



[Iraqi Trust Fund]

**ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT**

**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009**

***Submitted by:***

Lionel Laurens,  
LADP Advisor,  
UNDP  
Mobile: +962 799063610  
Email: [lionel.laurens@undp.org](mailto:lionel.laurens@undp.org)

***Country and Thematic Area<sup>2</sup>***

Iraq.  
*Economic Reform and Diversification*

***Programme No: C10-09a Overarching***

*Atlas Award No.: 54993*

*MDTF Office Atlas No.: 66993*

***Programme Title:***

Area Based Development Programme/  
**Local Area Development Programme  
(LADP)**

***Participating Organization(s):***

UNDP; ILO; UNOPS; UN-HABITAT;  
UNIFEM; WHO; UNESCO & UNICEF

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> E.g. Priority Area for the Peacebuilding Fund; Thematic Window for the Millennium Development Goals Fund (MDG-F); etc.

***Implementing Partners:***

Ministry of Planning and Development  
Cooperation (MoPDC)  
Ministry of Education (MoE)  
Ministry of Environment  
Ministry of Agriculture  
Ministry of Municipalities and Public Works  
Ministry of Water Resources  
Ministry of Health  
Ministry of Labour and Social Affairs  
(MoLSA)  
Selected Chambers of Commerce and  
Industry of Iraq in the Targeted Governorates;  
ILO International Training Centre;  
Economists Union of Kurdistan and other  
Iraqi NGOs  
Micro Finance Institutions.

***Programme Duration (in months):39***

Start date<sup>3</sup>: 1 May 2007

End date: 31 July 2010

**Budget Revisions/Extensions:**

First Extension: Until 19 April 2009;  
approval date 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.

***Programme Budget (from the Fund):***

**UNDP (Lead) C10-09a:** US\$ 12,160,313

**UNOPS C10-09b:** US\$ 4,220,894

**UN-HABITAT C10-09c:** US\$ 3,986,250

**UNESCO C10-09d:** US\$ 3,235,570

**WHO C10-09e:** US\$ 3,210,675

**ILO C10-09f :** US\$ 2,005,406

**UNIFEM C10-09g:** US\$1,519,276

**TOTAL: US\$ 30,338,384**

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<sup>3</sup> The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

# NARRATIVE REPORT

## I. Purpose

The *Local Area Development Programme (LADP)* has the purpose of achieving the following objectives through the delivery of the related outputs based on the project document:

- Objectives and related outputs

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

Objective 2: Stimulate local economic development and generate short-term and sustainable long-term employment in the three selected 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 1,500 residents in three 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.

- 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 (2,500) housing units and twelve community facilities improved in three areas.
- Output 3.5 Improved conditions for agriculture development and the promotion of environmental 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.

- Relationship with UN Strategic Planning Framework  
Please Kindly Refer to Annex I

## I. Financial Resources

Please Kindly Refer to Annex within Annex II

## II. Implementation and Monitoring Arrangements

Please Kindly Refer to Annex I

## III. Results

- Fund disbursement

As of December 2009, 88.55 per cent of LADP funds are committed, amounting to nearly US\$ 26 million. Details of fund disbursement are shown in the table below:

| Agency       | Budget (US\$)     | Committed Funds (US\$) | Committed Funds (%) | Disbursed Funds (US\$) | Disbursed Funds (%) |
|--------------|-------------------|------------------------|---------------------|------------------------|---------------------|
| UNDP         | 12,160,313        | 12,035,421             | 99%                 | 11,235,421             | 92%                 |
| ILO/UNOPS    | 6,226,300         | 6,057,104              | 97%                 | 5,521,338              | 89%                 |
| UN-HABITAT   | 3,986,250         | 3,051,472              | 77%                 | 2,511,848              | 63%                 |
| UNESCO       | 3,235,570         | 2,246,514              | 71%                 | 1,362,281              | 42%                 |
| WHO          | 3,205,674         | 2,487,962              | 87%                 | 1,705,887              | 53%                 |
| UNIFEM       | 1,519,275         | 1,519,275.70           | 100%                | 1,519,275.70           | 100%                |
| <b>TOTAL</b> | <b>30,333,382</b> | <b>25,878,473</b>      | <b>88.5%</b>        | <b>22,336,775</b>      | <b>74%</b>          |

- Achievement of Objectives

LADP has achieved significant progress in 2009 with regard to objective no. 1: *Strengthen the capabilities of Local Authorities to plan and manage reconstruction and development activities through the formulation and implementation of Human Rights-based, gender sensitive, local area development plans:*

- Six (6) socio-economic district plans have reached the final stage of preparation in five Governorates, with the extensive participation and capacity development of numerous local stakeholders.
- Thanks to additional funding from Sweden (SIDA), six additional districts in the Marshlands have prepared plans, thus allowing the consolidation of nine (9) district plans for the entire Marshland area under the auspices of the Ministry of State for the Marshlands (MoSM). As a result, all requested rural projects were incorporated in the MoSM Five-Year Plan, which has been submitted to the Ministry of Planning Development Cooperation.
- Under the leadership of UNDP, all LADP Agencies have collaborated in the joint development of a comprehensive, gender-sensitive, multi-sectoral, inclusive and participatory planning approach for economic recovery and development. Multiple local planning tools and formats have been produced; including a local planning handbook; a training guidebook on gender mainstreaming in planning; a spatial analysis framework; and a M&E framework, to name only a few. All agencies played an active role in reviewing and enriching the handbooks, and expert contributions were made for specific sections, by a number of UN Agencies.

- The approach has been developed jointly with Iraqi counterparts and is tailor-made for the Iraqi context. The LADP multi-agency and multi-disciplinary team of Iraqi nationals have contributed to designing each step of the methodology, and the team members received specialized training prior to their deployment into Iraq to support implementation.
- Following each step of the planning process, ‘Lessons Learnt’ workshops were held in Amman to evaluate the experiences and draw lessons to contribute to future work planning processes. The lessons learnt identified enhancing the project cycle management and implementation of LADP activities were subsequently translated into best-practice advice, tools and methodologies for the LADP teams.

The following achievement have been realized on the objective no.2: *Stimulate local economic development and generate short term and sustainable long term employment in the three selected areas:*

- Key economic stakeholders have been organized to form the Sulaymaniyah Economic Group (public, private, CSO), with sensitization on the key essential approaches which contributed to the economic recovery and development at the Governorate Level in Sulaymaniyah (ILO/UNOPS);
- Knowledge of the local economy in the three areas has been developed through large scale primary data production (MSEs surveys) and compilation/analysis of existing information (ILO/UNOPS);
- Access to training, counseling and other business development services in the three areas is being improved through the establishment of three Business Information Centers in partnership with the Chambers of Commerce and Industry of Sulaymaniyah, Hillah and Basrah (ILO/UNOPS);
- Access to credit for local micro and small entrepreneurs has been enhanced in the three local areas, while 113 new and 602 existing businesses have benefited from this facility, including 156 women-owned businesses (ILO/UNOPS);
- Short-term employment has been generated by fast-track infrastructure projects (UNDP, UN-HABITAT, and WHO) resulting in more than 135,000 person days as of 31 December 2009;
- Three Vocational Training centres (VTCs) have been established and are operational in the Northern, Central and Southern Iraq. Areas of study offered to students at the VTC include: Sewing, carpentry equipment. Moreover, computer laboratories have been delivered during 4<sup>th</sup> Quarter 2009. Welding, automotive workshops, and generators are in the process of being delivered. Vocational Centres are expected to start training courses during 2<sup>nd</sup> Quarter 2010. (UNESCO)

The following results have been achieved under objective no. 3: *Improve social and physical infrastructure using labour-intensive approaches and service delivery capabilities of local governments in the three selected areas:*

- Implementation of a total of 112 UNDP-supported fast-track sub-projects in five Governorates, with 101 completed as of 31 December 2009. The projects contributed to ensuring a greater role for the Government of Iraq (GoI) technical departments’ ability to lead initiatives at the sub-project level implementation focusing on the areas: Agriculture;

electricity, water and sanitation, and culture & traditions: The total budget for these fast track sub-projects amount to US\$ 7,007,863, with contributions in kind from GoI to the amount of US\$ 737,835 (on average about 10 per cent of the cost of each sub- project intervention); and UNDP. Please kindly refer to the Annex in Section V **Error! Reference source not found.**

- Implementation of sixteen (16) UN-HABITAT supported fast-track sub-projects, including rehabilitation and extension of primary and secondary schools, vocational training and handicraft training institutions, youth centres, laying of asphalt on road/pathways, and the establishment of parks, with a total budget of US\$ 2,504,684. (UN-HABITAT)
- Five major WHO-supported rehabilitation projects have been completed in the five districts for a total of US\$ 590,000. Additionally, biomedical equipment and vehicles have been procured to increase the capacity of the local primary health care system to achieve its objectives of increased access and outreach to the local population, worth some US\$ 1,200,000 (WHO).

## **Delivery of Outputs**

**Objective 1:** *Strengthen the capabilities of local authorities 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.*

- Socio-economic gender-sensitive district plans have been completed in six districts in five Governorates (Sharazour and Sayed Sadeq in Sulaymaniyah, the old city of Hillah in Babylon and Maimouna in Missan, Chibayesh in Thi-Qar, and Mdaina in Basra) based on the structured participation of all segments of the local population. All of these plans comprise an economic recovery and development sectoral plan, which has been facilitated by ILO/UNOPS, district profiles, situational analyses and maps that identify spatially districts main assets and resources, main challenges and constraints, priority projects (one year) with proposed project locations and strategic (five years) development priorities. Delays in finalizing the plans were experienced in 2009, due to the nation-wide held provincial elections. Presentation of the plans to the public is expected to take place in May 2010 after their finalization and editing.
- All UN Agencies took responsibility for leading planning and implementation of projects in their respective allocated sectors:
  - Health (WHO);
  - Water and sanitation (UNDP);
  - Electricity and infrastructure (UNDP);
  - Education (UN-HABITAT and UNESCO);
  - Physical planning, housing, urban planning, and community facilities (UN-HABITAT);
  - Local Economic Recovery and Development (ILO/UNOPS);
  - Environmental preservation and natural resource management (UNDP);

- Cross-cutting issues (systematically considered under Step four) including:
  - Capacity development;
  - Gender mainstreaming (UNIFEM);
  - Social protection for the most vulnerable (UNIFEM/UNDP);
  - Decent job creation (ILO); and
  - Millennium Development Goals (MDGs) (UNDP).
- A LADP District Planning Handbook has been produced, establishing the five-step methodology that has been developed 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 and projects and consideration of cross-cutting issues,
  - **Step Five:** Presentation of the plans to the public.

In 2009, implementation of the methodology focused on completing “Step Four”. District planning workshops for this step were successfully conducted in these locations:

- In Missan/Maimouna, Thi-Qar/Chibayesh, Basrah/Mdaina during January 2009 under the leadership of UNDP with the active participation of all partner UN agencies.
- In Babil Governorate during the period 8-11 February 2009 for the old City of Hillah under the leadership of UN-HABITAT; and
- In Sulaymaniyah Governorate for the district of Sayed Sadeq during the period 9-13 February 2009 under the leadership of ILO/UNOPS

Local authorities have commended these initiatives supported by the LADP.

| Governorate  | District    | Lead Agency | Date         | Total Number of Participants | Total Number of Women | Percentage of Women |
|--------------|-------------|-------------|--------------|------------------------------|-----------------------|---------------------|
| Missan       | Maimouna    | UNDP        | 24-27 Jan 09 | 92                           | 10                    | 11%                 |
| Thi-Qar      | Chibayish   | UNDP        |              |                              |                       |                     |
| Basrah       | Midaina     | UNDP        |              |                              |                       |                     |
| Babil        | Hillah      | UN-HABITAT  | 8-11 Feb 09  | 90                           | 31                    | 34%                 |
| Sulaymaniyah | Sayed Sadiq | ILO/UNOPS   | 9-13 Feb 09  | 92                           | 32                    | 33%                 |
| Sulaymaniyah | Sharazour   | ILO/UNOPS   |              |                              |                       |                     |
|              |             |             | <b>Total</b> | <b>274</b>                   | <b>74</b>             | <b>26%</b>          |

- In 2009, implementation of Step 5: Quality Assurance and finalization of the plans were also initiated. Final steps to complete the plans comprised:
- The finalization of district maps, spatial analyses, as well as the provision of training on governance arrangements, monitoring and evaluation for district planners.

