mazraa village electricity network	98,880.00	EC	3,300.00	3%	100%
24	Basrah	BS-L052	Electricity networks rehabilitation.in Nusairi, Bughizlan, Shaheen, Alwehed villages	96,890.00	EC	1,170.00	1%	100%
25	Basrah	BS-L053	Electricity Networks Rehab. in Algaswan,Albushawi and Suq Villages	96,890.00	EC	930	1%	100%
26	Basrah	BS-L054	Electricity networks rehab. in Alsudan, Aljalal, Alabbarah Villages	96,890.00	EC	930	1%	100%
27	Basrah	BS-L064	Basic district socio-economic development planning workshop	32,618.00	EC	0	0%	100%
28	Basrah	BS-L088	Rehabilitation of electricity network in Alwan and Khaleefa Villages	99,565.00	EC	2,400.00	2%	100%
29	Basrah	BS-L089	Rehabilitation of Al Manwar area electricity Network	98,465.00	EC	3,000.00	3%	100%

30	Basrah	BS-L090	Rehabilitation of Electricity Network in Al Ali Village	99,110.00	EC	3,000.00	3%	100%
31	Basrah	BS-L096	Facilitators training workshop for SIDA district planning project	10,128.00	SIDA	0	0%	100%
32	Basrah	BS-L098	District planning (Step 4) workshop	37,674.00	EC	0	0%	100%
33	Basrah	BS-L099	Marshlands District Development planning workshop for SIDA in Basra	37,970.00	SIDA	0	0%	100%
34	Basrah	BS-L103	Rehabilitation of the electricity network in Dair Northern Villages	69,605.00	SIDA	5,250.00	7%	100%
35	Basrah	BS-L104	Rehabilitation of the electricity network in Bani Asad Village in Dair	69,605.00	SIDA	5,250.00	7%	100%
36	Missan	MS-L011	Establishing new football play ground in Maimouna	28,144.00	EC	930	3%	100%
37	Missan	MS-L012	Rehabilitation of Maimouna park - left side	29,987.00	EC	930	3%	100%
38	Missan	MS-L013	Rehabilitation of Maimouna Park - Right Side	29,987.00	EC	930	3%	100%
39	Missan	MS-L015	Rehabilitation of Um Kaidah electricity network - Part one	91,248.00	EC	2,080.00	2%	100%
40	Missan	MS-L016	Connecting New Water supply network in Ghadeer Qr.	95,301.00	EC	2,560.00	3%	100%
41	Missan	MS-L027	Build of Wheat Marketing Centre in Al-Miamona	68,563.00	EC	8,900.00	11%	100%
42	Missan	MS-L042	Constructing agricultural plastic houses in Salam sub-district	53,440.00	EC	9,350.00	15%	100%
43	Missan	MS-L044	Reduction of electricity throttle in Said Ahmad and Alsalam sub-districts	80,936.00	EC	690	1%	100%
44	Missan	MS-L048	Constructing agricultural plastic houses in Al-Maimouna	53,440.00	EC	9,350.00	15%	100%
45	Missan	MS-L061	Basic district socio-economic development planning workshop	25,413.00	EC	0	0%	100%
46	Missan	MS-L065	Rehabilitation of Alkafakh village Electricity Network	91,248.00	EC	2,080.00	2%	100%
47	Missan	MS-L066	Rehabilitation of Rayan Village Electricity Network	91,248.00	EC	2,080.00	2%	100%
48	Missan	MS-L067	Extension the length of water suction for WTPs in Miamona	74,103.00	EC	3,600.00	5%	100%
49	Missan	MS-L082	Construction of Grain Warehouse in Maymoona	98,888.00	EC	#####	59%	100%
50	Missan	MS-L086	Installing a New Water Network in Abo Jassana and Habel Villages	97,510.00	EC	3,200.00	3%	100%
51	Missan	MS-L087	Installing a /new Water Network to Al Sudaniya village	49,140.00	EC	3,200.00	6%	100%
52	Missan	MS-L093	Rehabilitation of the Electricity Network in Al Salam and Sayed Ahemd Villages	83,085.00	EC	4,200.00	5%	100%

53	Missan	MS-L101	SIDA district development planning workshop for AlKahlaa and Kalaat Salih districts	39,599.00	SIDA	0	0%	100%
54	Missan	MS-L105	Rehabilitation of Al-Misharah Sub-district electricity network with streets lightening	37,365.00	SIDA	1,975.00	5%	100%
55	Missan	MS-L106	Constructing 33m Bridge in Al-Misharah Sub-District	32,664.00	SIDA	4,275.00	12%	83%
56	Missan	MS-L107	Developing the entrance of Al-Misharah Sub-district	29,995.00	SIDA	24,600.00	45%	86%
57	Missan	MS-L108	SIDA District development planning Workshop for Al-Mijar Al-Kabeer District	27,385.00	SIDA	0	0%	100%
58	Missan	MS-L109	Constructing 30m bridge in Alwadi village	40,553.00	SIDA	3,375.00	8%	86%
59	Missan	MS-L110	Establishing new park in Urooba Quarter	49,654.00	SIDA	9,140.00	16%	88%
	Sulaymaniyah	SU-L033	Ashblakh Forest in Sayed Sadiq	29,202.00	EC	5,460.00	16%	100%
61	Sulaymaniyah	SU-L034	Construction of electrical network for Industrial Sector - Zone (1) in Sayed Sadiq	60,452.80	EC	4,320.00	7%	100%
62	Sulaymaniyah	SU-L035	Construction of Shaheedan main pipe sewage (Zone-B1) in Sayed Sadiq	81,076.00	EC	11,550.00	12%	100%
63	Sulaymaniyah	SU-L036	Construction of electrical network for Industrial Sector Zone (2) in Sayed Sadiq	87,572.50	EC	5,400.00	6%	100%
64	Sulaymaniyah	SU-L037	Renovation of Bee keeping centre in Sayed Sadiq.	41,665.00	EC	4,800.00	10%	100%
65	Sulaymaniyah	SU-L038	Renovation of Meeradei village electricity network in Sharazur	75,515.00	EC	3,600.00	5%	100%
66	Sulaymaniyah	SU-L039	Provision of Laboratory for bee keeping in Sayed Sadiq	65,962.00	EC	1,600.00	2%	100%
67	Sulaymaniyah	SU-L040	Renovation of Qara-Goly village electricity network in Sharazur	83,604.30	EC	3,600.00	4%	100%
68	Sulaymaniyah	SU-L041	Construction of Shaheedan Main pipe sewage(Zone B2 and Zone B3) in Said Sadiq	97,996.00	EC	11,880.00	11%	100%
69	Sulaymaniyah	SU-L043	Construction of Shaheedan main pipe sewage(Zone A) in Sayed Sadiq	96,130.00	EC	11,880.00	11%	100%
70	Sulaymaniyah	SU-L050	Construction of sewage system for Zone-B1 in Sharazur	78,823.00	EC	6,000.00	7%	100%
71	Sulaymaniyah	SU-L051	Extension of water pipe network Zone - B1 in Sharazur	76,339.00	EC	3,600.00	5%	100%
72	Sulaymaniyah	SU-L055	Construction of electrical network for Feeder No (7) in Sharazur	29,464.10	EC	2,160.00	7%	100%
73	Sulaymaniyah	SU-L056	Construction of electrical network for Qazi Mohammed Quarter in Sayed Sadiq	32,919.20	EC	2,160.00	6%	100%

74	Sulaymaniyah	SU-L057	Construction of electrical network for Saray Quarter in Sayed Sadiq	34,480.80	EC	3,240.00	9%	100%
75	Sulaymaniyah	SU-L059	Construction of electrical network for Industrial Sector Zone (3) in Sayed Sadiq	74,204.10	EC	5,400.00	7%	100%
76	Sulaymaniyah	SU-L060	Construction of Electrical Network for Industrial Sector - Zone (4) in Sayed Sadiq	72,449.20	EC	3,900.00	5%	100%
77	Sulaymaniyah	SU-L062	Provision of Training for Beekeeping in Sayed Sadiq District	29,890.00	EC	3,000.00	9%	100%
78	Sulaymaniyah	SU-L068	Construction of Grocery market Halabjayakan Quarter in Sharazur.	86,629.00	EC	3,600.00	4%	100%
79	Sulaymaniyah	SU-L069	Construction of Grocery market Serwaniyakan Quarter in Sharazur.	69,542.50	EC	3,600.00	5%	100%
80	Sulaymaniyah	SU-L070	Construction of women civic canter in Sayed Sadiq	80,304.00	EC	6,300.00	7%	100%
81	Sulaymaniyah	SU-L071	Construction of Women Civic Center in Sharazur	80,304.00	EC	6,300.00	7%	100%
82	Sulaymaniyah	SU-L072	Construction of Sayed Sadiq Graveyard fence	62,151.00	EC	3,240.00	5%	100%
83	Sulaymaniyah	SU-L073	Construction of Kani-Zard park in Sayed Sadiq	69,168.00	EC	4,320.00	6%	100%
84	Sulaymaniyah	SU-L074	Construction of Sheikhan park in Said Sadiq	58,381.00	EC	4,320.00	7%	100%
85	Thi-Qar	TQ-L001	Rehabilitation of school theatre hall of Shati School in Chibayish	99,375.00	EC	5,400.00	5%	100%
86	Thi-Qar	TQ-L002	Rehabilitation of Al-Sachyia WTP	99,632.00	EC	2,100.00	2%	100%
87	Thi-Qar	TQ-L003	Rehabilitation of electricity net and night lighting in Chibayish Area	91,203.50	EC	2,790.00	3%	100%
88	Thi-Qar	TQ-L014	Build of four water regulators	53,993.00	EC	1,380.00	2%	100%
89	Thi-Qar	TQ-L017	Construction of open channel sewage network in Fhoud main street	98,660.00	EC	0	0%	100%
90	Thi-Qar	TQ-L024	Connecting Amairah Area with water supply network	45,492.00	EC	1,860.00	4%	100%
91	Thi-Qar	TQ-L025	Connecting Albu haji Area with water supply network	45,005.00	EC	1,860.00	4%	100%
92	Thi-Qar	TQ-L026	Connecting Alhaj Mohammed Area with water supply network	36,935.00	EC	1,860.00	5%	100%
93	Thi-Qar	TQ-L028	Buffalo vaccination campaign in Chibayish	32,580.00	EC	8,160.00	20%	100%
94	Thi-Qar	TQ-L046	Rehabilitation of Alenaisi WTP in Al-Chibayish	44,772.00	EC	930	2%	100%
95	Thi-Qar	TQ-L047	Rehabilitation of Al-Sarai Park in Al-Chibayish	88,124.00	EC	5,940.00	6%	100%
96	Thi-Qar	TQ-L058	Establishing new park in Al Hammar sub-district	88,124.00	EC	2,880.00	3%	100%

97	Thi-Qar	TQ-L063	Basic district socio-economic development planning workshop	24,820.00	EC	0	0%	100%
98	Thi-Qar	TQ-L080	Constructing a fence for the Hammar water treatment Unit	61,788.00	EC	3,600.00	6%	100%
99	Thi-Qar	TQ-L081	Rehabilitation of the district park	90,374.00	EC	4800	5%	100%
100	Thi-Qar	TQ-L083	Construction of concrete open channels for the sewage in Al Muhammedi Qr.	52,134.00	EC	4,200.00	7%	100%
101	Thi-Qar	TQ-L102	Marshlands District Development Planning Workshop for SIDA in Thi-Qar	34,873.00	SIDA	0	0%	100%
				7,007,863		737,825	10%	

ILO/UNOPS
FINAL NARRATIVE REPORT

I. PURPOSE

b. Introduction to the programme

The Programme has strengthened the abilities of local authorities in three areas in the north, centre and south to prepare and implement human rights based, gender sensitive local area development plans. Secondly, it worked with local partners to stimulate local economic development and generate short term and sustainable long term employment. And thirdly, it improved social and physical infrastructure using labour intensive approaches and improved the service delivery capabilities of local authorities in the three selected areas.