- One-day stakeholder workshops were held in Al Mdaina (28/10/2009), Chibayesh (3/11/2009) and Maimouna (5/11/2009) to review priority projects in light of existing and planned initiatives, budget constraints, identify responsibilities, commitments for implementation, and establish on consensus on principles and methodologies related to governance, monitoring and reporting arrangements.
- The capacity of local stakeholders has been built through the development of guidance and training materials, which were incorporated in the District Planning Handbook including a district plan template, a training guidebook on gender mainstreaming in planning, stakeholder workshop guidelines, a spatial analysis framework, monitoring and evaluation framework ,and training materials for District Planners.
- A series of targeted capacity-building and training workshops were organized in order to develop the capacities of local planners and other relevant stakeholders including:
  - Finalization of district maps and spatial analysis workshop, Amman, 17-18 May 2009, under the leadership of UN-Habitat and ILO, attended by LADP UNDP field teams.
  - District Planning Workshop, Amman, 19-21 May 2009, attended by UNDP field teams and Governorate and municipal planners.
  - Governance of district plans and Monitoring and Evaluation (M&E) workshop, Amman, 14–15 July 2009, attended by representatives of all target districts and Governorates and key representatives from MoPDC.
  - Natural Resources Management and Environment Training Course, January & July 2009. Two five-days training courses were organized in Jordan for nearly 60 Iraqi participants and for local planners in Iraq", through the Consultation Centre at the Jordan University and the Queen Rania Al Abdallah Centre for Environmental Science and Technology (QRACEST).
  - Iraqi partner NGO workshop to enhance project cycle management skills. Thirty-five representatives from Iraqi partner NGOs were trained on project planning, monitoring and management through a four-day training workshop on Results Based Management (RBM).
- Thanks to support provided by SIDA in 2009, an additional six districts in the Marshlands have been supported towards the formulation of their development plans. The district plans from all nine Marshlands districts (three LADP and six SIDA funded plans) were consolidated into one plan for the Marshlands area. The plan was established as an outcome of a consolidation workshop conducted in Basrah on July 1 – 2 2009, with the purpose of providing inputs to the five-year plan of the Ministry of State for the Marshlands (MoSM). The Ministry has used the consolidated plan as a major input for its own five-year (2010-14) funding allocation, identifying priority projects requested by local communities in the rural marshes that are not yet funded by other line ministries. MoSM shared and discussed their draft five-year plan with all key national stakeholders on August 14–15 in Baghdad.

**Output 1.2** *Strengthened coordination and communication mechanisms between the Central Government and local authorities in the three areas.*

- Two National Steering Committee (NSC) meetings were held in 2009.
  - On 27 April 2009, the quarterly NSC meeting for LADP was held in Baghdad – with all NSC members from the central level, most of the representatives from the Local Steering Committees (LSCs) in the target governorates and representatives of LADP UN partner agencies. The meeting was chaired by the



NSC Chairperson and co-chaired by the representative of KRG and the LADP National Liaison Officer. An overview of LADP current achievements, issue and challenges (North, Centre and South of Iraq) were discussed. Furthermore, the LADP Phase II concept, discussion on local and national planning and budgeting, handover of departing former LSC to newly elected members were presented and thoroughly handled. Issues regarding coordination and reporting mechanisms, and roles of the NSC and LSCs were discussed and recommendations for LADP II made. The proposal of a second phase for LADP was warmly supported by all members of the National Steering Committee. Similarly, initial discussions with the MoPDC were very encouraging and supportive. As a result, an official request for endorsement by MoPDC of the LADP II concept note was sent.

- On 5 October 2009, the quarterly NSC meeting for LADP was held in Erbil, with the presence of all NSC members from the central level, most of the representatives from the LSCs in the target governorates and representatives of LADP UN partner agencies. The meeting specifically focused on the committee's adopted guidance, monitoring and coordination mechanisms and presented relevant recommendations, in order to further enhance the standards of the programme implementation.
- A specific initiative to strengthen coordination between the Central and local government levels by building on LADP district plans was undertaken during the Basrah Provincial Development Strategy Review Meeting, on 23-24 June 2009. A delegation from Basra Provincial Development Strategy (PDS) committee and representatives from the MoPDC were invited to discuss planning issues in Iraq, as well as lessons learnt from the LADP-supported district planning process. Support to the Basra PDS process will be used to explore the most appropriate ways to link district planning exercises and outputs to governorate and national planning and budgeting mechanisms, as part of the formulation of a second phase for LADP.
- Coordination between UN agencies and the Iraqi government was also strengthened:
  - An LADP Lessons Learnt Workshop held in Amman on 22-24 November 2009. It was attended by 58 key Iraqi officials, in addition to representatives from implementing UN agencies, and funding bodies, such as the European Union and SIDA. The workshop discussed key achievements and lessons learnt from the implementation of LADP in the targeted Governorates. Having the Iraqi counterparts themselves reviewing what has worked well and what has not functioned optimally, is an integral part of the UN's partnership approach with the Government of Iraq. Representatives from nearly all governorates in Iraq and key Ministries were requested to identify main challenges and barriers to local service delivery, local socio-economic development, poverty alleviation, effective local-level planning in Iraq, with respect to national planning and budgeting framework. The review of LADP lessons learnt by Iraqi partners, together with the findings of their analysis of current needs and priorities in Iraq, was utilized to contribute to the formulation of a second phase for LADP.

- Partnership approaches were built in individual sectors. For example, the Iraqi Ministry of Health (MoH) is closely linked to the LADP project, given it is building upon the Community-Based Initiative (CBI), through the National Program Officer located in Baghdad. Regular communication and meetings amongst the MoH and other line ministries (13) of the CBI program ensure the multi-sectoral, cross-cutting programming, as well as build the advocacy and programming ability at a decentralized level with local areas involved in the LADP project. The leadership of WHO ensures the building of capacity of MoH and Departments of Health (DoH) and other pertinent departments in the areas of multi-sectoral planning for health and community participatory planning.

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

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

ILO/UNOPS lead activities in this area. The activities implemented to achieve this output include:

- Research and analysis of the business environment have been carried out in the target governorates through:
  - Studies of the institutional and socio-economic context in the three Governorates have been produced through stock-taking and field visits;
  - The private sector challenges, needs and capacities of the target areas have been identified through a small business survey encompassing 950 entrepreneurs in the North, Centre, South of the country;
  - 16 Value Chain Analyses (VCA) related to the activities of the Business Information Centres (BIC) for the three areas were finalized. The analysis focused on local products. In Hillah/Babylon the products were: Yogurts, dates, handcrafts, yellow corn, fish ponds; For Basrah; Yellow cheese, wheat, fisheries, Bareiha, rice, yellow corn; and in Sulaymaniyah: Blacksmith producing forged metal goods, goats, tomato, barley, and retail trade. The VCA studies have been prepared for the use by entrepreneurs (women and men) who want to start up their own business and entrepreneurs who want to reduce their production costs. These VCA were uploaded on the BICs websites and hard copies are available in their libraries.
  - 10 investment studies were finalized in various sectors (for example industrial and trade to encourage investors and enhance the investment environments in the respective areas. These studies provide a number of indicators about the type of projects and a financial advice. A brief of those studies were uploaded on the BICs websites to be used by those interested. BICs will start selling these studies to the concerned entities as a source of income for their sustainability.
- Economic development planning capacity has been improved:
  - The methodology and handbook for district economic recovery and development planning has been developed in the context of the wider LADP methodology. The methodology was implemented through “Step no 4” of the

planning process, while all proposed projects and information gathered have been compiled within the overall district plan which was presented to the last National Steering Committee meeting conducted in September 2009;

- Three Economic Recovery and Development Action Plans for Sulaymaniyah, Babylon and Basrah Governorates were finalized; these Action Plans identify the necessary priority actions for the economic recovery and development of the governorates. Key public authorities, and private sector and civil society representatives have defined four critical areas for the socio-economic development of the governorate: (1) Access to finance by micro, small and medium businesses, (2) Business registration and licensing, (3) Public procurement and (4) Public-private partnership opportunities for local business employment and local employment services. One of these action plans was already presented in Hillah/Babylon in July 2009 to the Governor himself in the presence of the Deputy of Governor, Deputy Chairperson of the Provincial Council, and two members of the Provincial Council. More than 50 people have attended the presentation of this action plan from governorate directorates, NGOs, private sector, and media. The other action plans were presented during October 2009.
- The capacities of key economic actors to support business development have been developed, including:
  - The Chambers of Commerce and Industry in the three target areas have been sensitized and empowered in the three areas (Sulaymaniyah, Hillah, and Basrah) to improve their services to the local (and particularly the small) business community;
  - Partnerships with these Chambers have been operationalised, and funds have been made available for the creation of three Business Information Centres (BIC) (physical works) and the provision of priority BDS activities;
  - Training on management and key counseling techniques was conducted in May 2009 for the technical staff of the Business Information Centres and other business development specialists associated with the work of the BICs in the three targeted governorates.
  - With the technical support of ILO and UNOPS, BIC staff and representatives from the Chambers of Commerce (CoC) produced three financial sustainability plans for 2010 for the three BICs, with costing and pricing of services to be provided by the Centers and internal business development activities. The chairpersons of the three Chambers have sent letters to approve those plans and start their implementation.
  - With the technical support of ILO/UNOPS consultant, three representatives from Sulaymaniyah CoC, and two representatives from the BICs were able to develop a Standard Operating Procedures (SOP) manual through the workshop conducted in Amman.
  - Three study tours were organized for the three areas, including CoC members from each, BIC staff and NGOs working with BICs, to a Business Development Center and a Business Incubator and the Chamber of Commerce in Turin, Italy, and to the Jordanian Business Development Center and Jordanian Investment Board during 2009.

- The capacities of NGOs in the three target areas have been developed through Training of Trainers (ToT) and technical workshops on business management training, women entrepreneurship development (using the “Get Ahead Training Manual” and “WED” approach specifically adapted for this);
- Public, private and non-governmental business support agencies active in the three areas are able to deliver WED institutional capacity-building tools, and familiarize clients with business environment information and providing orientation towards Business Development Services and microfinance intermediaries, following a ToT workshop conducted in Amman.
- Awareness-raising campaign to promote entrepreneurship among the local population, in particular socio-economically marginalized groups, is being implemented to target the three areas of LADP.
- Two trade fairs have been organized in Sulaymaniyah and Basrah as part of the Business Information Centers’ activities with ILO/UNOPS support. The two trade fairs have supported local SME’s to promote their product and introduce BIC activities and services that could be provided to them.
- 21 trainers were trained on ILO’s tools for women’s economic empowerment, WED (Women’s Entrepreneurship Development and Gender Equality) in Jordan during November 2008. This tool aims at improving the capacities of staff in NGOs, Business Support Organizations (BSOs), and Micro Small and Medium Enterprises (MSME) projects with respect to gender issues in entrepreneurship and involvement of women entrepreneurs. By the end of the training workshop, each NGO prepared an action plan to improve its institutional capacities in the promotion of women entrepreneurship and economic empowerment. The best 10 plans were selected and funded by ILO/UNOPS, allowing these NGOs to directly implement a variety of women economic empowerment interventions. Distribution of these grants took place through hiring the International Solution Group (ISG). Through these grants 690 people have benefited.

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

ILO/UNOPS also lead activities in this area including:

- The micro/small business finance market has been assessed for the design of small business fund in the three areas;
- The Local Steering Committees (LSC) have been thoroughly involved in the design of the Small Business Fund in the three areas;
- A small business fund is operational to financially support approximately 750 new and existing small businesses in key sectors of the economy, and to benefit from locally-defined vulnerable segments of the population in all the target districts. USD\$400,021 in loans were distributed in Hillah, USD\$700,011 – in Marshlands, and USD\$400,040 – in Sulaymaniyah Governorate benefiting 156 women owned businesses. The repayment rate was equal to 100 per cent;

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

Numerous activities have been implemented to provide Training and capacity building in employment related skills, including

- ILO/UNOPS conducted two “GET Ahead” (Gender and Entrepreneurship Together) training of trainers in Jordan for 50 participants, aimed at promoting enterprise development among low-income entrepreneurs, women and men, As a result of these two workshops, UNOPS/ILO awarded three grants to Al-Rayadah NGO in Basra, Al-Furat NGO in Hillah and Kurdistan Economic Foundation in Sulaymaniah to conduct training courses inside Iraq to enhance women and men capabilities to start their own business. 12 training courses on GET Ahead were conducted by Al-Reyadeh NGO in Basrah Governorate for 300 beneficiaries 70 per cent of women, 12 workshops in Hillah /Babylon for a total number of 300 beneficiaries, 55 per cent of whom women, and 14 trainings conducted by Kurdistan Economic Foundation for 260, participants, 75 per cent of whom women.
- UN-HABITAT conducted trainings of construction contractors at the University of Sulaymaniyah, College of Engineering and Hillah Engineering College. The course covered, among other topics, project planning and scheduling; tendering and contract management, site management, safety, materials and computer applications. Course participants included :
  - 27 construction contractors and 169 unemployed youth in Sulaymaniyah area
  - 50 construction contractors and 150 unemployed youth in Hillah,
  - 90 contractors and 300 unemployed youth from the Marshlands (Missan, Thi-Qar and Basrah).