The LADP target governorates included Sulaymaniyah in the North, Babyl in the Centre, and the “marshland areas” covering the three Southern Governorates of Basrah, Missan and ThiQar. These Governorates have been selected through a vulnerability analysis in partnership with the Ministry of Planning and Development Cooperation. Within each Governorate, target districts were selected by the respective Governorate authorities, including: Sharazour, Said Sadek, Hillah City, Maymouna, Chibayesh and Basrah. The total population of these districts is estimated at around 400,000. Within each target Governorate and district, the programme has piloted local area development plans and implemented priority economic development and social services initiatives.

ILO and UNOPS formed a joint project team to contribute to the above outcomes, with ILO responsible for most of the technical inputs and UNOPS for most of the operational aspects. ILO/UNOPS have led the preparation of local area development plans and acted as the area coordinators in the northern area of the Programme. ILO/UNOPS also led the second pillar of the programme, on local economic recovery and development, in the three areas.

Programme outcomes and associated outputs

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

Objective 1: Strengthen the capabilities of local authorities in three selected areas in the north, centre and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.

Objective 2: Stimulate local economic development and generate short-term and sustainable long term employment in the three selected areas.

Objective 3: Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

Outputs:

Output 1.1 Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments.

Output 1.2 Strengthened coordination and communication mechanisms between central government and local authorities in the three areas.

Output 2.1: Improved local business environment for small businesses in three areas.

Output 2.2: At least 80 new small enterprises and cooperatives established in three areas.

Output 2.3: Enhanced employment skills for at least 1500 residents in three areas

Output 3.1: 30 water and sanitation facilities and services improved in three areas.
Output 3.2: 9 primary educational facilities and programme activities improved in three areas.
Output 3.3: 12 health services centres and services improved in three areas.
Output 3.4: 2500 housing units and 12 community facilities improved in three areas.
Output 3.5: Improved conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects in three areas.
Output 3.6: 30 community based electricity facilities and services improved in three areas
Output 3.7: 9 damaged religious sites rehabilitated in three areas

c. UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities

UN Assistance Strategy for Iraq

This programme emanates from the pre-2008 UNCT Cluster system, and specifically from Cluster C, Governance and Human Development. Cluster C results matrix provided for area based development and the preparation of local area development plans (LADPs) containing priority proposals for future investments in economic, social and physical development. This Programme represented therefore the flagship effort of 7 UN agencies associated in the Cluster.

With the reform of the UN coordination structure, LADP has been transferred to the Sector Outcome Team on Governance, which focuses on national governance and decentralization. It has contributed to the Sector Outcome 4: Strengthened regulatory frameworks, institutions and processes of national and local governance. It has in particular supported Output 4.5: Improved policy-making, planning and delivery capacity of decentralized governance stakeholders.

UN Millennium Development Goals

The programme has also contributed toward the attainment of several MDGs including:

- Eradicating extreme hunger and poverty
- Promoting gender equality and empowering women;
- Ensuring environmental sustainability; and
- Developing a global partnership for development.

Joint Needs Assessment

This programme reflects the priority needs addressed in the Joint Iraqi Needs Assessment especially in Sections II and III. Most of the development components as well as the cross cutting themes (gender, human rights, environment and employment) are tackled in this programme.

Iraqi National Development Strategy

The NDS clearly spells out the need to improve the quality of life through the rehabilitation of social and basic infrastructure while underscoring economic development, private sector development. It further indicates the decentralization process and the capacity development of local administrations to respond to their constituents needs as a key reform of the Iraqi state. The LADP has pursued both of these goals, in partnership with the Ministry of Planning at the Central level, and the local governments of the target Governorates (Sulaymaniyah, Babylon, Basrah, Missan and Thi Qar).

c. Primary implementing partners and stakeholders.

Implementing Partners:

- Ministry of Planning and Development Cooperation (MoPDC)
- Ministry of Labour and Social Affairs (MoLSA)
- Ministry of Municipalities and Public Works (MoMPW)
- Ministry of Education (MoE)

- Ministry of Environment (MoEn)
- Ministry of Agriculture (MoA)
- Ministry of Water Resources (MoW)
- Ministry of Health (MoH)
- Chambers of Commerce and Industry in the Target Governorates;
- Local NGOs, professional associations;
- Micro Finance Institutions.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

a. Achievement of the outcomes

The ILO/UNOPS component of LADP has fully achieved the outcomes expected at the inception of the programme, and in some instances exceeded expectations with respect to specific output-level achievement indicators. While section IV presents comprehensively the results of the programme at the outcome and output levels against planned targets, the key outcome level results are summarised hereafter:

- Socio-economic baseline produced for the 6 LADP target districts in partnership with local authorities and social partner organizations, including through surveying 950 SMEs, producing 16 value chain analysis studies, and consolidating and analyzing available data.
- Two district development plans developed and endorsed by the Provincial Council including 7 sectoral plans and 4 cross-cutting issue areas (Environment, Gender, MDGs and Decent Work);
- District economic recovery plans developed and endorsed in the LADP 6 target districts
- 9 Action Plans for economic recovery designed and approved by the local Provincial Councils with the participation of the social partners and other civil society representatives, on key issues for the development of their areas (including on SME financing, public procurement and Public Private Partnerships (PPPs), employment services, and SME registration).
- The Chambers of Commerce in the three target Governorates established 3 Business Information and Development Centres (BICs) to provide counselling and training services to the local SME community;
- 715 new and existing small enterprises received business loans (including 156 women-owned businesses), with 100% repayment rate after one year, through a continuing, Iraqi private sector-owned revolving fund; similar results have been achieved during the second year of operation;
- 1,241 jobs created directly through the microfinance scheme, including 974 for men and 299 for women;
- 505 beneficiaries received training on business management, 900 beneficiaries have received Get-Ahead for Women in enterprise training, and 690 beneficiaries have participated in trainings, seminars and awareness raising events on women economic empowerment.

b. Key beneficiaries in the 5 target Governorates

The above results have benefited the following groups of beneficiaries:

- micro, small and medium enterprises;
- the unemployed, particularly the youth and long-term;
- marginalized women, youth and socio-cultural minorities;
- local NGOs, private sector and workers organizations;
- local authorities (Governors' offices and Provincial Councils).

These groups of beneficiaries have not only been on the receiving end of the programme, but have also been involved with the design and monitoring of interventions. The main multi-stakeholder decision making and monitoring avenue has been the Local Steering Committees (LSCs), that have been established in each target area, and supported by the respective area coordinating agency. ILO/UNOPS has therefore supported the LSC in Sulaymaniyah.

The Sulaymaniyah LSC was composed of 17 members, half of these representing the main local government institutions and the other half representing private sector, workers and vulnerable groups' representatives. The LSC has been chaired by the Deputy Governor and deputised by the deputy Provincial Council Chairperson. The LSC has adopted democratic rules of procedure, ensuring that decisions were made through consensus. The LSC has presided over the identification and approval of all the initiatives undertaken by the programme in their Governorate, as LSC minutes of meetings and other sources may attest. It has also played a key monitoring role, keeping track of the implementation of these various initiatives, raising concerns with slow delivery by the concerned UN agencies and/or local stakeholders, as well as facilitating dispute resolution and progress whenever necessary.

Secondly, as reflected by beneficiary assessments and the external evaluation, the LADP has successfully introduced a participatory methodology in the way local governments prioritised and allocated their local budgets. The local governments have moved from a system where annual and strategic planning involved ordinarily 5 to 10 persons, to a system where close to 300 persons are involved in the design of local area development plans. Representatives of the civil society at large were able to effectively participate to the identification of priorities, solutions, and in the allocation of available public funding for their area accordingly.

c. Key partnerships

On the UN side, the implementation of LADP has involved a partnership of 7 UN agencies towards the achievement of joint outcomes. Each agency was responsible, nonetheless, for the achievement of specific outputs and activities to that end. The LADP has innovated in various ways for the realization of the UN "delivering as one". Further elaborations on the strengths and weaknesses of these management arrangements are provided in Section III.

The LADP, as an area-based programme, has partnered principally with the local authorities of the targeted Governorates, including as described in Section II/b, through the Local Steering Committees of the Programme. These were the main decision making and monitoring avenues, ensuring a high level of local ownership, as described in the external evaluation report. In the achievement of its economic recovery component, ILO/UNOPS has placed the local Chambers of Commerce at the centre of the activities. These have been empowered to become both stronger facilitators and providers of business development services, through the establishment of the Business Information Centers (BICs), and stronger advocates of the private sector interests with the local Governments. Over 30 local NGOs have also been instrumental in the achievement of economic recovery outcomes of the programme.

Finally at national level, the Ministry of Planning has chaired the National Steering Committee and facilitated inter-ministerial cooperation in facilitating and monitoring the implementation of the programme.

d. Cross-cutting issues: environment, human rights, gender and employment

In the first pillar of this programme, cross-cutting issues have been mainstreamed in the design of the local development plans. Concretely, once a first version of the plans with their sectoral chapters has been prepared, a thorough participatory review of all envisaged projects has been made, to mitigate negative impacts and maximize positive contributions. Specific projects were designed and added to the existing lists, and cross-cutting-issue-specific indicators included to the relevant projects.

Under the economic recovery pillar of the programme that ILO/UNOPS has also been responsible for, a proactive approach to women empowerment has been adopted. 30 trainers are now able to deliver gender-specific and women economic empowerment training in the affected areas. Courses for NGO officials on how to mainstream women economic empowerment concerns within their operation were also conducted. Gender-specific targets were imposed on the provision of micro and small business loans: 20% of the recipients were female (roughly twice the female business ownership in Iraq).

Employment creation, on the other hand, was a direct (and not only cross-cutting) objective of the programme. It may be estimated, by consolidating impact estimations from downstream initiatives of the programme, that the ILO/UNOPS component may have contributed to the direct creation of about 3000 permanent jobs, including through its micro-finance and its business management training components.

Cross-cutting issues have also been considered in the setting up of the Local Steering Committee in Sulaymaniyah, where the number of female members has been a criteria for the selection (the deputy Chair and two other members of the LSC are females), and an NGO active in the field of women empowerment is also represented. The Committee also involved a balance between public officials and non-governmental and private sector stakeholders, to ensure that the voices of the civil society and its more vulnerable groups would be appropriately heard.

III. EVALUATION & LESSONS LEARNED

a. Assessments, evaluations and studies undertaken

An external final evaluation of the Programme has been undertaken in July 2010. The evaluation report is attached. The evaluation has considered ILO/UNOPS contribution from the perspective of the overall programme as well as from the perspective of ILO/UNOPS specific deliverables.

The evaluation's key findings are included in the attached evaluation report. Overall, the evaluation concludes that the ILO/UNOPS planned indicators of achievement have been thoroughly achieved. It has also highlighted some key lessons learned should a second phase be considered. These are discussed in the following section.

The initial project duration of one year (as indicated in the cover page of this document) has been extended twice, to a total programme duration of three years. The main reason for these extensions was the inadequate programme duration set at the inception of the programme: the nature of the deliverables to be achieved required three years. However at the time of the approval of the LADP by the Iraq Trust Fund and the Country Team (in 2007), the Trust Fund could only approve projects until 2008 (the official closing date at the time). The one year duration was therefore imposed by the internal rules of the ITF. Post-conflict Trust Funds should be designed in a way as to allow not only for immediate humanitarian and recovery interventions, but also for longer term recovery and development initiatives that are necessary to rebuild the social and economic infrastructure of affected countries.

As part of the implementation of the Programme, three lessons learned workshops with key stakeholders have been implemented. These are discussed in the following section.

b. Key lessons learned

This section consolidates inputs of several sources: the findings of the final external evaluation of the programme, conducted in July 2010; the conclusions of three lessons-learned workshops conducted with over 70 key stakeholders, including Ministry of Planning and local

authorities (senior representatives from the Provincial Councils and Governors offices), local NGOs, and social partners (including association of industrialists, Chambers of Commerce, workers); the project team's own assessments.

Local development planning

The LADP's first pillar (objective 1) consisted of the design of participatory, multi-sectoral strategic plans, that allowed local authorities (districts and provinces) to better address locally-identified development priorities. This has been pursued through a participatory approach to multi-sectoral strategic planning. Such an approach is time consuming but it is necessary to achieve meaningful results. The willingness of people to accept new practices and ideas through a real partnership has been found to be one of the main strengths of this Programme. Such an approach should be pursued with the support of the international community. Indeed the endowment of the Iraqi Government with natural resources and corresponding fiscal means, will be insufficient to address the development needs of its population, without a sustained capacity development effort supported by the international community. Such a need has transpired throughout project implementation at all levels as the Government has embarked on wide-ranging reforms, including democratization, transition to the market economy, and decentralization.

As early recovery has given way to a relatively more stable developmental context, capacity development should focus on building the required institutional capacity that ensures professionalism, expertise, transparency and accountability. A new phase of the LADP programme would very usefully therefore scale up the experience of partnering with local authorities in targeted districts and Governorates, to work with a representative constituent of the local governments (such as the Higher Council for the Governorates) and the central authorities (in particular the Ministry of Planning), to rationalise the decentralization and devolution process from the social services angle. Contradicting political initiatives at the national level (the attempted dissolution of the Social Affairs department of MoLSA for instance), a lack of systematic implementation of applicable laws through clear regulations and training, and the absence of stable professional expertise with respect to development planning, are key issues that a second phase of LADP could address.

Economic recovery

While ILO/UNOPS has not contributed to the third pillar of the Programme (with the exception of its coordinating role further described below), it has been responsible largely for its second pillar on economic recovery. The dual approach that has been pursued, looking at both upstream and downstream elements at the local level, has been found to be quite beneficial in generating positive feedback for the entire component.

Downstream work consisted in supporting access to financial as well as non-financial business development services. With respect to financial services, ILO/UNOPS focused on capitalizing existing micro and small business finance capacities in Iraq, at a time when the banking sector was still state-owned and was not geared towards SME financing. The impact of this lending facility that still perpetuates itself, including amongst most marginalised groups, has been found to be quite positive (see section IV). The participation of local authorities in setting local priority sectors and targets for vulnerable groups has been a positive approach to ensuring local ownership while preserving a private-sector owned and operated lending initiative. However, some concerns were voiced by new political representatives in certain areas after provincial elections produced a power transition. It appears that information sharing and handing-over has not occurred in these specific areas, and new political representatives entered their roles with no understanding of the commitments previously taken and documented. These concerns were resolved after proper consultations with the new administrations.

With respect to BDS, ILO/UNOPS has focused on empowering existing organizations, in this case principally the local Chambers of Commerce, instead of fostering the creation of new players. The Programme supported the establishment of 3 Business Information and Development Centres in the three local Chambers. Their performance varied, expectedly, with the strength and stability of the Chamber's management. But all three Centres are active 3 years after establishment. Further support in terms of assessing local BDS needs, product design, and training of trainers/counsellors, is required and is being provided through another ILO/UNOPS project, the multi-agency Private Sector Development Programme (PSDP). A stronger local network of BDS providers, with the Chambers playing more and more a facilitation role and less a direct provider role, should be considered for future developments.

At the upstream level, ILO/UNOPS supported local governments, social partners and civil society in the identification of key economic recovery issues, and in designing corresponding interventions. The programme has faced some difficulties with respect to the instability of local administrations and political leaders and in particular the absence of permanent professional capacities in the field of socio-economic recovery at the local level. While line ministries all have representatives at the local level, in most places these do not perform at the time of writing any duties beyond the execution of national programmes, in contradiction with the legal frameworks governing decentralization. Capacity development in the field of economic recovery and development would therefore usefully be anchored within a permanent, executive and locally-accountable economic development institution. Such an effort is currently undertaken by ILO/UNOPS under the PSDP, in the form of "Governorate Economic Development Units" accountable to the Governors, and established in line with a new national regulation.

Management arrangements

LADP has also been an innovative avenue for the UN to deliver as one. It has brought together seven UN agencies for the achievement of common outcomes and outputs. The comparative (or absolute) advantages of the agencies have been found to have contributed in consort to the achievement of the Programme's objectives. The overall results of the programme have clearly exceeded the sum of the agencies' contributions. The organization of joint teams at the local level, led by one Area Coordinator (ILO/UNOPS' in the case of Sulaymaniyah), has been perceived very positively by local authorities and counterparts. Some agencies however have performed better, in terms of financial disbursement and beneficiary satisfaction, than others. Each participating agency was responsible for the implementation of its own component, and no remedial actions were available to the coordinating agencies, either at Programme (by UNDP) or local levels (by the area coordinators). Clearly, this issue exceeds programmatic design and relates UN-system governance more generally. It may be addressed in part, however, by the introduction of a conditional pass-through mechanism, where access to allocated funds by an agency is conditional to the attainment of financial and substantive targets. Such a mechanism may be usefully foreseen in the context of an LADP sequel.

ILO/UNOPS have teamed up within the LADP. Such a partnership has allowed the ILO to strengthen at no cost an operational capacity it lacked, as it was entering Iraq more substantially to respond to the post -2003 challenges. It has allowed the ILO to focus where it was strongest, i.e. technical expertise and capacity development, while allowing UNOPS to expand its portfolio of activities. The establishment of an integrated ILO/UNOPS Country Team has been instrumental in realising such a partnership.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

The following table presents the targets achieved for the ILO/UNOPS component of the LADP, against the programme-wide performance indicators. Programme outputs that have not been under the responsibility of ILO/UNOPS are not included. In addition to the mandatory fields included in the standard report format, key outcome-level achieved indicator targets are also included. Some output-level indicators are grouped for the purpose of more efficient reporting.

Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets
IP Outcome 1 Strengthen the capabilities of the local government in Sulaymaniyah, to plan and manage reconstruction and development activities through the formulation and implementation of local area development plans	No district plans	2 local area development plans produced and implemented (Sharazour and Sayed Sadiq districts)	<ol style="list-style-type: none"> 1) Socio-economic baseline analysis of the 6 LADP target districts in partnership with local authorities and social partner organizations, including through surveying 950 SMEs, 16 value chain analysis, and consolidating and analyzing available data. 2) Two district development plans for Sharazur and Said Sadiq developed and endorsed by the Provincial Council including 7 sectoral plans and 4 cross-cutting issue areas (Environment, Gender, MDGs and Decent Work; 3) District economic recovery plans developed and endorsed in the LADP 6 target districts as part of the district development plans;
IP Output 1.1 Comprehensive local area development plan (LADPs) prepared (Sulaymaniyah)			
Indicator 1.1.1 Three area development plans prepared, endorsed and adopted at district and governorate levels;	No district plans	2 local area development plans produced (Sharazour and Sayed Sadiq districts)	<ol style="list-style-type: none"> 1) A local steering committee established representing the local area, comprising key public, private and NGO representatives. 2) Socio-economic district profiles produced with local technical departments covering 7 sectors; 3) Spatial analysis and corresponding maps designed for both districts.
Indicator 1.1.2 Sectoral development plans (eg. Health, Education, Shelter, etc.) feed into local plans Indicator 1.1.6 Local authorities have improved knowledge about economic and social development needs of their district		Produce 6 economic profiles with local technical departments, for the 6 target districts;	<ol style="list-style-type: none"> 1) Survey of 950 MSME entrepreneurs in the 6 target districts has informed local economic recovery planning (results shared in participatory planning sessions), and design of local recovery initiatives in the programme and beyond 2) Production of 6 economic profiles with local technical departments, for the 6 target districts; 3) Local comparative advantages of 6 districts identified in participatory workshops (at the sector and product/services levels) 4) 16 value chain analyses provided recommendations for district planning to the local authorities. 5) 30 investment studies produced on key opportunities for private investment
Indicator 1.1.3 Local stakeholders have taken part to institutional CB and specialised training in areas relevant to local development; Indicator 1.1.4 Administrative capacity for implementation of plans is strengthened		The capacities of local authorities have been improved;	<ol style="list-style-type: none"> 1) 91 local authority representatives and other stakeholders trained on 4 key issues for economic recovery: private financial services for SMEs, business administration and regulatory environment, PPPs and public procurement and the local employment services and employment promotion 2) 25 local officials and other stakeholders from Sulaymaniyah participating to local planning skills development workshops (Amman); 3) 6 persons from Sulaymaniyah have been trained on monitoring and evaluation of project implementation at the local level

Indicator 1.1.5 People in the areas have heard about local development efforts from their authorities;		Media coverage and other information outreach	<ol style="list-style-type: none"> 1) Close to 300 persons have participated in the planning process representing local authorities, civil society, private sector and marginalized groups; 2) Media coverage: 22 media outlets (newspapers, TVs, radios, internet websites) have reported on the district planning process in Sulaymaniyah and nation-wide
IP Outcome 2 Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas	Not included in Prodoc	Not included in Prodoc	<ol style="list-style-type: none"> 1) The Chambers of Commerce in the three target Governorates have established 3 Business Information and Development Centres (BICs) to provide counselling and training services to the local SME community; 2) 9 Action Plans for economic recovery have been designed and approved by the local Provincial Councils with the participation of the social partners and other civil society representatives, on key issues for the development of their areas (including on SME financing, public procurement and PPPs, employment services, and SME registration). 3) 715 new and existing small enterprises have received business loans (including 156 women-owned businesses), with 100% repayment rate after one year, through a continuing, Iraqi private sector-owned revolving fund; similar results have been achieved during the second year of operation; 4) 1,241 jobs created directly through the MF scheme, including 974 for men and 299 for women in 2009; similar results are to be expected for 2010 and beyond. 5) 505 beneficiaries have received training on business management, 900 beneficiaries have received get-ahead for women in enterprise training, and 690 beneficiaries have participated to trainings, seminars and awareness raising events on women economic empowerment;
IP Output 2.1 Improved local business environment for micro and small enterprises in three areas			
Indicator 2.1.1 Consensus reached for implementation of quick impact projects (outputs 2.1 to 3.7.)			<ol style="list-style-type: none"> 1) The LSC has reviewed, approved and monitored the implementation of all quick impact project proposals; 2) Assisted in facilitating communication between UN partners and local stakeholders, including by facilitating dispute resolution and identification of local implementers;
Indicator 2.1.2 Local stakeholders have taken part to institutional CB and specialised training in areas relevant to local development;			REFER Indicator 1.1.3.
Indicator 2.1.3 Local authorities have improved knowledge about economic and social development needs of their districts			REFER Indicator 1.1.2.
Indicator 2.1.4 Public and private financial sector is sensitized to the special needs of MSMEs and are equipped with tools to address such			<ol style="list-style-type: none"> 1) 3 Action plans for access to finance for SMEs were prepared and approved by public and private organisations to address key local challenges; 2) The setting up of a loan guarantee fund for public support to SME financing is being pursued by the Provincial Council of Sulaymaniyah.
Indicator 2.1.5 SME owners consider that administrative and regulatory procedures for SME registration and expansion are improved (more transparent and swift)			<ol style="list-style-type: none"> 1) Situation analysis conducted on the administrative environment for business through SME survey and field study 2) 3 Action plans for more conducive business administrative environment adopted by local Governments in three target Governorates; 3) Amendments to existing laws and codes for business registration have been drafted by the Provincial Council of Sulaymaniyah;