The training of unemployed youth in construction from the trades has been received particularly positively by government in Sulaymaniyah. Many local newspapers have reported on the successful completion of the courses, and the Governorate has adopted this approach and is going to replicate it in several districts to help unemployed youth to start work in the construction field;

- 112 UNDP-supported fast-track labour-based sub-projects have been implemented by GoI technical departments in the three selected areas, which have generated short-term employment and have benefited an estimated 44,000 people. In total, 3,820 workers have been employed for an average duration of seven weeks, generating a total of 135,849 person day. In addition, UNDP supported a number of basic skills training initiatives delivered through partner NGOs, including:
  - Free Iraq Foundation (FIF) carried out many activities, particularly through the Mdaina Education Project, including literacy training for 250 participants and computer training on a package of Microsoft programmes.
  - International Medical Corps (IMC) conducted activities aimed at improving the literacy and general knowledge/awareness of women, preserving the oral histories of Marshland residents, while motivating the value of education and generating community income through targeted programming. IMC provided, among other activities, literacy training, approved by the Iraqi MoE, to fifty women in six villages (for a total of 300 women) chosen by the local community council, including widows and as well as divorcees. These trainings also incorporated assorted health and hygiene awareness, and life skills training through weekly sessions. IMC also worked with community councils to set plans for economic activities.

- UNIFEM has given 10 grants to local NGOs for employment related activities through which 713 (437 women and 276 men) have been trained and reported to have benefited, including on:
  - Empowering women economically through vocational training on sewing and tailoring, delivered by Iraqi Al-Firdaws Society –Basrah Governorate (for 40 women), Rural Women's Right League - Missan Governorate (for 34 women), and the Cultural Marshes Centre – Missan Governorate (for 50 women). Women (widows, divorcées, and poor women) were trained on sewing and tailoring techniques. A sewing machine was given to each of the 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 as well.
  - Bent Al Rafedain Org – Babil Governorate: Empowering Iraqi women towards building new society.<sup>42</sup> marginalised women with little or no education were trained and qualified for office jobs, through computer courses and trained on administrative work. The project also helped 11 of the trained women to obtain bank loans with the NGO's assurance. Increasing the income level of the women trainees' families was facilitated by helping them find jobs related to what their new qualifications
  - Strengthening the role of Provincial Council members in combating VAW and strengthening gender equality. Kurdistan Youth Association - Sulaymaniyah Governorate: 45 men and women trained on small project administration methods. The project in cooperation with the Sulaymaniyah Governorate Council was able to obtain 18 loans for participants, who executed their projects. The participants were also trained on the importance of combating VAW and methods to counter VAW within one's community; HATAW Organization - Sulaymaniyah Governorate: 20 Sulaymaniyah local council members awareness trained on the adverse effects of 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 Said Sadeq in decision making processes where their involvement can be used to combat, in a hope to decrease VAW cases. Capacities of Halabja and Said Sadeq local council members were built on designing awareness and advocacy campaigns that highlight the practice of VAW and honour crimes as a societal taboo and setback.
  - Gender awareness workshops for local councils: Al-Huda Institution for Strategic Studies – Missan Governorate (for 63 people), Al Mustaqbal Centre for women - Basrah Governorate (for 38 people). 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 submitted to the Misan Governorate Council, as well as the Governor's office by Al-Huda Institution for Strategic Studies. Capacities of Al-Medainah local council members were built on designing awareness and advocacy campaigns that highlight the practise of VAW and honour crimes as a societal taboo and set back.
  - Love and Peace Society – Thi-Qar Governorate: Training of local municipality

- officials on gender issues in general and in development in particular. 65 Thi- 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 trained on communication methods to improve the way they deal with women survivors of violence in police stations and in the courts, in order to be as sensitive and understanding as possible.
- Akad Cultural Institute – Babil Governorate: 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.
  - UNESCO supported the establishment of three (3) Vocational Training Centres (VTCs) in the North, Centre and South of Iraq. The disciplines for VTC were identified: Sewing and carpentry. Moreover, computer laboratories have been delivered during the last quarter of 2009. VTC is expected to start organizing training courses by mid May 2010. Welding, automotives laboratories and generators have been delivered. A :”Life Skills” workshop was conducted for 12 VTC trainers, nominated from the VTC. The workshop was held in Amman on 10-21 May 2009. The training aimed at empowering trainers to identify different types of developmental youth characteristics. Moreover, the training did also encourage young people to recognize personal success, as well as that of their family and community. The training developed the skills required to define and achieve success, reinforcing positive communication, presentation skills, and mapping the existing vocational sectors. Training on how to undertake technical interviews for data gathering, gathering and analysis of information was also a component of the course. The participants will, as an outcome of their training, be required to function as trainers themselves by teaching life skills courses as part of their VTC curriculum.
  - WHO has provided 25 capacity building programmes, which were conducted for health care workers, teachers, and community members, to enhance skills of health care workers, and teachers in health sector.

**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.*

**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.*

All of LADP’s partner agencies have provided assistance to fast-track sub-projects improving infrastructure and service delivery in their respective areas of competence.

The assistance included:

- Identification and implementation of 112 UNDP-supported fast-track sub-projects in the three selected areas. The assistance has ensured that a greater role to the Government of Iraq (GoI) technical departments for sub-project implementation. Most small and labour intensive fast-track projects are implemented by technical departments or/and municipalities that have agreed to contribute in kind to the projects. Usually, their contributions consist of qualified staff assigned for the duration of the project, use of equipment, and vehicles. This approach is believed to be contributing to the local institutional strengthening, and has provided opportunities for on-the-job training geared to enhancing the quality, effectiveness, and efficiency of local service delivery, that is consistent with LADP’s first objective. (Outputs 3.1, 3.5, 3.6, 3.7). The 112 fast-track projects with a total budget of USD\$7,020,520 (of which 101 have been implemented as of end December 2009);  
 Direct Beneficiaries: 44,132;  
 Contribution in kind from GoI: USD 907,245 (10 per cent on average per fast-track sub-project);  
 Persons Days generated: a total of 135,849;  
 Total Workers: 3,820;

| Agriculture & Environment | Water & Sanitation | Electricity | Culture & Traditions | Capacity Building | Public Work & Municipality Infrastructure |
|---------------------------|--------------------|-------------|----------------------|-------------------|---|
| 12.8%                     | 30%                | 41.5%       | 8%                   | 3%                | 4%  |

*The complete list of fast-track sub-projects implemented by UNDP is available in Annex V below.*

- UN-HABITAT has implemented the following fast track projects in the selected areas. (Outputs 3.2, 3.4)  
 In Sulaymaniyah
  - Rehabilitation of two secondary schools in Sulaymaniyah, rehabilitation of the Kany Panka Secondary School was completed. The rehabilitation benefitted directly 425 students currently enrolled, but will continue benefitting a substantial number of students enrolling in the coming years. In addition, the rehabilitation of the Shameran Secondary school in New Halabja was completed, immediately benefitting 500 students. Moreover, the construction of concrete pavement for Said Sadeq – Chaqan quarter, benefitted 4,000 inhabitants, in addition to an undisclosed number of visitors, whom now enjoy better access conditions to the Chaqana Quarter.
  - Renovation and extension of Waly Dewana Youth Centre at Said Sadiq Town has been 100 per cent completed
 In Hillah
  - Rehabilitation of Al Shariff Al Rathi Primary School in Hillah, that immediately benefitted 750 students is 100 per cent completed;
  - Rehabilitation of one youth centre and the establishment of a local park benefitted



- approx.5000 persons;
  - Paving access roads benefitted 5000 persons directly in the Al Jama'ain area was also 100 per cent completed;
  - Work at Al-Shawi park commenced on 14-06-2009 and is now 100 per cent completed;
  - Paving access roads of Al Jama'ain has also been 100 per cent completed and is benefiting directly 12,000 inhabitants;
- In Basrah Al Mdaina**
- Construction of two workshops for Al-Intisar Crafting School. The executed works has achieved 76 per cent of progress as of reporting date.;
  - Construction of a multi-purpose playing yard, and a green area for the LADP Project for the Ez Al Deen Saleem Youth Centre. The contract was awarded to Rawafed Aby Al Khaseeb Co and work has commenced with two per cent completed as of reporting date. Re-submission of bids will occur:
  - Rehabilitation of a green area is under progress. The contractors were invited for bidding on 09/12/2009; the bid should be opened on 07/01/2010; and a site visit on 21/12/2009 has already been undertaken.
  - Training programme for 30 contractors and for 100 unemployed persons is 100 per cent completed.
  - Local park works are under tendering as of reporting date.
- In Missan / Al Maimouna**
- Rehabilitation of Al-Salam school is 100 per cent completed.
  - Evaluation of rehabilitation works for one school is completed, and the proposal with scope of works has been submitted to HQ for authorization.
  - Development of one local park is 100 per cent completed,
- In Thi-Qar / Al Chibayesh**
- The Thi –Qar Local Steering Committee replaced the construction of a local park by constructing of a school hall.
  - Evaluation of the re-bidding process of one school is ongoing.
- WHO has implemented the following projects in the selected areas (Outputs 3.1, 3.2, 3.3, 3.5)
    - Five major WHO-supported fast-track rehabilitation sector sub-projects have been completed in the five districts (approx. worth USD\$590,000). Biomedical equipment and vehicle purchases have been procured to increase the capacity of the local primary health care system. Hence, achieving its objectives of increasing access and outreach to the local population with the support of approximately USD\$1,200,000.
    - Equipment has been procured to *primary health care centers* (PHCs). The equipments have included over 1030 items, ranging in size, from ultrasound systems, generators, electrocardiograph machines, spectrophotometers, centrifuge, mobile x-ray, dental chairs, to incubators, stethoscopes, and microscopes. Six ambulances, three pick-up trucks and for motorcycles have been purchased for four districts in Thi-Qar. These investments in local health care equipments and means of transportation will increase not only social and physical infrastructure, but also employment opportunities in the LADP districts.
    - In 10 schools in the LADP areas, over 150 health professionals, teachers and more

- than 150 parents, and other community members were trained in health education as part of the “Health Promoting Schools” in the LADP districts.
- Thi-Qar Al Chibayesh –Maternity Ward, with a project cost of approx USD\$65,000 was achieved through a cost-sharing modality with the regional Department of Health (DOH)/GoI, thus the project is now completed.
  - Missan - Maimouna Main Center (Tuberculosis laboratory and installation of X-ray equipments) were completed.
  - Basrah – Bahila and Al Housh Maternal Health Care Center works were completed
  - Sulaymaniyah Said Sadeq – the doctor’s residence premises has been constructed. It was achieved, with a USD\$65,000 contribution through a cost-sharing modality with the DOH/Kurdistan Regional Government of Iraq. The facilities are accommodating four families (and a total of eight doctors).
  - Babil Al Murjan – the Maternal Delivery Ward works have been completed.
  - Trainings were carried out, with over 450 health professionals, and 450 community members within the following topics: 1) Community-based health management; 2) Maternal and child health; 3) Emergency preparedness and infection control; 4) Communicable diseases and prevention; and 5) Non-communicable diseases prevention and control.
  - Over 750 fishers attended 30 training sessions and are likely to increase their fisheries generated income as a result of these trainings. Additionally, following the trainings, each participating fisher and his/her family members are expected to promote health awareness messages regarding safe fishing practices in their communities. A number of additional trainings were carried out throughout the districts in the areas of community environmental management, and sanitation with the participation of more than 125 community members.
- UNESCO has implemented the following projects in the selected areas (Output 3.2.).
    - Eight (8) school laboratories and education facilities were rehabilitated in Northern, Central and Southern parts of Iraq. The MOE requested that UNESCO support secondary schools instead of primary schools in the three areas. Thus planning of rehabilitation works were accordingly altered reflecting this request.
    - Two schools were identified in Sulaymaniyah, three schools in Hillah, and three schools in the Marshlands. The main rehabilitation needs were assessed, prioritized and then forwarded to UNESCO by the local area committee, at the beginning phase of the project.
    - Physical science laboratories and laboratory furniture have been delivered to all schools: Sayed-Sadiq High School for boys, Shaheed Sarchil High School in Sharazour, Al Hilla High School for Boys, Al Khansa High School for Girls, Al Faiha’ High School for Boys, Al Mdayna High School for Boys, Al Maymoona High School for Boys, and the Al Jaza’ir High School for Boys.
    - Chemistry, Biology and Computer laboratory equipments have been shipped and will expectedly be delivered to both schools after letters of tax exemption are issued by the Ministry of Finance.
    - Training of the Trainers workshop for 32 teachers from the selected schools to use the modern laboratory equipment that UNESCO has provided has occurred
    - It is expected, that the educational outputs, benefitting the students in the concerned schools, of the project will be visible in the second half of 2010, with

the availability and installation of the newly equipped vocational, laboratory workshops, and computer laboratories. These equipments will enable those institutions to improve the quality of education delivered, with a higher emphasis on practical vocational training. In addition, important benefits for students, teachers and instructors are expected from this project by the improvement of the quality of training and education.