<p>Indicator 2.1.6 SME owners consider that they have improved access to business development services from public and/or private establishments</p>			<ol style="list-style-type: none"> 1) The Chambers of Commerce in the three target Governorates have established 3 Business Information and Development Centres (BICs) to provide counselling and training services to the local SME community; these Centres are owned and operated by the Chambers, and located physically within their premises. They are composed of 4-5 counsellors and administrative support personnel. See output 2.2. for a summary of their results. 2) The boards of the three Chambers have approved sustainability plans for their Centres, including financial and business improvement plans and a Standard Business Process manual;
<p>Indicator 2.1.7 Local authorities have improved knowledge of the constraints and strengths of MSMEs and are equipped with technical tools to address such including through feasibility studies, public-private partnerships</p>			<ol style="list-style-type: none"> 1) 3 Action plans for increased participation of SMEs and local employment in public procurement and PPPs have been and endorsed by local officials with participation of private sector, unions, and civil society; 2) 3 Action plans for strengthened employment services have been prepared and endorsed by local officials with participation of private sector, unions, civil society;
<p>IP Output 2.2 At least 80 new small enterprises and cooperatives established in three areas</p>			
<p>Indicator 2.2.1 80 Small and Medium Business in the three areas are supported through the small business fund programme.</p>			<ol style="list-style-type: none"> 1) 3 small business revolving funds have delivered loans (through an MFI - CHF) to 113 new and 602 existing businesses (including 156 women-owned businesses), with a 100% repayment rate after one year. Loans have targeted locally-identified key sectors and vulnerable groups in each area. The loan capital has been transferred by the implementing partner (CHF) to a locally registered organization established under the supervision of Iraq's Central Bank. 2) Business management and women empowerment training programmes provided under this programme have been linked to this loan opportunity, ensuring stronger access by the most vulnerable and marginalized to these loans; similarly, locally-defined targets of vulnerable groups access to the loans, permanent presence of CHF loan officers in the remote target areas, awareness raising and information sharing (including through religious and tribal leaders), also allowed to boost outreach to the most marginalized.
<p>Indicator 2.2.2 The skills of target groups in the local areas are enhanced on key entrepreneurship areas</p>			<ol style="list-style-type: none"> 1) In 2009 only, 78 beneficiaries have received business counselling support from the established 3 Business Information Centres in Sulaymaniyah (53), Hillah (23) and Basrah (2); 245 trainees trained by Sulaymaniyeh BIC, 45 by Basra BIC and 220 by Hillah; 2) 23 trainers trained to deliver Business Management Training, a simplified and adapted version of the ILO SIYB Global package; 3) 24 trainers trained on delivering the Women Enterprise Development manual (adapted ILO global package); 4) 44 trainers trained on Get Ahead for women in enterprise manual, an adapted ILO Global Package; 5) 26 NGOs and other associations have participated to the NGO grants programme for implementation of MSME development projects and 30 NGOs, local employers and workers organizations have been supported through managerial and technical skills trainings; 6) 2 study tours (Italy and Jordan) were conducted for Chambers of Commerce and BIC staff to visit Chambers and business development centres and incubators.

UN-HABITAT

VI. Purpose

1.1 Provide the main objectives, outcomes, outputs of the programme/project

Key Immediate Objectives

Objective 1. Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.

Objective 2. Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.

Objective 3. Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

UN-HABITAT Related Outputs

Output 1.1 Preparation of a comprehensive human rights based, gender sensitive local area development plan for the local area in Hillah.

Output 3.2 Primary educational facilities and programme activities improved in three areas.

Output 3.4 Community facilities and parks improved in three areas.

1.2 Explain how the programme relates to the Strategic UN Planning Framework guiding the operations of the Fund:

- UN Assistance Strategy for Iraq

This project conforms to the 2005-07 and 2008-2010 UN Assistance Strategy and falls under Outcomes 1, 2 and 3 of the physical and economic development sector Governance Rehabilitation cluster matrix.

- UN Millennium Development Goals

The project contributes towards attaining the following Millennium Development Goals:

Reducing the number of people without jobs by Stimulating local economic development

Providing better educational facilities to children and easy access to their schools

The development of the capabilities of local authorities

Improving the social and physical infrastructure of the country

- Joint Needs Assessment

The project responds to the medium term priorities of providing Local Area Based Development Programmes

- Iraqi National Development Strategy (NDS)

"Improving the quality of life" is a core pillar of the Iraqi NDS. The project supports the same and endeavours towards achieving the pre-2003 service levels as desired under the NDS.

VII. Resources

2.1 Financial Resources

a) Provide information on other funding resources available to the project, if applicable

None

b) Provide details on any budget revisions approved by the appropriate decision making body, if applicable

There were 3 budget revisions, resulting in 3 time extensions, as follows until 19 April 2009, up until

the 31 December 2009 and the final extension up to 31 July 2010.

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 co-ordination.

UN-HABITAT Iraq Programme follows and applies the United Nations financial rules and regulations and other official directives in undertaking financial activities of the projects and programmes for which the UN-HABITAT Iraq Programme has administrative responsibilities. UN-HABITAT establishes separate accounts for individual projects and funds and operates the financial transactions under the auspices of the United Nations Office in Nairobi (UNON). The latter approves all financial transactions and certifies financial statements of the UN-HABITAT accounts. Due to absence of working banking systems in Iraq, transfer of funds for project activities are remitted through money vendors against transfer charges. The inability of the money vendors to transfer desirable amount of funds at specific time in Iraq will adversely affect the implementation of activities as well as the credibility of the agency for efficient and timely implementation of the activities. The UN-HABITAT Iraq Programme explores best practices in undertaking its financial activities by discussing operational issues with other UN agencies at the Operations Management Team Meetings (OMT). It also discusses and explores best practices and operational issues with other UN agencies, bilaterally.

2.2 Human Resources

2.2.1 National Staff & Consultants

- Two part time national professional officer in Amman
- Two national project assistants in Amman;
- Two national engineering consultants in Hillah;
- Two national engineering consultants in Sulaymaniyah; and
- Six national engineering consultants for the three areas within the Marshlands (Missan, Thi-Qar and Basra.

2.2.2 International Staff

- Two part time international project managers in Amman;
- One part time Programme Management Office (PMO)

VIII. Implementation and Monitoring Arrangements

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

UN-HABITAT engages and directs teams of two Iraqi consultants to operate in each of the five local areas. These teams are directed by international and national staff located in UN-HABITAT's Iraq Programme office in Amman, Jordan. UN-HABITAT is able to ensure minimal disruption of implementation due to insecurity, as local resources are normally better placed to manage their own security. Further, as they belong to the same location, not only they are familiar with the operating environment and thereby require little familiarization time, but also they have a stake in the local development.

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

All procurement activities are undertaken based on core principles of the UN Financial Rules and Regulations which are: best value for money, fairness, integrity and transparency, effective competition and the interest of the United Nations. The provisions of the UN

Procurement Manual, which is subordinate to the provisions of the UN financial rules and regulations govern and guide the procurement activities. Within this framework, procurement of local goods, services and works up to a ceiling of \$150,000 are undertaken directly by the Amman-based office through a special Delegation of Authority. For procurement of all international goods, services and works, the United Nations in Nairobi (UNON) reviews, authorizes, and monitors all contracting and financial transactions. Procurement of all services, which entail contracting of personnel are processed centrally at UN-HABITAT Headquarters. Without compromising on 'best value for money', emphasis is placed on sourcing goods, works and services from within Iraq, wherever able and available. This not only helps to contribute to local economic development and employment generation, but also to strengthen local supply capacity and enhance sustainability. Further, in appreciation of the leadership role of the Government of Iraq, serious consideration is given to views and preferences of the client Ministry, in the selection of goods and services.

- Local contractors are engaged through a competitive bidding process that has been used by UN-HABITAT for the past four years. No variances have been made for this project.
- Sole source procurement procedure was followed in Suleimaniyah and Hillah for the procurement of services from the Universities of Suleimaniyah and Babylon and with the University and Technical Institutes in Basra and Thikar. In Missan, where there is no University the Technical Institute was commissioned to deliver training to both unemployed youth and construction contractors.

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

UN-HABITAT's local Consultants/ Engineers provided progress updates (meeting records, photographs, detailed site progress assessments) regularly which then formed a basis for monitoring and review by the UN-HABITAT Amman based Technical Team. Security situation permitting, UN-HABITAT international project staff have also undertaken monitoring missions (especially to Sulaymaniyah) during implementation of fast track projects.

Progress is monitored within the office through bi-weekly team meetings, quarterly reporting to the Iraq Trust fund and monthly financial monitoring via UNHABITAT headquarters prepared reports.

3.4 Report on any assessments, evaluations or studies undertaken relating to the project and how they were used in support of the project(s)

UNDP conducted a compressive evaluation of the joint programme through an international evaluator in 2010. The final evaluation report was shared with UN partners and donors. (UNDP may wish to elaborate here)

IX. Results

4.1 Provide a summary of programme/project progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the one year reporting period.

Objective 1. Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.

UN-HABITAT supported the local governorate in Hillah in the development of local area development plans based on the identified priorities in 7 poor neighborhoods in Hillah in an effective participatory approach.

Objective 2 : Design and deliver vocational and life skills training programs to target groups in accordance with sector development plans in order to Improve local business environment for small businesses, at least 80 new small enterprises and cooperatives established, will benefit and enhanced employment skills for at least 1,500 residents, in three areas..

UN-HABITAT contributed to the achievement of the above objective through a collaborative approach with local academic and vocational institutes in Sulaymaniyah, Hillah, Missan, Thi-Qar and Basra, where 167 small contractors were trained on construction management and business development and 619 unemployed youth were trained on construction trades

Objective 3: Improved water and sanitation facilities and services to 9 primary educational facilities and programme activities, health services centres and services, plus 2,500 housing units and 12 community facilities improved in 3 areas, conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects, and 30 community based electricity facilities and services and damaged religious sites rehabilitated, in three areas. Number of beneficiaries is estimated to be around 2500 students in the Suleymaniah area and around 1000 unemployed youth in Hillah and the Southern region.

UN-HABITAT contributed to improvement of 12 communities based facilities and access roads in two neighborhoods in the five selected governorates.

Key outputs achieved:

UN-HABITAT Related Outputs

Output 1.1 Preparation of a comprehensive human rights based, gender sensitive local area development plan for the local area in Hillah. (100% Complete)

Step One to Four in the LADP process have been fully completed. Five steps in the LADP planning process can be summarized as follows:

Step One: Identification of priority community needs; Step Two District profiling and sectoral data collection; Step Three; Workshop – civil society, government on priority needs; Step Four: formulation of economic recovery strategies. Following Step four, a spatial analysis workshop was held in Amman with participants from each location. The spatial analysis workshop supported teams in each area to prepare maps illustrating the existing situation, needs and priorities and proposed projects. Step five Workshop in Hillah was successfully conducted during October 2009 under the leadership of UNHABITAT. Stakeholders reviewed the draft plan and project prioritization; they revisited the selection of projects on the basis of an estimation of the available budget.

Public presentation of the final document has been achieved. Under the leadership of UNDP, a management information system has been developed and is accessible online. The system is very comprehensive and allows fast-track project submission and approval. UNHABITAT has contributed to the design of the Management Information System

Output 2.1 Design and deliver vocational and life skills training programs to target groups in accordance with sector development plans in order to improve local business environment for small businesses (100% complete)

- 1- Capacity of 167 small contracted enhanced on construction management and business development (27 in Sulaymaniyah, 50 in Hillah and 90 in the three marshland areas of Missan, Thi-Qar and Basrah).
- 2- Capacities and skills of 619 unemployed unskilled youth were enhanced on five construction trades (169 in Sulaymaniyah, 150 in Hillah and 300 in the three marshland areas)

Output 3.2 Primary educational facilities and programme activities improved in three areas. (100% Complete)

- 1- School facilities and school environment were improved through rehabilitation and extension of 7 schools in the three areas benefiting 2178 boys and 2190 girls; (two schools in Suleiymaniya, one school in Hillah and four schools in the marshland areas of Missan, Thi-Qar and Basra)

Output 3.4 Community facilities and parks improved in three areas.