#### **IV. Results Challenges and Lessons Learnt, Partnerships and Cross Cutting Issues**

Please kindly refer to the Annex I

#### **V. Future Work Plan**

Please kindly refer to the Annex within Annex II

#### **VI. Performance Indicators**

Please kindly refer to the Annex III for the Annual Performance Indicators Assessment for the Year 2009.

#### **VII. Abbreviations and Acronyms**

Please kindly refer to the Annex IV for the Abbreviations and Acronyms.

#### **VIII: Annex Fast-track projects implemented by UNDP**

Please kindly refer to the Annex V for a comprehensive breakdown of 101 fast-track projects by UNDP during 2009.

#### **Appendixes:**

Appendix I: Delivery of Outputs, Operational and Programmatic and Cross Cutting Issues, Partnerships & Lessons Learnt

Appendix II: Future Work Plan (2010)

Appendix III: Annual Performance Indicators Assessment for the Year 2009.

Appendix IV: Abbreviations and Acronyms

Appendix V: Fast track projects implemented by UNDP



## [Iraqi Trust Fund]

### PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009

ANNEXES WITH ADDITIONAL INFORMATION REGARDING C10-09; PROJECT NO:  
66993:”AREA BASED DEVELOPMENT PROGRAMME – LOCAL AREA  
DEVELOPMENT PROGRAMME (LADP)”.

## Annex I

### Delivery of Outputs, Operational and Programmatic and Cross-Cutting Issues, Partnerships & Lessons Learnt

#### Delivery of outputs

**Objective One:** *Strengthen the capabilities of local authorities 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.*

- Socio-economic gender sensitive district plans have been completed in six districts in five Governorates (Sharazour and Sayed Sadeq in Sulaymaniyah, the old city of Hillah in Babylon and Maimouna in Missan, Chibayesh in Thi-Qar and Mdaina in Basra) based on the structured participation of all segments of the local population. Each of these plans comprises an economic recovery and development sectoral plan, which has been facilitated by ILO/UNOPS, district profiles and situation analyses and maps that identify spatially districts main assets and resources, main challenges and problems, priority projects (one year) with proposed project locations and strategic (five years) development priorities. Some delays in finalizing the plans were experienced in 2009 due to nation-wide provincial elections. Presentation of the plans to the public is expected to take place in May 2010, after their finalization and editing.
- All UN agencies took responsibility for leading planning and implementation of projects in their respective sectors:
  - Health (WHO);
  - Water and sanitation (UNDP);

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

- Electricity and infrastructure (UNDP);
- Education (UN-HABITAT/UNESCO);
- Physical planning, housing, urban planning, community facilities (UN-HABITAT);
- Local economic recovery and development (ILO/UNOPS);
- Environmental preservation and natural resource management (UNDP);
- Cross-cutting issues (systematically considered under “Step no. Four” see below the “five step methodology”) including;
  - Capacity development;
  - Gender mainstreaming (UNIFEM);
  - Social protection for the most vulnerable (UNIFEM/UNDP);
  - Decent job creation (ILO);
  - Millennium Development Goals (MDGs) (UNDP).
- An LADP District Planning Handbook has been produced, setting out the “five-step methodology” that has been developed 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.
- In 2009, implementation of the methodology focused on completing “Step Four”. District-planning workshops for this step were successfully conducted in Missan/Maimouna, Thi-Qar/Chibayesh, Basrah/Mdaina Basrah during January 2009 under the leadership of UNDP, with the active participation of all partner UN agencies. Planning workshops were conducted in Babil Governorate on 8-11 February 2009 for the old City of Hillah under the leadership of UN-HABITAT and in Sulaymaniyah Governorate for the district of Sayed Sadeq on 9-13 February 2009 under the leadership of ILO/UNOPS (See table below). Local authorities have positively commended these initiatives supported by LADP.

| Governorate  | District    | Lead Agency | Date         | Total Number of Participants | Total Number of Women | Percentage of Women |
|--------------|-------------|-------------|--------------|------------------------------|-----------------------|---------------------|
| Missan       | Maimouna    | UNDP        | 24-27 Jan 09 | 92                           | 10                    | 11%                 |
| Thi-Qar      | Chibayesh   | UNDP        |              |                              |                       |                     |
| Basrah       | Mdaina      | UNDP        |              |                              |                       |                     |
| Babil        | Hillah      | UN-HABITAT  | 8-11 Feb 09  | 90                           | 31                    | 34%                 |
| Sulaymaniyah | Sayed Sadiq | ILO/UNOPS   | 9-13 Feb 09  | 92                           | 32                    | 33%                 |
| Sulaymaniyah | Sharazour   | ILO/UNOPS   |              |                              |                       |                     |

|  |  |  |              |            |           |            |
|--|--|--|--------------|------------|-----------|------------|
|  |  |  | <b>Total</b> | <b>274</b> | <b>74</b> | <b>26%</b> |
|--|--|--|--------------|------------|-----------|------------|

- In 2009, implementation of Step no. Four: Quality Assurance and finalization of the plans were also started. Final steps to complete the plans comprised the finalization of district maps and spatial analysis, as well as the provision of training on governance arrangements and monitoring and evaluation for district planners. One-day stakeholder workshops were held in Al Mdaina (28/10/2009), Chibayesh (3/11/2009) and Maimouna (5/11/2009) to review priority projects in light of existing and planned initiatives and budget constraints, identification of responsibilities and commitments for implementation, and establish consensus on governance, monitoring and reporting arrangements.
- The capacity of local stakeholders has been built through the development of guidance and training materials incorporated in the District Planning Handbook, including a district plan template, training guidebook on gender mainstreaming in planning, stakeholder workshop guidelines, spatial analysis framework, monitoring & evaluation framework and training materials for District Planners.
- A series of targeted capacity-building and training workshops were organized in order to develop the capacities of local planners and other relevant stakeholders, including:
  - *Finalization of district maps and spatial analysis workshop*, Amman, 17-18 May 2009 under the leadership of UN-Habitat and ILO, attended by LADP UNDP field teams.
  - *District Planning Workshop*, Amman, 19-21 May 2009, attended by UNDP field teams, governorate and municipal planners.
  - *Governance of district plans and Monitoring and Evaluation (M&E) workshop*, Amman, 14–15 July 2009, attended by representatives of all target districts and Governorates and key representatives from MoPDC.
  - *Natural resources management and environment training course*, January & July 2009. Two-day training courses were organized in Jordan for nearly 60 Iraqi local planners, through the Consultation Centre at the Jordan University and the Queen Rania Al-Abdallah Centre for Environmental Science and Technology (QRACEST).
  - *Iraqi partner NGO workshop to enhance project cycle management skills*. Thirty-five representatives from Iraqi partner NGOs were trained on project planning, monitoring and management through a four-day training workshop on Results Based Management (RBM).
- In 2009, as a result of support provided by SIDA, an additional six districts in the Marshlands have been assisted towards the formulation of their development plans. The district plans from all nine Marshlands districts (three LADP and six SIDA-funded plans) were consolidated into a single plan for the Marshlands area through a consolidation workshop conducted in Basrah on July 1–2 2009, providing inputs to the five-year plan of the Ministry of State for the Marshlands (MoSM). The Ministry has used the consolidated plan as a major input for its own five-year (2010-14) funding allocation, identifying priority projects requested by local communities in rural marshes that are not yet funded by other line Ministries. MoSM shared and discussed their draft five-year plan with all key national stakeholders in Baghdad on August 14–

15 2009.

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

- Two National Steering Committee (NSC) meetings were held in 2009.
  - On 27 April 2009, the quarterly NSC meeting for LADP was held in Baghdad – with all NSC members from the central level, most of the representatives from the Local Steering Committees (LSCs) in the target governorates and representatives of LADP UN partner agencies. The meeting was chaired by the NSC Chairperson and co-chaired by the representative of KRG and the LADP National Liaison Officer. An overview of LADP current achievements, issue and challenges (North, Centre and South of Iraq) were discussed. Furthermore, the LADP Phase II concept, discussion on local and national planning and budgeting, handover of LSC outgoing to newly elected members were presented and thoroughly handled. Issues regarding coordination and reporting mechanisms, and roles of the NSC and LSCs were discussed and recommendations for LADP II made. The proposal of a second phase for LADP was warmly supported by all members of the National Steering Committee. Similarly, initial discussions with the MoPDC were very encouraging and supportive. As a result, an official request for endorsement by MoPDC of the LADP II concept note was sent.
  - On the 5 October 2009, the quarterly NSC meeting for LADP was held in Erbil with the presence of all NSC members from the central level, most of the representatives from the LSCs in the target governorates and representatives of LADP UN partner agencies. The meeting specifically focused on the committee’s adopted guidance, monitoring and coordination mechanisms and presented relevant recommendations, in order to further enhance the standards of the programme implementation.
- A specific initiative to strengthen coordination between the central and local government levels by building on LADP district plans was undertaken during the Basrah Provincial Development Strategy Review Meeting, 23-24 June 2009. A delegation from Basra Provincial Development Strategy (PDS) committee and representatives from the MoPDC were invited to discuss planning issues in Iraq, as well as lessons learnt from the LADP-supported district planning process. Support to the Basra PDS process will be used to explore the most appropriate ways to link district planning exercises and outputs to governorate and national planning and budgeting mechanisms as part of the formulation of a second phase for LADP.
- Coordination between UN agencies and the Iraqi government was also strengthened:
  - An LADP Lessons Learnt Workshop was held in Amman on 22-24 November 2009. It was attended by 58 key Iraqi officials, in addition to representatives from implementing UN agencies, and funding bodies, such as the European Union and SIDA. The workshop discussed key achievements and lessons learnt from the implementation of LADP in the targeted governorates. Having the Iraqi counterparts themselves reviewing what has worked well and what has not functioned optimally was an integral part of the UN’s partnership approach

with the Government of Iraq. Representatives from nearly all governorates in Iraq and key Ministries were requested to identify main challenges and barriers to local service delivery, local socio-economic development, poverty alleviation, and effective local-level planning in Iraq, with respect to national planning and budgeting framework. The review of LADP lessons learnt by Iraqi partners, together with the findings of their analysis of current needs and priorities in Iraq, was utilized to contribute to the formulation of a second phase for LADP.

- Partnership approaches were built in individual sectors. For example, the Iraqi Ministry of Health (MoH) is closely linked to the LADP project, given it is building upon the Community-Based Initiative (CBI), via the National Program Officer located in Baghdad. Regular communication and meetings amongst the MoH and other line ministries (13) of the CBI program ensure the multi-sectoral, cross-cutting programming, as well as build the advocacy and programming ability at a decentralized level with local areas involved in the LADP project. The leadership of WHO ensures the building of capacity of MoH and Departments of Health (DoH) and other pertinent departments in the multi-sectoral planning for health and community participatory planning.