- 1- Two youth facilities were upgraded and rehabilitated in Sulaymaniyah and Hillah benefiting 30,000 persons.
- 2- Three green and recreation areas were developed in Hillah, Basra and Missan benefiting serving a population of 150,000 person
- 3- Access roads in two poor neighborhoods were upgraded in Sulaymaniyah and Hillah benefiting a population of 10,000 persons

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

The security situation in Iraq was the main obstacle in achieving smooth and speedy implementation as it restricted the movement of contractors and personnel working under this programme also caused delays in delivering materials to work locations.

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

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

Ministry of Planning and Development Cooperation (MoPDC), ILO, UNOPS, UNIFEM, WHO and UNESCO.

UN-HABITAT has managed to develop an excellent relationship with the local academic and vocational institutes, through which capacity development of local contractors and unemployed youth were achieved in the five selected governorates.

UN-HABITAT also managed to enhance the relationship between the government planners and local communities in the joint development of local area plan in Hillah.

4.5 Other highlights and cross-cutting issues pertinent to the results being reported during this period

Employment: Training of 90 contractors and 300 unemployed youth for Marshlands (Missan, Thi-Qar and Basrah) Southern Iraq is 100% complete.

X. Future Work Plan N/A

5.1 Summarize the projected activities and expenditures for the reporting period 1 January 2010 till 31 December 2010, using the lessons learned during the previous reporting period N/A

5.2 indicating any major adjustments in strategies, targets or key outcomes and outputs planned.

In assessing the scope of work for this output, construction of individual housing units was considered problematic due to difficulties in selecting beneficiaries and insufficient budget allocation. It was decided to invest in communal upgrading in poor housing areas through improvements to access roads and surface drainage thus benefiting a larger number of people in low income housing areas.

XI. Performance Indicators (optional)

Report on the indicators set at the output level as per the approved results framework in the programme document

XII. Abbreviations and Acronyms

(MoPDC) : Ministry of Planning and Development Cooperation

(LADP) : Local Area Based Development Programme

UNESCO
FINAL PROGRAMME REPORT

I. PURPOSE

This programme aimed to improve living conditions and contribute to sustainable poverty reduction in three selected areas in Iraq, designed to strengthen the abilities of local authorities in three areas in the north, centre and south to prepare and implement human rights based, gender sensitive local area development plans; stimulate local economic development and generate short term and sustainable long term employment; improve social and physical infrastructure using labour intensive approaches. It contributed to the UN Assistance Strategy for Iraq (2005-2007) by focusing on strengthening service delivery, meeting the pressing demand for vocational training and education. Finally, it contributes to the achievement of national EFA and MDGs through the partnership of civil society and various other sectors.

Main outputs and outcomes of the programme as per the approved programmatic document.

The programme has three objectives:

- Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.
- Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.
- Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

Outcome: 1.1.1 Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments.

Outcome: 1.1.2 Strengthened coordination and communication mechanisms between central government and local authorities in the three areas.

Outcome: 2.2.1 Improved local business environment for small businesses in three areas.

Outcome: 2.2.2 At least 80 new small enterprises and cooperatives established in three areas.

Outcome: 2.2.3 Enhanced employment skills for at least 1500 residents in three areas.

Outcome: 3.3.1 30 water and sanitation facilities and services improved in three areas.

Outcome: 3.2 9 primary educational facilities and programme activities improved in three areas.

Outcome: 3.3.3 12 health services centres and services improved in three areas.

Outcome: 3.3.4 2500 housing units and 12 community facilities improved in three areas.

Outcome: 3.3.5 Improved conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects in three areas.

Outcome: 3.3.6 30 community based electricity facilities and services improved in three areas.

Outcome: 3.3.7 9 damaged religious sites rehabilitated in three areas.

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

This program contributes to UN assistance strategy for Iraq (2005-2007) by focusing on strengthening service delivery. The project meets the strong and pressing demand for vocational training and education and contributes to the achievement of national EFA and MDGs through the partnership of

civil society and various other sectors. This project fits within the framework of the Millennium Development Goals. The project aims at reducing poverty by providing access to education that will lead to employment opportunities and income generation (MDG1 T1) including widening employment opportunities to youth (MDG 8 T16) and ensuring access to skills in new technologies in partnership with the private sector (MDG 8 T18), as well as endeavouring to achieve main EFA Goal: Progress towards better quality in education.

Primary implementing partners and stakeholders including key beneficiaries:

The programme was implemented in collaboration with, and under the direction of, the Ministry of Planning and Development Cooperation (MoPDC), governorate and municipal officials in the three selected areas in the Marshlands, Babylon and Sulaymaniyah. Ministry of Education Department officials as well as MoLSA department and VTC officials in the local areas at all three levels of government were involved in the proposed training and capacity development activities.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

Key outputs achieved:

In this programme UNESCO was contributing mainly to two outcomes: 1) Enhanced employment skills for at least 1500 residents in three areas, 2) Eight primary educational facilities and programme activities improved in three areas.

Outcome 1: Enhanced employment skills for at least 1500 residents in three areas

- A workshop was organized for 15 participants from Vocational Training Centers from the three areas in cooperation with Save the Children Foundation to assist senior staff on developing mechanisms and techniques of Training the students on life skills, how to communicate with local private sector, writing the CV and how to do interviews with prospect employers....etc. a manual of life skills training was developed for the participants.
- Building capacity of 12 VTC trainers by providing technical and pedagogical training and on develop their skills on the new equipment purchased for Vocational Training Centers.
- A workshop was organized for 15 participants from Directorate of Education from the three areas focused on training and building skills for developing strategies, operational planning, project management, development of policies and procedures for decision making, methods and techniques of leadership, management and supervision, time management, workshop presentations, committee development, material and human resource management. A field trip was organized to Amman- Fourth Directorate of Education exchange ideas were held with Jordanian officials. This was followed by a visit to a secondary school for girls.
- Capacity building of 40 persons of MoLSA and VTC directors through series of conducted technical trainings facilitated by technical consultant/experts specialized on vocation education resulting on following accomplishments; Training on planning and human resources management; Exposure visits to Lebanese NGOs, government organizations and municipalities to learn about their vocational training programs and best practices (four organizations were visited); production of (The framework of management and procedures manual) for the vocational training centers in Iraq as an outcome of the training workshop.

Outcomes 2: Eight primary educational facilities and programme activities improved in three areas.

- Procurement of modern TVET equipment to the three VTC selected areas (Carpentry, Welding, Sewing, Automotive and Computer Labs).
- Chemistry, Physics, Biology and Lab furniture delivered to the 8 schools in the three Directorates of Education in Sulaymaniyah, Hillah and Missan.

There were no major adjustments but in output 3.3.2: eight school laboratories and education facilities rehabilitated in North, Centre and South it should be noted that the MoE requested that UNESCO support secondary schools (instead of primary schools) in the three areas, and accordingly, the project rehabilitated educational facilities in secondary schools.

Achievement of the outcomes / variance in actual versus planned contributions to the outcomes:

- Ministry of Education Department officials as well as MoLSA department and VTC officials in the local areas report they are better able to conduct development planning and deliver local services to local residents. Accordingly a wider range of stakeholders will be involved in future local development planning activities.
- Increased participation of local special interest groups from the beginning will reduce potential conflicts over resource allocations.
- Future local and national budgets will recognize the priority investments set out in the LADPs.
- Coordination between the national and local governments will be improved for enhanced resource mobilization.
- New small businesses and cooperatives will be established and new long term sustainable jobs will be created, with more encouraging environment for business will be promoted.
 - Local young men and women will receive vocational and life skills training.
 - Local residents will be aware of gender related issues.

UNESCO has implemented the planned activities according to the project document and is planning for the evaluation of the project activity which will allow stakeholders to provide their view of what additional/future initiatives will be needed.

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

This program contributes to UN assistance strategy for Iraq (2005-2007) by focusing on strengthening service delivery. The project meets the strong and pressing demand for vocational training and education and contributes to the achievement of national EFA and MDGs through the partnership of civil society and various other sectors.

This project fits well within the framework of the Millennium Development Goals. The project aims at reducing poverty by providing access to education that will lead to employment opportunities and income generation (MDG1 T1) including widening employment opportunities to youth (MDG 8 T16) and ensuring access to skills in new technologies in partnership with the private sector (MDG 8 T18), as well as endeavoring to achieve main EFA Goal: Progress towards better quality in education.

The Project came as a response to the needs of the local areas in the Marshlands, Babylon and Sulaymaniyah as well as the National Needs Assessment survey for the education sector/vocational training needs assessment conducted by UNESCO in 2004. The assessment indicated areas of quality

improvement of content of training material, leadership and management development, upgrade of TVET facilities and training of trainers.

Specifically, the Project contributes to the following Iraq National Development Goals by:

- Providing adequate supplies of material, equipment and furniture to schools; and
- Modernizing outdated vocational training and education infrastructure.

Contribution of key partnerships and collaborations/impact on the achievement of results:

A National Programme Steering Committee was established to guide and monitor the implementation of the programme. It includes representatives from key Ministries such as Ministry of Municipalities and Public Works, Ministry of Construction and Housing, Ministry of Finance, Ministry of Agriculture, Ministry of Health, Ministry of Water Resources and Ministry of Environment. A representative from each one of the three local area steering committees (see below) and a representative from each of the UN partner agencies sit as members of the committee.

The committee met on a quarterly basis to provide strategic direction for the design and implementation of the programme. It also played a monitoring and evaluation role and makes recommendations for any work plan and budget adjustments that may be required as the three area projects progress. Based on its experience with area development planning, it is expected that the committee will be in a position to provide valuable policy advice to senior government officials responsible for implementing decentralized planning approaches in other areas.

National UN Programme Coordination and Management: The National steering committee is supported technically and administratively by a UN working group composed of representatives of UN partner agencies. The working group is coordinated by UNDP's national programme coordinator and support staff which are located in both Amman and Baghdad. The group is responsible for managing and monitoring programme activities and ensuring that the programme is successfully implemented on time and in accordance with the agreed upon budget. It is also responsible for preparing and following up on the recommendations made by the National Programme Steering Committee. It also has decision making authority on matters relating to overall work plan activities, scheduling and budget adjustments, as well as on settlement of disputes and any unforeseen development concerning programme execution. It met on a monthly basis or more frequently as required especially at the outset of the project.

Local Area Steering Committees: A local area steering committee was established in each of the three project areas. These were appointed by the local Governorates and comprised of local elected officials and senior staff from the Governorate administration as well as other stakeholders from civil society and the private sector. The area committee reports to the national steering committee as well as the governorate or municipal council, meeting on a monthly basis. A representative from each of the UN partner agencies also sits as member of the committee. The area steering committees performs coordination, facilitation and monitoring functions and assumes lead roles in the preparation and final adoption of the local area development plans. They also lead the selection and implementation of the fast-track projects for economic recovery and basic services enhancements.

Local UN coordination: The local steering committees are supported technically and administratively by a UN area team in each location. These teams are led and coordinated by an area coordinating agency. UNDP acts as the coordinating agency for the area in the south; UN-HABITAT as lead agency for the area in the centre; and ILO/UNOPS as the lead agency for the area in are responsible for: client relations, setting up the local office (ideally within local government offices), completing the LADP, maintaining a local project database that will feed into UNDP's national database and facilitating the activities of the partner agencies.