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

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

ILO/UNOPS lead activities in this area. The activities implemented to achieve this output include:

- Research and analysis of the business environment have been carried out in the target governorates through:
  - Studies of the institutional and socio-economic context in the three Governorates have been produced through stock-taking and field visits;
  - The private sector challenges, needs and capacities of the target areas have been identified through a small business survey encompassing 950 entrepreneurs in the North, Centre, and South of the country;
  - 16 Value Chain Analyses (VCA) related to the activities of the Business Information Centres (BIC) for the three areas were finalized. The analysis focused on local products. In Hillah/Babylon the products were: Yogurts, dates, handcrafts, yellow corn, fish ponds; For Basrah; Yellow cheese, wheat, fisheries, Bareiha, rice, yellow corn; and in Sulaymaniyah: Blacksmith producing forged metal goods, goats, tomato, barley, and retail trade. The VCA studies have been prepared for the use by entrepreneurs (women and men) who want to start up their own business and entrepreneurs who want to reduce their production costs. These VCA were uploaded on the BICs websites and hard copies are available in their libraries.
  - 10 investment studies were finalized in various sectors, (for example industrial and trade to encourage investors and enhance the investment environments in the respective areas. These studies provide a number of indicators about the type of projects and financial advice. A brief of those studies were uploaded on



the BICs websites to be used by those interested. BICs will start selling these studies to the concerned entities as a source of income for their sustainability.

- Economic development planning capacity has been improved:
  - The methodology and handbook for district economic recovery and development planning has been developed in the context of the wider LADP methodology. The methodology was implemented through “Step no. Four” of the planning process, while all proposed projects and information gathered have been compiled within the overall district plan, which was presented to the last National Steering Committee meeting conducted in September 2009;
  - Three Economic Recovery and Development Action Plans for Sulaymaniyah, Babylon and Basrah Governorates were finalized; these Action Plans identify the necessary priority actions for the economic recovery and development of the governorates. Key public authorities, and private sector and civil society representatives have defined four critical areas for the socio-economic development of the governorate: (1) Access to finance by micro, small and medium businesses, (2) Business registration and licensing, (3) Public procurement and (4) Public-private partnership opportunities for local business employment and local employment services. One of these action plans was already presented in Hillah/Babylon in July 2009 to the Governor himself in the presence of the Deputy of Governor, Deputy Chairperson of the Provincial Council, and two members of the Provincial Council. More than 50 people have attended the presentation of this action plan from governorate directorates, NGOs, private sector, and media. The other action plans were presented during October 2009.
  
- The capacities of key economic actors to support business development have been developed, including:
  - The Chambers of Commerce and Industry in the three target areas have been sensitized and empowered in the three areas (Sulaymaniyah, Hillah, and Basrah) to improve their services to the local (and particularly the small) business community;
  - Partnerships with these Chambers have been operationalised, and funds have been made available for the creation of three Business Information Centres (BIC) (physical works) and the provision of priority BDS activities;
  - Training on management and key counseling techniques was conducted in May 2009 for the technical staff of the Business Information Centres and other business development specialists associated with the work of the BICs in the three targeted governorates.
  - With the technical support of ILO and UNOPS, BIC staff and representatives from the Chambers of Commerce (CoC) produced three financial sustainability plans for 2010 for the three BICs, with costing and pricing of services to be provided by the Centers and internal business development activities. The chairpersons of the three Chambers have sent letters to approve those plans and start their implementation.
  - With the technical support of an ILO/UNOPS consultant, three representatives from Sulaymaniyah CoC, and two representatives from the BICs were able to

develop a Standard Operating Procedures (SOP) manual through the workshop conducted in Amman.

- Three study tours were organized for the three areas, including CoC members from each, BIC staff and NGOs working with BICs, to a Business Development Center and a Business Incubator and the Chamber of Commerce in Turin, Italy, and to the Jordanian Business Development Center and Jordanian Investment Board during 2009.
- The capacities of NGOs in the three target areas have been developed through Training of Trainers (ToT) and technical workshops on business management training, women entrepreneurship development (using the “Get Ahead Training Manual” and “WED” approach specifically adapted for this);
- Public, private and non-governmental business support agencies active in the three areas are able to deliver WED institutional capacity-building tools, and familiarize clients with business environment information and providing orientation towards Business Development Services and microfinance intermediaries, following a ToT workshop conducted in Amman.
- Awareness-raising campaign to promote entrepreneurship among the local population, in particular socio-economically marginalized groups, is being implemented to target the three areas of LADP.
- Two trade fairs have been organized in Sulaymaniyah and Basrah as part of the Business Information Centers’ activities with ILO/UNOPS support. The two trade fairs have supported local SME’s to promote their product and introduce BIC activities and services that could be provided to them.
- 21 trainers were trained on ILO’s tools for women’s economic empowerment, WED (Women’s Entrepreneurship Development and Gender Equality) in Jordan during November 2008. This tool aims at improving the capacities of staff in NGOs, Business Support Organizations (BSOs), and Micro Small and Medium Enterprises (MSME) projects with respect to gender issues in entrepreneurship and involvement of women entrepreneurs. By the end of the training workshop, each NGO prepared an action plan to improve its institutional capacities in the promotion of women entrepreneurship and economic empowerment. The best 10 plans were selected and funded by ILO/UNOPS, allowing these NGOs to directly implement a variety of women economic empowerment interventions. Distribution of these grants took place through hiring the International Solution Group (ISG). Through these grants 690 people have benefited.

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

ILO/UNOPS also lead activities in this area including:

- The micro/small business finance market has been assessed for the design of small business fund in the three areas;
- The Local Steering Committees (LSC) have been thoroughly involved in the design of the Small Business Fund in the three areas;
- A small business fund is operational to financially support approximately 750 new and existing small businesses in key sectors of the economy, and to benefit from locally-defined vulnerable segments of the population in all the target

districts. USD\$400,021 in loans were distributed in Hillah, USD\$700,011– in Marshlands, and USD\$400,040– in Sulaymaniyah Governorate, benefiting 156 women-owned businesses. The repayment rate was equal to 100 per cent.;

### **Output 2.3** *Enhanced employment skills for at least 1,500 residents in the three areas*

Numerous activities have been implemented to provide training and capacity-building in employment-related skills, including

- ILO/UNOPS conducted two “GET Ahead” (Gender and Entrepreneurship Together) Training of Trainers in Jordan for 50 participants, aimed at promoting enterprise development among low-income entrepreneurs, women and men. As a result of these two workshops, UNOPS/ILO awarded three grants to Al-Rayadah NGO in Basra, Al-Furat NGO in Hillah and Kurdistan Economic Foundation in Sulaymaniah to conduct training courses inside Iraq to enhance women and men’s capabilities to start their own business. 12 training courses on GET Ahead were conducted by Al-Reyadeh NGO in Basrah Governorate for 300 beneficiaries, 70 percent of women, 12 workshops in Hillah /Babylon for a total number of 300 beneficiaries, 55 percent women, and 14 trainings conducted by Kurdistan Economic Foundation for 260, participants, 75 percent women.
- UN-HABITAT conducted trainings of construction contractors at the University of Sulaymaniyah, College of Engineering and Hillah Engineering College. The course covered, among other topics, project planning and scheduling; tendering and contract management, site management, safety, materials and computer applications. Course participants included:
  - 27 construction contractors and 169 unemployed youth in Sulaymaniyah area,
  - 50 construction contractors and 150 unemployed youth in Hillah,
  - 90 contractors and 300 unemployed youth from the Marshlands (Missan, Thi-Qar and Basrah).

The training of unemployed youth in construction from the trades has been received particularly positively by the Governorate in Sulaymaniyah. Many local newspapers have reported on the successful completion of the courses, and the Governorate has adopted this approach and is going to replicate it in several districts to help unemployed youth to start work in the construction field;

- 112 UNDP-supported fast-track labour-based sub-projects have been implemented by GoI technical departments in the three selected areas, which have generated short-term employment and have benefited an estimated 44,000 people. In total, 3,820 workers have been employed for an average duration of seven weeks, generating a total of 135,849 person days. In addition, UNDP supported a number of basic skills training initiatives delivered through partner NGOs, including:
  - Free Iraq Foundation (FIF) carried out many activities, particularly through the Mdaina Education Project, including literacy training for 250 participants and computer training on a package of Microsoft programmes.
  - International Medical Corps (IMC) conducted activities aimed at improving the literacy and general knowledge/awareness of women, preserving the oral histories of Marshland residents, while motivating the value of education and generating community income through targeted programming. IMC provided, among other

activities, literacy training, approved by the Iraqi MoE, to fifty women in six villages (for a total of 300 women) chosen by the local community council, including widows and as well as divorcees. These trainings also incorporated assorted health and hygiene awareness, and life skills training through weekly sessions. IMC also worked with community councils to set plans for economic activities.

- UNIFEM has given 10 grants to local NGOs for employment-related activities through which 713 (437 women and 276 men) have been trained and reported to have benefited, including on:
  - Empowering women economically through vocational training on sewing and tailoring, delivered by Iraqi Al-Firdaws Society–Basrah Governorate (for 40 women), Rural Women's Right League - Missan Governorate (for 34 women), and the Cultural Marshes Centre – Missan Governorate (for 50 women). Women (widows, divorcees, and poor women) were trained on sewing and tailoring techniques. A sewing machine was given to each of the 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 as well.
  - Bent Al Rafedain Org – Babil Governorate: Empowering Iraqi women towards building new society. 42 marginalised women with little or no education were trained and qualified for office jobs, through computer courses and trained on administrative work. The project also helped 11 of the trained women to obtain bank loans with the NGO's assurance. Increasing the income level of the women trainees' families was facilitated by helping them find jobs related to their new qualifications
  - Strengthening the role of Provincial Council members in combating VAW and strengthening gender equality. Kurdistan Youth Association - Sulaymaniyah Governorate: 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, who executed their projects. The participants were also trained on the importance of combating Violence Against Women (VAW) and methods to counter VAW within one's community: HATAW Organization - Sulaymaniyah Governorate: 20 Sulaymaniyah local council members trained on the adverse effects of VAW 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 Said Sadeq in decision-making processes where their involvement can be used to combat, in a hope to decrease, VAW cases. Capacities of Halabja and Said Sadeq local council members were built on designing awareness and advocacy campaigns that highlight the practice of VAW and honour crimes as a societal taboo and setback.
  - Gender awareness workshops for local councils: Al-Huda Institution for Strategic Studies – Missan Governorate (for 63 people), Al Mustaqbal Centre for women - Basrah Governorate (for 38 people). 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 submitted to the Misan Governorate Council, as well as the Governor's office by Al-Huda Institution for Strategic Studies. Capacities of Al-Medainah local council members were built on designing awareness and advocacy campaigns that highlight the practise of VAW and honour crimes as a societal taboo and set back.

- Love and Peace Society – Thi-Qar Governorate: Training of local municipality officials on gender issues in general and in development in particular. 65 Thi-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 trained on communication methods to improve the way they deal with women survivors of violence in police stations and in the courts, in order to be as sensitive and understanding as possible.
- Akad Cultural Institute – Babil Governorate: 10 x 10 Empowerment. 225 men and women's (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 trained on the concept of gender and its implementation in their field of work.
- UNESCO supported the establishment of three (3) vocational training centres (VTCs) in the North, Centre and South. The disciplines for VTC were identified: Sewing and carpentry. Moreover, computer laboratories have been delivered during the last quarter of 2009. VTC is expected to start organizing training courses by mid-May 2010. Welding, automotives workshops and generators have been delivered. A "Life Skills" workshop was conducted for 12 VTC trainers, nominated from the VTC. The workshop was held in Amman on 10-21 May 2009. The training aimed at empowering trainers to identify different types of developmental youth characteristics. Moreover, the training did also encourage young people to recognize personal success, as well as that of their family and community. The training developed the skills required to define and achieve success, reinforcing positive communication, presentation skills, and mapping the existing vocational sectors. Training on how to undertake technical interviews for data gathering, gathering and analysis of information was also a component of the course. The participants will as an outcome of their training be required to function as trainers themselves by teaching life skills courses as part of their VTC curriculum.

WHO has provided 25 capacity-building programmes, that were conducted for health care workers, teachers, and community members.

**Objective 3:** *Improve social and physical infrastructure using labour-intensive approaches and 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.*

**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** *2,500 housing units and 12 community facilities improved in three areas.*

**Output 3.5** *Improved conditions for agriculture development and promotion of environmental 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

All of LADP’s partner agencies have provided assistance to fast-track sub-projects, improving infrastructure and service delivery in their respective areas of competence.

The assistance included:

- Identification and implementation of 112 UNDP-supported fast-track sub-projects in the three selected areas. The assistance has ensured a greater role to the Government of Iraq (GoI) technical departments for sub-project implementation. Most small and labour intensive fast-track projects are implemented by technical departments or/and municipalities that have agreed to contribute in kind to the projects. Usually, their contributions consist of qualified staff assigned for the duration of the project, use of equipment and vehicles. This approach is believed to be contributing to the local institutional strengthening, and has provided opportunities for on-the-job training geared to enhancing the quality, effectiveness, and efficiency of local service delivery, that is consistent with LADP’s first objective. (Outputs 3.1, 3.5, 3.6, and 3.7).  
101 out of 112 fast-track projects with a total budget of USD\$7,020,520 have been implemented as of end December 2009;  
Direct Beneficiaries: 44,132;  
Contribution in kind from GoI: USD\$ 907,24 (10 per cent on average per fast-track sub-project);  
Persons Days generated: a total of 135,849;  
Total Workers: 3,820;

| Agriculture & Environment | Water & Sanitation | Electricity | Culture & Traditions | Capacity-Building | Public Work & Municipality Infrastructure |
|---------------------------|--------------------|-------------|----------------------|-------------------|---|
| 12.8%                     | 30%                | 41.5%       | 8%                   | 3%                | 4%  |

*The complete list of fast-track projects implemented by UNDP is available in Annex V below.*

- UN-HABITAT has implemented the following fast-track sub-projects in the selected areas. (Outputs 3.2, and 3.4)  
In Sulaymaniyah
  - Rehabilitation of two secondary schools in Sulaymaniyah, with the rehabilitation of the Kany Panka Secondary School completed. The rehabilitation benefitted directly 425 students currently enrolled, but will continue benefitting a substantial number of students enrolling in the coming years. In addition, the rehabilitation of the Shameran Secondary school in New Halabja was completed, immediately benefitting 500 students. Moreover, the construction of concrete pavement for Said Sadeq – Chaqan quarter, benefitted 4,000 inhabitants, in addition to an undisclosed number of visitors, whom now enjoy better access conditions to the Chaqana Quarter.
  - Renovation and extension of Waly Dewana Youth Centre in Said Sadiq Town has been 100 per cent completed.
 In Hillah

- Rehabilitation of Al Shariff Al Rathi Primary School in Hillah, that immediately benefitted 750 students is 100 per cent completed;
- Rehabilitation of one youth centre and the establishment of a local park benefitted approx. of 5000 persons;
- Paving access roads benefitted 5000 persons directly in the Al Jama'ain area was also 100 per cent completed;
- Work at Al-Shawi park commenced on 14 July 2009 and is now 100 per cent completed;
- Paving access roads of Al Jama'ain has also been 100 per cent completed and is benefiting directly 12,000 inhabitants;

#### In Basrah/Al Mdaina

- Construction of two workshops for Al-Intisar Crafting School. The executed works has achieved 76 per cent of progress as of reporting date;
- Construction of a multi-purpose playing yard, and a green area for the LADP Project for the Ez Al Deen Saleem Youth Centre. The contract was awarded to Rawafed Aby Al Khaseeb Co. and work has commenced with two per cent completed as of reporting date. Re-submission of bids will occur.
- Rehabilitation of a green area is under progress. The contractors were invited for bidding on 09/12/2009; the bid should be opened on 07/01/2010; and a site visit on 21/12/2009 has already been undertaken;
- Training programme for 30 contractors and for 100 unemployed persons is 100 per cent completed.
- Local park works are under tendering as of reporting date.

#### In Missan/Al Maimouna

- Rehabilitation of Al-Salam school is 100 per cent completed.
- Evaluation of rehabilitation works for one school is completed, and the proposal with scope of works has been submitted to HQ for authorization.
- Development of one local park is 100 per cent completed,

#### In Thi-Qar/Al Chibayesh

- The Thi-Qar Local Steering Committee replaced the construction of a local park by constructing a school hall.
- Evaluation of the re-bidding process of one school is ongoing.

- WHO has implemented the following projects in the selected areas (Outputs 3.1, 3.2, 3.3, and 3.5)
  - Five major WHO-supported fast-track rehabilitation sector sub-projects have been completed in the five districts (approx. worth USD\$ 590,000). Biomedical equipment and vehicle purchases have been procured to increase the capacity of the local primary health care system. Hence, achieving its objectives of increasing access and outreach to the local population with the support of approximately USD\$ 1,200,000.
  - Equipment has been procured to primary health care centers (PHCs). The equipments have included over 1030 items, ranging in size, from ultrasound systems, generators, electrocardiograph machines, spectrophotometers, centrifuge, mobile x-ray, dental chairs, to incubators, stethoscopes, and microscopes. Six ambulances, three pick-up trucks and four motorcycles have been purchased for four districts in Thi-Qar. These investments in local health care equipments and

- means of transportation will increase, not only social and physical infrastructure, but also employment opportunities in the LADP districts.
- In 10 schools in the LADP areas, over 150 health professionals, teachers and more than 150 parents, and other community members were trained in health education as part of the “Health Promoting Schools” in the LADP districts.
  - Thi-Qar Al Chibayesh–Maternity Ward, with a project cost of approx USD\$ 65,000 was achieved through a cost-sharing modality with the regional Department of Health (DOH)/GoI, thus the project is now completed.
  - Missan-Maimouna Main Center (Tuberculosis laboratory and installation of X-ray equipments) were completed.
  - Basrah–Bahila and Al Housh Maternal Health Care Center works were completed.
  - Sulaymaniyah Said Sadeq – the doctor’s residence premises has been constructed. It was achieved, with a USD\$65,000 contribution through a cost-sharing modality with the DOH/Kurdistan Regional Government of Iraq. The facilities are accommodating four families (and a total of eight doctors).
  - Babil Al Murjan – the Maternal Delivery Ward works have been completed.
  - Trainings were carried out with over 450 health professionals and 450 community members within the following topics: 1) Community- based health management; 2) Maternal and child health; 3) Emergency preparedness and infection control; 4) Communicable diseases and prevention; and 5) Non-communicable diseases prevention and control.
  - Over 750 fishers attended 30 training sessions and are likely to increase their fisheries-generated income as a result of these trainings. Additionally, following the trainings, each participating fisher and his/her family members are expected to promote health awareness messages regarding safe fishing practices in their communities. A number of additional trainings were carried out throughout the districts in the areas of community environmental management, and sanitation with the participation of more than 125 community members.
- UNESCO has implemented the following projects in the selected areas (Output 3.2.).
    - Eight school laboratories and education facilities were rehabilitated in Northern, Central and Southern parts of Iraq. The MoE requested that UNESCO support secondary schools instead of primary schools in the three areas. Thus planning of rehabilitation works were accordingly altered reflecting this request.
    - Two schools were identified in Sulaymaniyah, three schools in Hillah, and three schools in the Marshlands. The main rehabilitation needs were assessed, prioritized and then forwarded to UNESCO by the local area committee, at the starting phase of the project.
    - Physical science laboratories and laboratory furniture have been delivered to all schools: Sayed-Sadiq High School for boys, Shaheed Sarchil High School in Sharazour, Al Hilla High School for Boys, Al Khansa High School for Girls, Al Faiha’ High School for Boys, Al Mdayna High School for Boys, Al Maymoona High School for Boys, and the Al Jaza’ir High School for Boys.
    - Chemistry, Biology and Computer laboratory equipments have been shipped and will expectedly be delivered to both schools after letters of tax exemption are issued by the Ministry of Finance.
    - Training of the Trainers workshop for 32 teachers from the selected schools to use



- the modern laboratory equipment that UNESCO has provided has taken place,
- It is expected, that the educational outputs, benefitting the students in the concerned schools of the project will be visible in the second half of 2010, with the availability and installation of the newly equipped vocational, laboratory workshops and computer laboratories. The equipment will enable those institutions to improve the quality of education delivered, with a higher emphasis on practical vocational training. In addition, important benefits for students, teachers and instructors are expected from this project by the improvement of the quality of training and education.

### **III Challenges and Lessons Learnt**

Challenges have been numerous, and thanks to the good will of all, effective strategies have been developed collectively to address these. The major challenges have included:

- Variations in delivery timelines and mobilization times for resources (human resources and assets);
- Diversity of counterparts and geographical areas;
- Difficulty operating on the ground and travel to Iraq (logistical difficulties arose when setting up offices, organizing staff movements/travel, and organization of workshops);
- Remote management of many activities from Amman;
- Horizontal and vertical communication and information sharing between all the stakeholders;
- Establishment of coordination mechanisms, and actual sharing of an agreed common programmatic approach and vision, has taken time;
- Enhancing synergies and overcoming the temptation for each agency to work independently, at its own pace, has taken time;
- Harmonizing modes of operation of seven UN agencies;
- Developing a Results Based Management framework for LADP Monitoring and Evaluation;
- The process of group planning can be time consuming, but is a necessary requisite for effective leadership development and ensuring successful outcomes;
- Additionally, adoption of the procedures and modus operandi of UN, ensuring best practices, leading to higher efficiency, effectiveness, transparency and accountability is a priority for WHO. Hence, this assistance requires investing additional time and resources as many challenges and externalities are beyond the control of the national counterparts in the Iraqi Ministries but is beneficial in the long-term capacity development benefitting the national counterparts and the MoH. ,

The following major lessons learnt have been identified by UN partner agencies in the design and delivery of the LADP programme to date:

- In spite of numerous difficulties operating on the ground and travelling to Iraq, (setting up offices, staff movements, travel, and organization of workshops), it is possible to effectively manage and deliver a large programme remotely 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;
- Establishing effective coordination mechanisms, sharing an agreed programmatic approach, and vision take time, but are important in harmonizing modes of operation of the seven UN agencies, enhancing synergies and overcoming the temptation for each agency to work independently;
- The participatory approach of LADP and its transparency have contributed to: (i) High levels of trust and partnership with the 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 has contributed significantly to the sustainability and ownership of the various interventions;
- Multi-agency LADP teams of Iraqi nationals in each geographical area, can act as a catalyst, encouraging greater local integration and inclusiveness. The multi-agency team members can successfully work together, thus supporting local authorities in undertaking participatory planning exercises, that lead to formulating local area development plans, which are responsive to the needs of the local population;
- The initial one-year time span, originally envisaged for LADP, was insufficient and unrealistic to establish the delivery mechanism for a multi-agency programme of this size, as;
- Joint Programming requires regular meeting with Iraqi counterparts to encourage discipline, commitment and accountability for each agency to achieve the commonly planned objectives;
- Clear responsibility, for monitoring and evaluation of combined outputs and outcomes, needs to be identified from the outset;
- Visibility of results and clear communication are crucial in building confidence between direct partners and the interested stakeholders.

In addition, national counterparts, whom participated in a Lessons Learnt Review Workshop in Amman, identified the following major lessons in November 2009:

- The importance of Local Steering Committees and the National Steering Committee was highlighted, and suggestions were proposed for reviewing the respective terms of reference, in particular the decision-making authority of the different committees, and the inter-relationships between national and sub-national levels;
- Specific recommendations were made to set up an effective monitoring and evaluation system for programmes, the adoption of a regular follow up, and

evaluation system. This system was considered important to avoid unnecessary bureaucracy and lengthy procedures, while ensuring that rapid implementation of the programme's activities and plans is not undertaken at the expense of proper accountability;

- Requests were formulated for the LADP Phase Two to specifically concentrate on provision of technology transfer and technical assistance based on international best practices. Iraqi counterparts sought support in strengthening local planning and implementation capacities for general improvement of living standards, with a focus on the poorest areas, marginalized groups in the context of sectoral strategies, and cross-cutting issues including, employment, better gender balance, environment, and MDGs;
- Iraqi counterparts stressed the need for a planning process, which encompasses all districts within a governorate, which is based upon annual sectoral budget estimates and strives to achieve appropriate alignment with national development strategies and objectives;
- Inclusiveness as an underlying principle for effective local planning was emphasised and encouraged through local consultations on the needs and priorities considered as most important, with public participation and contribution of women, civil society organizations, the private sector and other relevant stakeholders;
- Specific requests for assistance were made to assist local authorities in setting-up local data collection and analysis mechanisms, which could include the establishment of a robust database, comprising management and Geographic Information Systems (GIS) with sex and age disaggregated data. Such a system would enable local authorities to systematically use available and relevant socio-economic studies, surveys, administrative and geographical maps at district level, and other appropriate information collected to date.