Primary beneficiaries/engagement in the programme/ project implementation:

The primary beneficiaries of the project were the staff and teachers of the schools at Departments of Education of MoE as well as staff and trainers of Vocational Training at MoLSA, by training, upgrading their skills and providing them with new teaching methodologies. The project approaches the teachers and trainers at schools and VTC Centers in the 3 targeted areas providing them with up-to-date training; this will be reflected on quality of students graduated in pilot schools. Their participation and ownership of the project were secured and maintained throughout the project. Each Governmental Department from MoE and MoLSA were represented in the Local Area Steering Committee. The local area steering committees performs coordination, facilitation and monitoring functions and assumes lead roles in the preparation and final adoption of the project's implementation plans. They also lead the selection and implementation of the activities and services of the projects.

All rehabilitated schools are owned by the MoE, and the procured equipment were handed to the DoE's of the three areas. Capacity building of the DoE staff ensured the knowhow needed to sustain the project objectives and to ensure good management to have quality of graduates.

Contribution of the programme on cross-cutting issues pertinent to the results being reported:

Gender issues: The project encouraged increased gender sensitivity to and in vocational training management and delivery; UNESCO has continually advocated for encouraging local authority and ministries involved for better participation of females in majority of conducted capacity building training programs aiming at equal opportunities for females.

In addition, the procured equipment of workshops for the VTC centres emphasized the inclusion of workshops such as sewing machines and computer labs ensuring empowerment of females. The procured/ delivered equipment would benefit females' engagement in local labour market.

Environmental impact: The project has no specific environment dimension, but by education and using computers will assist and improve knowledge about environment.

Employment opportunities: The project has a direct employment dimension as it deals directly with employability and productivity; secondary school and VTC students will graduate from schools and vocational centers being trained which will improve their productivity and employability. Teachers will also become more productive, and they will be able to integrate more using of modern equipment and knowledge into their teaching.

Has the funding provided by the MDTF/JP to the programme been catalytic in attracting funding or other resources from other donors?

No additional funding was resourced

III. EVALUATION & LESSONS LEARNED

Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation:

The project used a team of local national monitors in Baghdad to monitor and evaluate the progress in the field, in addition to the daily and close monitoring by the project implementation unit. All of this was coordinated with MOE and MoLSA to ensure efficiency. In addition, the project developed its own Monitoring and Evaluation plans which are updated on bi-weekly and based on new available information and activities to ensure the monitoring of all activities.

During the training activities and workshops organized by UNESCO, assessment forms were filled by the participants. These forms were considered and remedial action was taken whenever necessary.

The financial management of this project was incorporated into UNESCO's financial system (online system connected to HQ) and status was continually monitored and tracked. All projects were subject to audit by Headquarters on a biannual basis. This project was last audited on November 2009, with no concerns raised in the final audit report.

An external evaluation is currently underway and the final report will be ready by June 2011.

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:

Under the current situation in Iraq, all projects face certain constraints and challenges related to the security situation during implementation, primarily difficulties of access. UNESCO used a team of local national monitors in each of the selected area to monitor progress in the field, in addition to the daily and close monitoring by the project implementation unit. All of this was coordinated with MOE and MoLSA to ensure efficiency. The followings are constraints and lessons specific to this project

- Most of activities were implemented out of the country due to the availability of trainers and expertise, in particular, due to the security situation which is the main constraint that restricts the movement of the international consultants inside Iraq.
- Most equipment provided by this project was delayed in delivery. For instance, frequent delays were experienced gaining entry through borders resulted in extra costs for demurrage fee due to delays in receiving tax exemption letters from MOE, MOLSA, and MOHESR.
- Ministries in Iraq are often delayed in responding to day to day implementation requirements (late replies on general matters, delays in approvals...etc)
- Delay in staff recruitment by the government to run the VTC, delay in finding appropriate location and venue for the equipment in districts.
- Lack of coordination between line Ministries and Local Councils is a major impediment.

Key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.:

There were many delays in the submission to UNESCO of requested information required for implementation, especially with regard to the nomination of officials to attend the training workshops. Accordingly, planning for future interventions must take this factor into account..

With many difficulties experienced in getting the tax exemption letters by the concerned ministries in Iraq, it is very important that Agencies agree to have ministries assign an internal Project Focal point responsible for all project coordination and implementation requirement.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1							
Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.							
Output 1.1 Output 2.3 Enhanced employment skills for at least 1500 residents in three areas	Indicator 1.1.1	0	- Local stakeholders have taken part to institutional CB and specialised training in areas relevant to local development planning;	Strengthen the capabilities of local authorities in the three areas in the north, centre and south and build the capacity of 15 VTC staff by providing Life Skills Training.		Training and capacity building workshops.	
	Statistically significant reduction in unemployment figures (especially for the registered unemployed) in participating Governorates, including women unemployment			Build capacity of 12 VTC trainers by providing technical and pedagogical training and develop their skills on the new equipment purchased.		Workshops documents and material (training guides)	
				Strengthen the capabilities of local authorities in three selected areas in the			

				north, centre and south of 15 staff from DoE			
				Building the Capacity for 50 MOLSA Trainers and officials from the three areas			
Outcome 2							
Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.							
Output 2.1 Output 3.2 Eight (8) primary educational facilities and programme activities improved in three areas.	Indicator 2.1.1 ➤ Increased number of MSMEs (including women-owned enterprises)	0	9 primary schools rehabilitated	Chemistry, Physics, Biology and Lab furniture has been delivered to the 8 schools in the three Directorates of Education in Sulaymaniyah, Hillah and Missan.	According to MoE request to service 8 secondary schools rather than primary schools	Procurement of modern scientific lab equipment to the 8 Secondary school selected areas	
		0	Three vocational centres rehabilitated (one for each of the three areas)	Rehabilitate three Vocational Training Centers by providing workshops (Carpentry, Welding, Sewing, Automotive and Computer Labs)		Procurement of modern TVET equipment to the three VTC selected areas	Procured equipment for the VTC centres emphasized workshops targeting females activities such as sewing machines and computer lab ensuring empowerment of females. The procured/ equipment will benefit females' engagement in

							local labour market.

WHO
NARRATIVE REPORT FORMAT

Agency	Budget (US\$)	Committed Funds (US\$)	Committed Funds (%)	Disbursed Funds (US\$)	Disbursed Funds (%)
WHO	3,205,674	3,205,674	100%		

Human Resources:

- National Staff: Provide details on the number and type (operation/programme).
 - WHO have three national programme officers based in Basra, Baghdad and Erbil. There is also one Programme Assistant 40% based in Amman Jordan.
- International Staff: Provide details on the number and type (operation/programme)
 - WHO have one international P4 Programme Manager based in Amman, Jordan.

I. Implementation and Monitoring Arrangements

WHO LADP activities are designed and implemented through the local LADP Local Steering Committees (LSC) and in close collaboration with Governorate Departments of Health, Education and Environment and the Baghdad Ministry of Health. This ensures transparency and conformity with the national strategic plans. The WHO Focal Points who are public health specialists work directly with the LSCs to prioritize the health needs and advise on intervention that are in line with health related MDG's and national cross cutting health policies and plans. The components of activities range from the assessment of needs in terms of rehabilitation and extension of health facilities, to environment activities, and procurement of equipment and bio-medical equipment to facilitate a functioning health service and ensure community outreach of health services. Training and capacity building are also provided to personnel in the health sector including school teachers. The Focal Points are supported by the zonal WHO Regional and Head Quarter Office.

Regarding WHO procurement procedures, the agency has fixed rules and regulations for procurement procedures in the WHO manual which describe in detail the delegation of authorities at different levels. There procurement procedures are strictly followed. All work is done in concert with MOH and GoI to ensure sustainability and benefit to the national programming of health and achievement of primary healthcare in the selected districts.

The monitoring system(s) that are being used by WHO and the Ministry of Health and how the agency has identified and incorporated lessons learned into the ongoing programme/project is described below.

- The LADP (one component of WHO's Community Based Initiatives (CBI) Programme) is monitored on day to day basis by a Technical Officer/ Programme Manager for CBI. The various components on specialized areas such as Maternal and Child Health (MCH) or Environmental Health (EH) are programmed and organized in closed coordination with WHO Technical Officers who are expert in that respective field. This way, the cross cutting LADP programme is able to tap on available resources and assure that synergies with other projects is done in a efficient and effective way.

- Monthly and annual reports are being submitted on a standard template to the WHO Programme Manager received from the three regional focal points which covers all programme components (including District Planning and Focus Groups, School Health Projects, Health Facilities Rehabilitation Projects, Equipment, Infrastructure and Supplies Requisitions, Capacity Building, and Water / Environment Projects). The Focal Points will also be responsible for on the grounds management and liaising with the DOH/MOH and local health and other intersectoral stakeholders.
- For District Planning - Participants in the planning meetings complete written feedback forms and a sample of the participants are interviewed on site of the meetings. In addition, trained observers monitor the processes of the district meetings.
- For Rehabilitations - WHO supervisory teams (engineers) and focal points are in regular contact with line ministry teams at central and governorate levels and monitor rehabilitations and equipment purchases and delivery. They also visit the project sites, and monitor and provide technical advice as needed. The information is integrated into the WHO rehabilitation database as well as the LADP MIS. Equipment, supplies and furniture requisitions are tracked by the WHO Biomedical Engineer and within the WHO procurement system.
- For Capacity Building Interventions - implementing and monitoring teams in the line ministries provide WHO with reports on their implementation progress and outputs. Each local capacity building activity, receives both MoH and WHO approval prior to implementation. The information is integrated into the WHO capacity building database and will be integrated into the LADP MIS.
- Quarterly and annual financial reports are prepared by the WHO Country Office, based on daily documentation of expenditure and validated through internal WHO global financial procedures before sharing with the UNDG MDTF / ITF.
- A final Evaluation of the LADP was conducted in 2010. The evaluation is available to download here: <http://mdtf.undp.org/document/download/4429>

II. Results

- *Provide a summary of Programme progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period. comment: If your reporting has been RBM based you can look at the qualitative section to get this section for the annual report*
- *Report on the key outputs achieved in the reporting period including # and nature of the activities (inputs), % of completion and beneficiaries. comment:*
- *Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.*
- *List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.*
- *Other highlights and cross-cutting issues pertinent to the results being reported on.*
- *Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section VIII, if applicable.*
Development Goal: Improve living conditions and contribute to sustainable poverty reduction in three selected areas in Iraq.

Objective 1: Strengthen the capabilities of local authorities in three selected areas in the north, centre and south to plan and manage reconstruction and development activities through the

formulation and implementation of human rights based, gender sensitive local area development plans.

As part of its mandate and work with MOH for the Community-Based Initiatives, as well as the work and commitment of the LADP, WHO engaged communities, health stakeholders, GoI/DOHs, and other stakeholders in the planning process for LADP districts. Over 300 health sector representatives participated in the district planning process with a focus on multi-sector planning where a similar process has been used in the CBI pilot projects. A final health plan was created for each district which outlined diverse and far reaching needs related to building a primary health care infrastructure, training medical staff, purchasing equipment and vehicles, mobile clinics (including boats), providing basic services, and educating the public with health messages, and WHO has been working with DOH and other health stakeholders since to ensure capacity building and sustainability of the local steering committees and health stakeholders to implement the district health plans through local resource mobilization and advocacy with local, governorate, and national level. Data collection, community assessments, focus groups and data profiles are 100% completed.

Objective 2: Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.

Through the construction and rehabilitation of the five district's priority health centers, local employment was generated and local economies supported. Furthermore, examples of CBI local development and income generating activities were scaled-up to CBI areas to support needy families.

Objective 3: Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas.