#### **IV Partnership**

UNDP has been successful in establishing a development partnership with the Swedish International Development Agency (SIDA), that is seeking to achieve similar development impacts in some of the areas covered by LADP in the South (Marshlands). This cooperation/partnership has effectively added SEK 15 million (approx. USD\$2,358,491) to the UNDP budget. This partnership led to the following developments:

- A request for a no cost budget extension of one year was made by UNDP to SIDA, and approved with an end date of 31 December 2009.
- District planning workshops for the Marshlands' districts covered by the SIDA component were held in April and May 2009 under the leadership of UNDP, as shown in the table below. These districts used an amended methodology that combined three steps into one workshop lasting four days.

| <b>Governorate</b> | <b>District</b>       | <b>Lead Agency</b> | <b>Date</b>      | <b>Total Number of Participants</b> | <b>Total Number of Women</b> | <b>Percentage of Women</b> |
|--------------------|-----------------------|--------------------|------------------|-------------------------------------|------------------------------|----------------------------|
| 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 Shiokh        | UNDP               | 3-7 May 2009     | 110                                 | 13                           | 12%                        |
| Basrah             | All Marsh Districts   | UNDP               | 1-2 Jul 2009     | 160                                 | 15                           | 9%                         |
|                    |                       |                    | Total            | 536                                 | 60                           | 11%                        |

- The International Medical Corps was contracted to provide vocational and small business training in the districts of Al Kahla, Mdaina, Chibayish and Maimouna. The majority of their target group are women;
- The Free Iraq Foundation was contracted to provide literacy training for women and business skills for men in February 2009;
- Fast-track sub-projects have been identified in all three governorates and have been implemented from April 2009 onwards (25 fast-track sub-projects were prepared in close consultation with existing Marshlands Revitalization Committees);
- 21 government facilitators have been trained and engaged in district profiling in six districts;
- In December 2008, a workshop was held in Amman that gathered HE Minister Hassan, Minister of State for the Marshlands, representatives from the parliament, associated ministries, and the concerned governorates. The result of this workshop was an agreement to engage in a process that would lead to the largest possible mobilization of stakeholders for the rehabilitation of the Marshlands, and the institutional strengthening of the Ministry of State for the Marshlands. SIDA agreed to support the expansion of district planning activities in six additional districts in the Marshlands based on lessons learnt from LADP. These plans have formed a major input to the 2010-2014 Strategic Development Plan for the Marshlands, that was developed by the Ministry of State for the Marshlands;

In addition, the following partnerships have been critical for LADP to achieve its objectives:

- UNDP has fostered partnerships with local stakeholders, including universities and Civil Society Organizations (CSOs), and a consortium has been established including the universities of Missan, Basrah and Thi-Qar. The consortium has conducted a socio-economic study in the Marshlands;

- Key partnerships are strengthening amongst governorate, district and local partners through planning meetings. Leaders initially were sceptical about planning, but trust is improving significantly. Multi-sector planning is challenging and the LADP partnership approach has facilitated the development of a common understanding amongst key stakeholders of each sector's priorities and strategies;
- The Ministry of Health is moving to implement decentralization, and shared decision-making involving participation and delegation of authority at governorate, district and community levels. LADP is positioned to enhance communication at all levels, and WHO is committed, within the existing government structures to reinforce these partnerships,;
- The key partnerships and collaborations for UN-HABITAT is the University of Sulaymaniyah and Hillah engineering College and the Departments of Education.

## V Cross-Cutting Issues

### **Human Rights:**

The extent to which people living in Iraq enjoy fundamental Human Rights, such as access to basic services, decent housing, education, health as well as political and social rights, has a major impact on their quality of life. Vulnerable groups, including the long-term poor, women and children, the disabled, minority communities, Internally Displaced Persons (IDPs), and returnees have been highlighted as particularly exposed to Human Rights violations. Safeguarding access to services, and a voice in the planning process for vulnerable groups, is a particular priority of concern under LADP. Aspects of a Human Rights approach have been incorporated in the Local Area Development Plan methodology to date. The integration of Human Rights approaches has mainly occurred by focusing on participation of unrepresented groups in local planning processes, the introduction of evidence-based decision-making, and promoting the allocation of resources based on assessments of need.

### **Gender Equality:**

All LADP initiatives seek to achieve gender balance including in planning, economic empowerment and capacity-building, with particular focus on:

- Ensuring participation of women (30 per cent) in all trainings, workshops, and meetings;
- Ensuring the production of gender sensitive district plans;
- Promoting women participation in the political processes;
- Strengthening awareness of women rights;
- Mobilising women to express their demands and lobby for themselves;
- Supporting women NGOs in their promotion of women rights;
- Establishing the groundwork for mainstreaming gender within line ministries (by training gender focal points in cooperation with the State Ministry of Women Affairs).

### **Environmental Issues:**

The LADP focused on strengthening natural resources management and environmental sustainability within the framework of local planning processes by:

- Raising the awareness of local authorities, in targeted governorates, on the necessity to fully incorporate environmental issues and factors into local planning;
- Strengthening the capacity of local planners to identify environmental issues and develop “no-harm” strategies and ways to address problems such as pollution and drought.

### **Employment Generation:**

LADP contributes to alleviating poverty by assisting Iraqis, particularly young people, enter the labour market with adequate skills in demand. The project has an impact on enhancing the long term potentials and options for the young people to select their career path in a way that matches their individual capacities. One of the main objectives of the programme is to stimulate local economic development, and generate both short-term and sustainable long-term employment in the target areas of LADP. As indicated earlier in the results section, the programme assisted in generating job opportunities through the implementation of a total of 112 fast-track sub-projects (of which 101 have been completed as of 31 December 2009).

### **Security:**

As a result of the volatile security situation experienced inside Iraq, the majority of the management and training activities were implemented, with the availability of trainers and expertise, outside Iraq,. In order to minimize the risk and maximize the effectiveness, capacity-building activities and coordination meetings were organized outside the country in agreement with local counterparts and stakeholders.

## **VI Programme Management Innovations**

### **LADP Online Management Information System (MIS)**

Under the leadership of UNDP, a Management Information System has been developed and is being tested as a prototype, accessible online. The system is comprehensive and allows fast-track project submission and approval. All relevant supporting documents (project proposal, letters of endorsements, site visit certificate, price survey, technical designs and costs) are uploaded to make these accessible to authorized users.

The system comprises sectoral baseline data (district profiles), and local area development plans. The system informs the users on the progress status of projects.

The MIS has been tested by the Basrah Development Services (BDS) and a number of the UN agencies (UNESCO, UNDP and UN-HABITAT) since the last reporting period. Based on this experience, some modifications were made. New project ‘types’ including workshop events, capacity development initiatives, research and publications were added. Thus, the MIS is more accurately capturing specific outputs generated by implementing agencies. Other new features include templates for ‘monitoring issues’ and ‘monitoring results’. The first is intended to record monthly updates of general implementation issues

encountered, and addressed by a project, the second is to help align a project with results-based monitoring and evaluation procedures, which include identifying measurable outcome(s) and output(s) along with baselines.

The consultative process with different UN agencies, and the Ministry of Planning (MoP), Government of Iraq, have helped UNDP to recalibrate the prototype MIS. By better fulfilling specific project requirements it has enabled the MIS to become more user-friendly and relevant. UNDP is expecting concrete feedback from MoP, and to proceed with the modifications as recommended by the MoP, to ensure the compatibility of the MIS with the Ministry's current database system.

### **Communications Strategy**

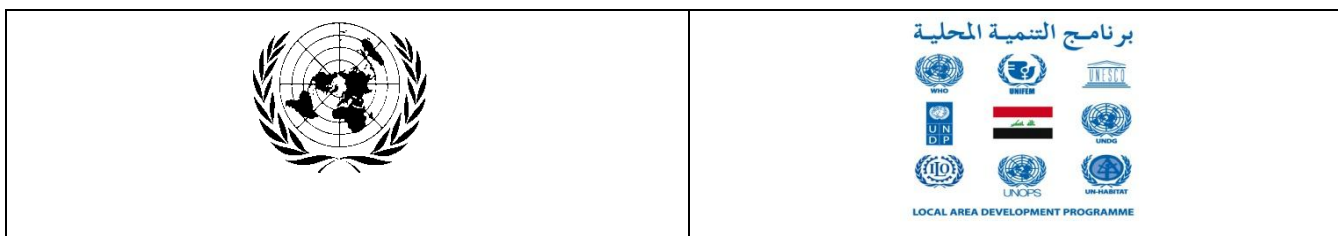
After the identification of the LADP strategy, and a communications plan as of 2008, the following communications products were completed since November 2008 and within the reporting period:

- Information package was distributed during the first NSC meeting in Amman;
- Progress report distributed during the last NSC meetings;
- Production of short film encompassing the progress of the programme from start until November 2008. The film was shown during the last NSC meeting and was sent to the donors;
- Stationary and branding developed and mounted during events, including banners and backdrops;
- 2009 desk calendars with projects and workshops photos;
- Photo exhibition regarding LADP fast-track projects and workshops;
- Media coverage by newspapers, TV, radio and website for all programme events including planning workshops and senior meetings was generated;
- Branded concept brief for LADP Phase II distributed to different donors;
- First issue of Tawasul (LADP newsletter) was distributed during the second NSC meeting. The first issue was dedicated to Iraqi women and girls;
- The new LADP website with links to the MIS and LADP image bank was launched in August 2009;
- Establishment of an image bank to be utilized by all programme partners to download the programme's photos and other communications products;
- Beneficiaries interviewed on project sites to formulate different humanitarian stories;
- Communicating LADP news and stories to "FootPrint" – UNDP-Iraq newsletter;
- Representing LADP in the Advocacy Working Group of the UN agencies;
- Support provided to team members on various communication topics;
- 5,000 copies of "Noon" women magazine published, material distributed in all five governorates among local government, civil society and community leaders.

The final media supplements covered Thi-Qar Governorate, as viewed through the eye of the LADP project. In this supplement, a number of topics related to women

issues were covered, in order to advocate for women rights and needs and provide information on women's status in Thi-Qar Governorate.





[Iraqi Trust Fund]

**PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT**

**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009**

**ANNEXES WITH ADDITIONAL INFORMATION REGARDING C10-09; PROJECT NO: 66993:”AREA BASED DEVELOPMENT PROGRAMME – LOCAL AREA DEVELOPMENT PROGRAMME (LADP)”.**

**Annex II**

**Future Work Plan (2010)**

**i. Joint Programme Work Plan**

| #  | Activity  | Output/Deliverable  | Q1 | Q2 | Q3 | Q4 | Responsibility/ Lead Agency |
|--|---|---|----|----|----|----|-----------------------------|
| <b>Lessons' Learning Review and Bridging Activity Planning</b> |   |   |    |    |    |    |                             |
| 1  | <b>Develop draft concept note for bridging fund activities between LADP phase I and II.</b>                                   | Bridging fund activity draft concept note.                        | X  |    |    |    | All agencies.               |
| 2  | <b>Incorporate workshop recommendations into concept note for bridging fund activities between LADP phase I and II.</b>       | Bridging fund activity draft concept note.                        | X  |    |    |    | All agencies.               |
| 3  | <b>Formulation of Bridging Fund Programme with clear incorporation into LADP II.</b>  | Draft bridging fund project document.                             | X  |    |    |    | UNDP.                       |
| 4  | <b>Organize follow-up resource mobilization activities; networking, partnership building and contacting potential donors.</b> | Identified potential donors - fostered interest<br>Secured funds. |    | X  |    |    | All agencies.               |
| 5  | <b>Advocacy with GoI for cost sharing.</b>  | GoI contribution to LADP II.                                      | X  | X  |    |    | All agencies.               |