Five major rehabilitation projects have been completed in the five districts, biomedical equipment and vehicle purchases have been attained to increase the capacity of the local primary health care system to achieve its objectives of increasing access and outreach to the local population and additional equipment including over 1030 items ranging from in size from ultrasound systems, generators, electrocardiograph machines, spectrophotometers, centrifuge, mobile x-ray, dental chairs, to incubators, stethoscopes, and microscopes have been supplied to the prioritized areas. Six ambulances, 3 pick-up trucks and 4 motorcycles have also been purchased to ramp up emergency services and strengthen the health centers ability to transport medicines, vaccines, water and other supplies. These local investments will increase not only social and physical infrastructure but also employment opportunities in the LADP districts. Based on funds obligated and capacity building programs implemented to date, 100% of this objective has been met.

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

1. Some delays in project activities were related to the difficulties in recruiting and retaining staff. The challenging operational environment and significant security threats towards both staffs and partners made it difficult in some instances to recruit and keep staff in the project areas.
2. Local bidding processes slowed down the advertisement and start-up of rehabilitation projects.
3. Educational programs for schools and environment, and community health capacity building projects were placed on hold while district planning workshops were completed. Almost all capacity building was completed from April to November, with several new and ongoing activities planned for the next year to augment community knowledge and responsibility for their health issues.
4. Equipment purchases were delayed while local steering committees finalized their decisions regarding which facilities were to be involved in the project and what rehabilitation efforts would be

undertaken given the differing nature of facilities need, but all equipment delivered by end of December.

5. Progress was slowed down during the first two quarters of 2010 due to the roll out of WHO's new corporate financial system (Global Management System (similar to Atlas)) which continued from December 2009 until mid 2010 and caused systematic challenges in the obligation and disbursement of new funding commitments. This slowed down the project implementation for several weeks as it was challenging and tedious to access project funds.

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

The global definition of health is “a state of complete physical, mental and social well being and not merely the absence of disease or infirmity” WHO and the Ministry of Health in Iraq thus defines health in terms of productive and creative existence rather than as categorizes of disease that cause illness or death.

That said, major determinants of health lie outside the domain of the health sector and health can only be achieved by taking into consideration social, political and environmental influences. Through the LADP, WHO and the Ministry of Health are better enabled to work for improved health in all policies, decisions and plans and not only within the health sector.

The government has thanks to the programme improved ability to keep health at the center of development. The programme has strengthened intra and inter-sectoral collaboration of health policy development at local levels, improved social services with an aim to improve health and quality of life (QOL) of the population and develop population based approaches rather than driven to individual groups.

Cross cutting issues:

Gender balance is sought in all WHO initiatives including planning meetings and capacity building. Even so, creativity is needed by focal points to achieve this balance because cultural tradition in some of the regions does not allow men and women to mix in community discussions and decision making. Women doctors, nurses, and community members make up almost 50% of the participants and beneficiaries of the capacity building activities of WHO.

The human right to health services and decision making and to participation in development continue to guide WHO methods in the LADP and all its related Community Based Initiatives in Iraq The right of individuals and families to receive care from technically competent health professionals has been stressed in all WHO programs. WHO has also been using health as a bridge for peace especially with vulnerable and marginalized populations.

Environment Health and environment are linked together in WHO activities as a programmatic approach in efforts related to health care waste management, water quality control, waste disposal, and sewage system improvement. Environmental health and sanitation have been major components of LADP programming.

III. Future Work Plan (if applicable)

This project is operationally closed, however the LADP joint programme is continuing under LADP bridging and LADP phase II.

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
Objective 1: Strengthen the capabilities of local authorities in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of human rights based, gender sensitive local area development plans.						
Output 1.1 Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments.	Indicator 1.1.1 District development plans prepared, endorsed and adopted at district and governorate levels	No formal district plans prior to LADP	Six plans to be developed and adopted by April 2009.	Completed	Documentation received from planning meetings with content of plans.	
	Indicator 1.1.2 Sectoral development plans (eg. Health, Education, Shelter, etc.) feed into local plans	No formal district plans prior to LADP	Six health sector plans to be developed and adopted by April 2009.	Completed	Documentation received from planning meetings with content of plans.	
	Indicator 1.1.3 Local authorities have improved knowledge about economic and social development needs of their districts	No known baselines	District health profiles to be created for all six districts by September 2008.	Completed	Data health profiles developed for each project.	
	Indicator 1.1.4 Local stakeholders have taken part in specialized training on local development planning.	No known baselines	Health sector members in DoH have improved knowledge of local planning by April 2009.	Completed	Documentation of stakeholder training outcomes.	
Output 1.2 Strengthened coordination and communication mechanisms between	Indicator 1.2.1 Increase functional communication lines between district, governorate and national authorities;		Increase functional communication lines between district, governorate and national authorities by December 2009	Completed	Documentation of increased formal communication efforts.	

central government and local authorities in the three areas.	Indicator 1.2.2 Administrative capacity for implementation of plans is strengthened.	None	Increase, by August 2009, the administrative capacity to implement the plans within the health sector.	Completed	Interviews with administrators	
	Indicator 1.2.3 People in the areas have heard about local development efforts from their authorities;	Baseline zero prior to project.	Media coverage of LADP will increase significantly in year one and two of project.	Completed	Media reports submitted to all UN agencies following LADP program efforts.	
Objective 2: Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.						
Output 2.2 At least 80 new small enterprises and cooperatives established in three areas.	Indicator 2.2.1 Consensus reached for implementation of quick impact projects.	None	Health projects identified by fast track meeting groups.	Completed	Planning meeting minutes reviewed.	
Output 2.3 Enhanced employment skills for at least 1500 residents in three areas	Indicator 2.2.2 National MIS database established and functional to track all activities under programme;	None	National MIS database established by April 2009 to track all activities under programme;	Completed	Data base review, implementation and testing.	
	Indicator 2.2.3 Increase skills of health care workers and teachers in health sector.	None	Increase skills of health care workers and teachers in health sector by December 2009.	Completed	Post workshop assessment.	
Objective 3: Improve social and physical infrastructure using labour intensive approaches and the service delivery capabilities of local governments in the three selected areas						
Output 3.1 30 water and sanitation facilities and services improved in three areas.	Indicator 3.1.1 Identify and address water and sanitation capacity building needs.	None	Water quality lab training needs to be identified in settings in 3 governorates.	Completed	Post workshop assessment.	
Output 3.3 12 health services centres and services improved in	Indicator 3.3.1 Identify priority improvements to	Rehabilitation baselines are site specific.	All health centers in 6 districts to be assessed.	Completed	Final report review.	

three areas.	health centers.					
	Indicator 3.3.2 Implement priority improvements to health centers.	Rehabilitation baselines are site specific	12 primary health centers to be rehabilitated. Employee workdays to increase.	Completed	Engineering reports.	
	Indicator 3.3.3. Local stakeholders take part in training in areas relevant to local development planning;	None	Local staff from 11 district PHCs and schools take part in trainings in areas relevant to local development planning by December 2009.	Completed	Post workshop assessment.	
Output 3.5 Improved conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructures projects in three areas.	Indicator 3.5.1 Environmental awareness of district families increased.	None	Environment awareness of district families increased via 6 capacity building programs by April 2009.	Completed	Post workshop assessment.	

UNI-FEM (2009)
NARRATIVE REPORT FORMAT

I. Purpose

Area Based Development Programme (LADP) This joint Cluster Governance Sector programme aims to strengthen the abilities of Iraqi local authorities by using an area based development approach for the implementation of comprehensive development projects in three areas; one in the north, one in the centre and one in the south. The three projects are implemented by a team of seven UN agencies (UNDP, ILO, UNOPS, UN-HABITAT, UNIFEM, WHO, UNESCO, and UNICEF). UNIFEM's role is to increase awareness to ensure the implementation of human rights based approach for gender sensitive local area development plans (LADP) in the three areas (five governorates). Through ensuring that all programme activities take into account gender issues and promote gender sensitive approaches. UNIFEM also sponsors a gender awareness campaign, complete gender assessments and provide training to local government officials and community groups on gender planning and mainstreaming.

In addition, UNIFEM and partnering UN agencies undertake targeted activities to women primarily but also men, to facilitate and ensure equal participation, conditions and access to planning processes and delivered services. In particular, UNIFEM conducts a series of training for women, both in government and non government organizations, in interpersonal skills and planning processes.

Partnering UN agencies will also sensitize their staff, consultants and stakeholders to gender issues in close coordination with UNIFEM. This will ensure mainstreaming within all programme activities

II. Human Resources

UNIFEM received USD 1,519,275.70 for the Project activities including security and agency support cost expenses.

National Staff: Provide details on the number and type (operation/programme); UNIFEM has seven National staff members (5 in Iraq and 2 in Jordan) working on the projects. The staff works on a number of projects and are charged accordingly.

International Staff: Provide details on the number and type (operation/programme); UNIFEM has one international staff working on the project.

III. Methods of Operating

Through this programme, UNIFEM works closely with UN partners in designing the local assessments to ensure their sensitivity to gender issues and recognition of differing needs of men and women to ensure that implemented projects are taking into account gender issues and promoting gender sensitive approaches in identifying and implementing priority fast-track projects which contributes to achieve a human rights based, gender sensitive local area development plans.

IV. Results

<p>Output 1.1 Comprehensive local area development plans (LADPs) prepared for three areas by local authorities and stakeholders assisted by a team of UN agencies.</p>	<ul style="list-style-type: none"> • Local district plans produced drafts are gender sensitive. • Continuous support to local governments and UN agencies on gender issues. • Training guidebook on gender mainstreaming in planning. • Training workshop on Results Based Management. 	<p>100%</p>
<p>Output 1.2 Strengthened coordination and communication mechanisms between central government and local governments in the three areas.</p>	<ul style="list-style-type: none"> • LADP media supplement for five governorates is issued. 	<p>100%</p>
<p>Output 2.3 Enhanced employment skills for residents in three areas.</p>	<ul style="list-style-type: none"> • 10 local NGO's supported by UNIFEM; 2 in each of the governorates to implement activities on women economic empowerment within the targeted areas, in addition to raising the awareness of the importance of the participation of women in the areas of public life. 	<p>100%</p>

Report on progress made toward the achievement of specific medium-term outcomes of the programme/project as a result of the achieved short-term outputs during this reporting period and explain any variance in achieved versus planned outputs and outcomes during the six month reporting period.

Objective 1. Strengthen the capabilities of local governments in three selected areas in the north, center and south to plan and manage reconstruction and development activities through the formulation and implementation of local area development plans.

- UNIFEM insured that gender issues are mainstreamed at each level during the formulation of the five district plans drafts .UNIFEM attended and participated effectively in all meeting and workshops that were dedicated to draft the Local district plans. During this reporting period UNIFEM contributed in different workshop to discuss and review the final revision of Chabayesh and Mainmouna district plan.
- From the early beginning of the project, UNIFEM hired local gender focal points to ensure physical presence on the ground in the five governorates, in-order to maintain coordination with partner UN agencies, local government and the local NGOs and liaise with UNIFEM Iraq team in Amman for continuous follow-up. The gender focal points are in continuous follow-up and coordination will all UN agencies staff in Iraq and government officials in their areas, they attend meetings and present on be-half of UNIFEM the gender district profile component at every district planning session conducted, ensuring that the local district plans produced are gender sensitive. Also they serve as researchers and focus group facilitators capitalizing on their presence in Iraq and geographical spread out.
 - ✓ UNIFEM contributed to the preparation and implementation of phase four workshops with a presentation on gender mainstreaming within all project phases, participants were enlightened on gender concepts gender and the importance of its integration into all phases of project management. UNIFEM GFP's facilitated and administered the working groups that have worked on integrating gender in the projects nominated during the previous stages of the project. The last two days of each workshop were dedicated to integrating gender cases and examining the project phases as to whether they are gender-sensitive or not. Finally, recommendations from the working groups were discussed and submitted in order to amend projects to become more gender sensitive.
 - ✓ UNIFEM GFP's participated in; Local Steering Committee (LSC) meetings within all project areas. GFP's coordinated with the project coordinator in Babel for the preparation of the National Steering Committee meeting held in Baghdad during April 2009.
 - ✓ UNIFEM GFP in Suleimanyeh attended a joint agency meeting where each agencies project activities were compiled into a report to be presented at the national meeting in Baghdad.
 - ✓ UNIFEM GFP's capacities built on RBM and M&E techniques. UNIFEM GFP's attended the M&E training workshop held in Amman in July by UNDP.
 - ✓ In Basra the GFP attended a meeting with UN representatives in UN-HABITAT office to explain and map projects discussed during workshops.
 - ✓ Gender analysis of 60 projects selected in Shahrzour and Said Sadeq district was undertaken by UNIFEM GFPs.
 - ✓ A meeting was held in Sulimanyia governorate to explain how to install the projects on Sayed sadiq and sharazor district maps and also to explain how to fill in the questionnaire requested by UNDP .UNIFEM role in this questionnaire was to meet and interview two persons from civil society organizations .The results of the questionnaire conducted highlighted the importance of the activities implemented by UNIFEM in Sayed Sadiq and Shahrzour, and stressed out the importance of men's involvement in the activities and programs related to women's issues .
 - ✓ Coordination meeting with Mr. Ahmad Taha Sheikh (member of Thy Qar council and head of strategic planning council in the Governorate) on UNIFEM activities.
 - ✓ Coordination meeting with Ms. Batool Abd Habeeb (Head of Women Office National Reform Party) and Ms. Zeinab Khalaf (IOM focal point) where they requested UNIFEM's attendance in them activities especially those focused on women.
 - ✓ Communication lines were established between Thy Qar Governorate Council and central government. Field visit to Thy Qar Governorate Council to meet with Ms. Muna Hassan SAfi (head of the women

and child committee in the Governorate Council) to enquire about any coordination between the governorates' women and child committee with the SMOWA.

- ✓ List of local area organisations in Suleimanyeh was obtained through a field visit to Suleimanyeh Governorate Council.
- ✓ GFP trained during UNOPS workshop 'Women moving forward through project building'.

- Capacities of 35 NGO partners to plan, monitor and manage projects were enhanced and built through a 4 day training workshop on results based management (RBM). The training workshop focused on a participatory approach, all participants were able to interact and share their experience in the field of planning, monitoring and managing projects. The concept of RBM was presented and practical examples were given to the group to formulate a project using result based management, after which the participants were split into groups and worked on performing a SWOT analysis for their hypothetically developed project which identified strengths/opportunities, weaknesses, challenges, and opportunities. This analysis helped reinforce how to realistically formulate a project with a clear objective/outcome and outputs to feed into a larger desired impact. The training enabled participants to improve their writing skills and formulation of ideas by teaching them correct terminologies and methodologies to be incorporated into the formulation of their project.
- 5,000 copies of Noon women magazine published material were distributed in all five governorates among local government, civil society and community leaders. The final media supplements covered Thiqr governorate through the eye of the LADP project .In this supplement a lot of topics related to women issues were covered in order to advocate for women rights and needs, and provide s information on women status in Thiqr governorates.

Objective 2. Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas.

713 (437 women and 276 men) have been trained and reported to have benefited from 10 grants given to NGO's .

UNIFEM GFP's followed up on all 10 NGO's work and activity progress that were funded by UNIFEM during this period, and provided technical assistance; the finalised reports were received and reviewed by relevant focal points within the three areas.

1. NGO name: Iraqi Al-Firdaws Society – Al Basra Governorate.

Name of Project: Empowering Women in AlMedainah district economically through vocational training.

40 women (widows, divorcées, and poor women) trained on sewing and tailoring techniques. A sewing machine was given to each of the trained women in order to help them start up their business and ensure the longevity and sustainability of their work. Through this project the NGO provided technical and financial support to the trained women's families engaging them in the process in order for the women to gain their family's support during this process which created a more cohesive family life.

2. NGO name: Al-Huda Institution for Strategic Studies – Missan Governorate

Name Of project: Economical empowerment of women who support their families, particularly widows and orphans, in Maymona area through vocational training.

63 council members trained on the concepts of gender and international conventions such as CEDAW, as a result women and gender considerations were integrated in the local council's development plan. Gender was set as a priority for future development plans in the recommendations and suggestions sent to the Misan Governorate Council as well as the Governors office by Al-Huda Institution for Strategic Studies.

3. NGO name: Bent AlRafedain Org – Babil Governorate
Name of project: Empowering Iraqi women towards building new society.

42 marginalised women with little or no education were trained and qualified for office jobs. They were given computer courses and trained on administrative work during the project's duration. The project also helped 11 of the trained women to obtain bank loans under the NGO's assurance. Increasing the income level of the women trainees' families by helping them find jobs related to what their new qualifications

4. NGO name: Rural Women's right League- Missan Governorate
Name of Project: Economical empowerment of women who support their families, particularly widows and orphans, in Maymona area through vocational training.

34 women (widows, divorcées, and poor women) trained on sewing and tailoring techniques. A sewing machine was given to each of the trained women in order to help them start up their business and ensure the longevity and sustainability of their work. The trainee women used their new sewing and tailoring skills to teach other women in their community.

5. NGO name: Kurdistan Youth Association- Sulimaniya Governorate
Name of Project: Strengthening the role of Provincial Council member in combating VAW and gender equality

45 men and women trained on small project administration methods. The project in cooperation with the Sulaimaneyeh Governorate Council was able to obtain 18 loans for participants trained who executed their projects. The participants were also trained on the importance of combating VAW and methods to counter VAW within one's community.

6. NGO name: The Cultural Marshes Centre – Missan Governorate
Name of Project: Training 50 women on sewing.

50 women trained on sewing and tailoring techniques. A sewing machine was given to each of the trained women in order to help them start up their business and ensure the longevity and sustainability of their work. The trainee women used their new sewing and tailoring skills to teach other women in their community.

7. NGO name: HATAW Organization - Sulimaniya Governorate
Name of Project: Strengthening the role of Provincial Council member in combating VAW and gender equality

20 Sulaimanyeh local council members awareness raised on the adverse effect of practising violence against women and honour crimes. The participants were also trained on the concept of gender equality and its positive effects in society. The project also involved local council members from Halabja and SaidSadeq in decision making processes where their involvement can be used to combat, in a hope to decrease VAW cases. Capacities of Halabja and SaidSadeq local council members was built on designing awareness and advocacy campaigns that highlight the practise of VAW and honour crimes as a societal taboo and set back.

8. NGO name: Love and Peace Society – Thy Qar Governorate
Name of project: Training of local municipality Gov. officials on gender issues in general and in development in particular

65 Thy Qar local council members trained on the concepts of gender and international conventions such as CEDAW, as a result women and gender considerations were integrated in the local council's development plan.

The participants were then trained on communication methods to improve the way they deal with women survivors of violence in police stations and in courts, in order to be as sensitive and understanding as possible.

9. NGO name: Al Mustaqbal Centre For women- Al Basar Governorate
Name of Project: Conduct awareness workshops for local councils of Al-Medainah district

38 Basra local council members trained on the concepts of gender and international conventions such as CEDAW, as a result women and gender considerations were integrated in the local council's development plan. Capacities of Al-Medainah local council members was built on designing awareness and advocacy campaigns that highlight the practise of VAW and honour crimes as a societal taboo and set back.

10. NGO name: Akad Cultural Institute – Babil Governorate
Name of Project: 10 x 10 Empowerment

225 men and women (142 women and 83 men) capacities were built on gender concepts and mainstreaming methods. Awareness of 30 reporters and local council members from across Basra was raised on the adverse effects of practicing VAW and how it is a violation of human rights. 38 members of local councils were built on the concept of gender and its implementation in their field of work.

V. Lessons learned

UNIFEM had faced some difficulties in explaining the nature of our activities and its purposes in the selected governorates but the assignment of GFPs and their continuous follow up and coordination reduced these difficulties and we were capable of getting positive feedback during the implementation of our activities.

Future Work Plan

UNIFEM will continue to provide technical support to all partners on this project until the local development plans are being drafted and presented to the National steering Committee to ensure that they are gender sensitive and inclusive of women at all decision making levels including community levels.

Jointly with all seven UN agencies, UNIFEM will continue to be apart of the ongoing programme activities and coordination meetings to ensure a gender mainstreaming methodology is embodied within the final document for each local district plan produced in all five areas.

Annex 1 Acronyms List

AIS/VTs	Maritime Automatic Identification Systems/ Vessel Traffic Services
AWPs	Annual Work Plans
CCA	Common Country Assessment
CHF	An International NGO
CoR	Council of Representatives
COS	Central Office of Statistics
CP	Country Programme
CPAP	Country Programme Action Plan
CPAP MTR	Country Programme Action Plan-Mid-Term Review
CPD	Country Programme Document
CPR	Conflict Prevention and Reconciliation
CSR	Corporate Social Responsibility
CSOs	Civil society organizations
DFID	UK Department for International Development
DIM	Direct Implementation Modality
DRM	Disaster Risk Management
EAD	Electoral Assistance Division (UNAMI)
ERP	Enterprise Resource Planning
ERW	Explosive Remnants of War
ESCWA	Economic and Social Commission for Western Asia
FACE	Fund Authorization and Certificate of Expenditure
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GFATM	Global Fund to Fight AIDS, TB and Malaria
GHG	Green House Gas
GMS	General Management Support
GoI	Government of Iraq
HACT	Harmonized Approach for Cash Transfers
HIV	Human Immunodeficiency Virus
HJC	High Judicial Council
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IGO	Intergovernmental Organisations
IHEC	Independent High Electoral Commission
ILO	International Labour Organization
INGO	International Non-Governmental Organisation
IMF	International Monetary Fund
IOM	International Organization for Migration
IRFFI	Iraq Reconstruction Fund Facility for Iraq
ITF	Iraq Trust Fund
JICA	Japan International Cooperation Agency

KRG	Kurdistan Region
KRSO	Kurdistan Regional Statistics Office
LADP	Local Area Development Programme
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoCH	Ministry of Children
MOD	Ministry of Defence
MOE	Ministry of Electricity
MoEnv	Ministry of Environment
MoEn	Ministry of Energy
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of the Interior
MoIM	Ministry of Industry and Minerals
MOJ	Ministry of Justice
MOLSA	Ministry of Labour and Social Affairs
MoMPW	Ministry of Municipalities and Public Works
MOP	Ministry of Planning
MOP-KRG	Ministry of Planning-Kurdistan Region
MOT	Ministry of Trade
MOWA	Ministry of Women's Affairs
MOWR	Ministry of Water Resources
MoYS	Ministry of Youth and Sports
MTR	Mid-Term Review
NDP	National Development Plan
NDS	National Development Strategy
NIM	National Implementation Modality
NGOs	Non-governmental organization
NHDR	National Human Development Report
Non-UN	Non United Nations
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PM Advisory Council	Prime Minister's Advisory Council
PM's Office	Prime Minister's Office
PSM	Public Sector Modernisation
PWGs	Programme Working Groups
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises

SOTs	Sector Outcome Teams
Sq Km	Square Kilometres
TB	Tuberculosis
UN	United Nations
UNAMI	United Nations Assistance Mission in Iraq
UNAMI-EAD	United Nations Assistance Mission in Iraq-Electoral Assistance Division
UNAMI-HRO	United Nations Assistance Mission in Iraq- Human Rights Office
UNAMI-Pol	United Nations Assistance Mission in Iraq - Political Section
UNCAC	United Nations Convention against Corruption
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nation Development Assistant Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	Economic and Social Commission for Western Asia
UNFCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHABITAT	United Nations Agency for Human Settlements Providing Adequate Shelt For All
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Fund for Women
UNOPS	United Nations Office for Project Services
UNSCR	United Nation Security Council Resolution
US	United States
USAID	United States Agency for International Development
USFI	United States Forces-Iraq
WFP	World Food Programme
WHO	World Health Organization