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

|  |   |   |   |   |   |  |   |
|--|---|---|---|---|---|--|---|
| 6  | <b>Prepare M&amp;E/MIS toolkit for joint programming initiatives based on lessons learnt.</b>     | Operational M&E/MIS tool kit.                               | X | X | X |  | UNDP.   |
| 7  | <b>Carry out joint monitoring visits in the field with GoI, UN agencies and donors.</b>           | Lessons learnt & advocacy.                                  |   | X | X |  | All agencies.   |
| 8  | <b>Revise local area planning handbook based on review workshop findings and recommendations.</b> | Revised handbook.   |   | X |   |  | All agencies.   |
| 9  | <b>Compilation and editing of good practices and synthesis of empirical learning.</b>             | Compiled good practices.                                    | X | X | X |  | All agencies.   |
| <b>Sub-National Planning Rapid Review and Analysis</b> |   |   |   |   |   |  |   |
| 10   | <b>Prepare ToRs jointly.</b>  | Agreed joint ToRs.  |   | X |   |  | All agencies.   |
| 11   | <b>Hire consultant.</b>   | Identified consultant(s).                                   |   | X |   |  | UNDP.   |
| 12   | <b>Conduct sub-national planning review and analysis.</b>   | Draft report.   |   | X |   |  | UNDP and area coordinators.   |
| 13   | <b>Production of final report.</b>  | Analysis report.  |   | X | X |  | UNDP/ILO.   |
| <b>Joint LADP Final Evaluation</b>                     |   |   |   |   |   |  |   |
| 14   | <b>Recruit joint evaluation consultant(s).</b>  | Identified consultant(s).                                   | X |   |   |  | UNDP/ILO.   |
| 15   | <b>Conduct joint evaluation.</b>  | Draft evaluation report on joint support to local planning. | X | X |   |  | Independent consultant managed by UNDP/All agencies consulted.      |
| 16   | <b>Production of joint evaluation report.</b>   | Evaluation report on joint support to local planning        |   | X |   |  | Independent consultant managed by UNDP and all agencies. consulted. |
| <b>Finalization of LADP II Project Document</b>        |   |   |   |   |   |  |   |
| 17   | <b>Presentation of sub-national planning review and analysis to key stakeholders.</b>             | Validation of findings by key stakeholders.                 |   | X |   |  | ILO/UNDP/UN-HABITAT.  |
| 18   | <b>Presentation of joint evaluation findings and recommendations to key stakeholders.</b>         | Informed key stakeholders and recorded feedback.            |   | X |   |  | All agencies.   |
| 19   | <b>Incorporation of key findings and recommendations into LADPII project document.</b>            | Final draft of LADPII project document.                     |   | X |   |  | All agencies.   |

|  |   |  |   |   |   |  |                                      |
|--|---|--|---|---|---|--|--------------------------------------|
| 20   | <b>Formulation/endorsement workshop.</b>  | Final LADP II project document   |   | X |   |  | ILO/UN-HABITAT/UNDP.                 |
| 21   | <b>Presentation to donors of final LADP II programme.</b>   | Identified potential donors - fostered interest - Secured funds?       |   | X | X |  | Iraqi counterparts and all agencies. |
| <b>Additional Capacity Building Efforts Under LADP I - Six-Month Extension</b> |   |  |   |   |   |  |                                      |
| 22   | <b>Assess capacity building needs of local counterparts for implementing plans.</b>   | Training needs assessed.   | X | X |   |  | All agencies.                        |
| 23   | <b>Advocacy training (enabling local levels to advocate for funding their plans).</b>   | Enhanced local capacity for advocacy.                                  |   | X |   |  | UNDP.                                |
| 24   | <b>Continuation of health workers and community members capacity-building in public health.</b>   | Number of health workers trained. Number of community members trained. | X | X |   |  | WHO.                                 |
| 25   | <b>Knowledge and best practices documentation and sharing at local level, governorate level, and inter-sectoral levels.</b>   | Number of best practices assembled and shared.                         | X | X |   |  | All agencies.                        |
| 26   | <b>Monitoring &amp; Evaluation/Quality Assurance Training.</b>  | Number of local people trained.  |   | X |   |  | UNDP.                                |
| 27   | <b>Provide additional technical assistance on service delivery quality enhancement, e.g. project cycle management, procurement, contract management, quality assurance, and M&amp;E, based on UNDP's mandate, fund availability and local priorities.</b> | Number of local people trained.  | X | X | X |  | UNDP and other agencies.             |
| <b>Finalization of Remaining Activities</b>                                    |   |  |   |   |   |  |                                      |
| 28   | <b>Final peer review and editing, translation and layout of the district plans.</b>   | Six district plans.  | X | X |   |  | UNDP/ILO/ UN-HABITAT.                |
| 29   | <b>Presentation to the public of district plans.</b>  | Media coverage.  |   | X |   |  | UNDP/ILO/UN-HABITAT.                 |
| 30   | <b>Follow-up with the production of economic governance action plans of implementation under Governorate institutional economic environment reform.</b>   | 12 economic governance action plans in the three areas.                | X | X |   |  | ILO.                                 |
| 31   | <b>Technical support for the three BICs to implement remaining activities.</b>  | Number of trainings.   | X | X |   |  | ILO.                                 |
| 32   | <b>Awareness-raising for entrepreneurs: Hillah and Marshlands campaign implementation.</b>  | Number of campaigns.   |   | X |   |  | ILO.                                 |

|    |  |                                |   |   |   |  |           |
|----|--|--------------------------------|---|---|---|--|-----------|
| 33 | <b>Finalization of infrastructure work.</b>  | Number of fast-track projects. | X | X | X |  | ILO/UNDP. |
| 34 | <b>Further community awareness and trainings in primary healthcare.</b>                      | Number of trainings.           |   | X |   |  | WHO.      |
| 35 | <b>Further community awareness campaigns on environmental health and sanitation planned.</b> | Number of campaigns.           |   | X |   |  | WHO.      |
| 36 | <b>Institutionalize health promoting schools activities in LADP districts.</b>               | Health training at school.     | X | X |   |  | WHO.      |

## **i. Summary of the projected activities and expenditures till July 2010**

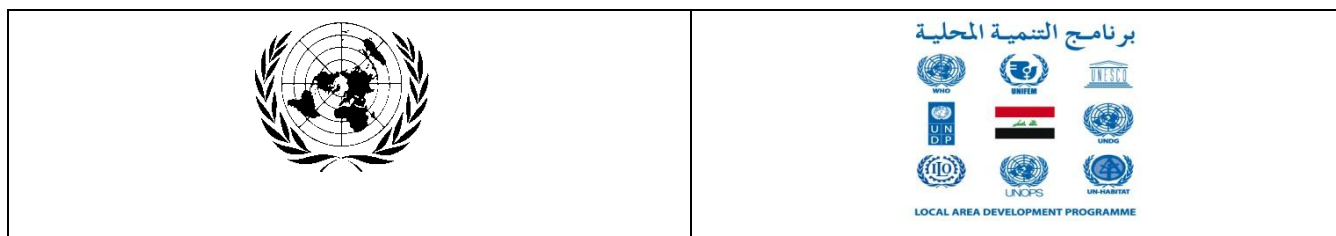
- A six-month extension of the LADP programme has been requested, thus allowing all participating agencies, i.e. UNDP, UN-HABITAT, ILO, UNOPS, WHO, UNESCO, and UNIFEM, to remain fully engaged and effectively contribute to the evaluation and review of LADP, as well as assist in shaping the final programme document for a relevant and successful second phase of LADP.
- In order to benefit from the lessons learnt from the first phase of the LADP, and design a second phase that is responsive to Iraqi priority needs, a joint evaluation of LADP will be undertaken during the first quarter of 2010, in concert with a detailed review of the local planning mechanisms in Iraq.
- Subsequently, the presentation of the evaluation key findings and recommendations will be discussed with the main stakeholders to finalize the LADP II programme document. Concurrently, resource mobilization and advocacy efforts will be exerted in order to formalize partnerships, with interested bilateral donors, and the Government of Iraq.
- IRFFI has already been requested to allocate additional funds from consolidated donor funding interests accumulated, in order to enable the Programme to sustain a bridging mechanism between the two phases. Thus capitalizing on its initial investment, demonstrating support, and confidence in the Programme, which is believed to enhance the likelihood of mobilizing additional donors.
- The six-month extension will also allow all agencies to complete all planned activities pertaining to rehabilitation of infrastructure work, capacity development and other advocacy and awareness-raising efforts.
- Projected expenditures during the next period (Jan-Jul 2010) amount to 100 per cent of the programme funds committed.

## **ii. Adjustments in outputs**

From the outset of the Programme implementation in 2007, in assessing the scope of work for the outputs 3.4 and 3.7, a number of adjustments were agreed upon:

Output 3.4: The construction of individual housing units (UN-HABITAT) was considered problematic, due to difficulties in selecting beneficiaries and insufficient budget allocation. Instead, 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.

Output 3.7: The rehabilitation of religious sites (UNDP) was considered overly sensitive in terms of perceived impartiality and equity by various religious groups, and would have possibly required particular care for cultural heritage preservation. Likely, this would have resulted in a slow implementation and costly interventions, which were not suitable for fast-track project initiatives implementation. Instead, it was decided to invest in initiatives promoting culture and tradition that have been identified and prioritized by the local communities themselves.



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**Annex III**  
**Performance Indicators**

**i. Annual Performance Indicators Assessment for the year 2009.**

| Outcomes & Outputs   | Responsible agency | Partners   | Performance Indicators   | Indicator Baselines  | Planned Indicator Targets  | Achieved Indicator Targets  | Means of Verification                         | Comments (if any)  |
|--|--------------------|--|--|--|--|---|---|--|
| <b>Outcome 1: Strengthen the capabilities of the local government in Sulymanyah, Babylon, Missan, Thi Qar and Basrah, to plan and manage reconstruction and development activities through the formulation and implementation of local area development plans.</b> |                    |  |  |  |  |   |   |  |
| <b>Output 1.1:</b><br>Comprehensive human rights based, gender sensitive local area development plans (LADPs) for three areas  | UNDP               | Other UN agencies responsible for various sectors as follows:<br>• Health (WHO);<br>• Water and sanitation (UNDP);<br>• Electricity and infrastructure | Indicator 1.1.1:<br>Human right based and gender sensitive local area plans are prepared, endorsed and budgeted by local authorities and relevant stakeholders for Mdaina/Basra; | 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 have been 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 |

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

|  |            |  |  |  |  |  |  |  |
|--|------------|--|--|--|--|--|--|--|
| prepared and adopted by local authorities and stakeholders assisted by a team of UN agencies based on joint participatory needs assessments. |            | (UNDP);<br>• Education (UN-HABITAT-UNESCO);<br>• Physical planning, housing, urban planning, community facilities (UN-HABITAT);                          | Maimouna/Missan;<br>Chibayesh/Thi-Qar.   |  |  |  |  | October 09;<br>Participant lists reflect multi-stakeholder representation; Internal monitoring and evaluation reports of all the planning workshops. |
|  | ILO        | • Local Economic Recovery and Development (ILO/UNOPS);<br>• Environmental preservation and natural resource management (UNDP);<br>• Cross cutting issues | Indicator 1.1.1:<br>Human rights based and gender sensitive local area plans are prepared, endorsed and budgeted by local authorities and relevant stakeholders for Sayed Sadeq and Sharazour in Sulaymaniyah. |  |  |  |  |  |
|  | UN HABITAT | (systematically considered under Step 4) including: Capacity Development, Gender mainstreaming (UNIFEM), Social protection for the most vulnerable       | Indicator 1.1.1:<br>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  | (UNIFEM/UNDP), Decent job creation (ILO), Millennium Development Goals (MDGs) (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 have been 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 Sulaymaniyah) 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.  |                      |  |   |  |  |
| <b>Output 1.2</b><br>Strengthened coordination and communication mechanisms between central government and local authorities in the three | 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. | Documentatio n of increased formal communicatio n efforts. |  |



|   |      |                       |  |  |   |  |  |  |
|---|------|-----------------------|--|--|---|--|--|--|
| areas.  | UNDP | II other UN agencies. | Indicator 1.2.2: Communication between local and central authorities improved though 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, and 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 programme efforts. |  |
| <b>Outcome 2: Stimulate local economic development and generate short-term and sustainable long -term employment in the three selected areas.</b> |      |                       |  |  |   |  |  |  |
| <b>Output 2.1:</b><br>Improved local business environment for micro and small enterprises in three areas.   | ILO  | UN-HABITAT, and UNDP. | Indicator 2.1.1: Local authorities are able to prioritize their economic needs and formulate key economic recovery measures. | Economic planning is not addressed at the provincial or district levels. | 12 action plans on key areas for public intervention on economic recovery produced in a participatory multi-stakeholder process for the three governorates. | Three local economic action plans were produced and endorsed during the seven of workshops taking place during November and December 2008. | The signed action plans produced during the seven workshops.                 |  |

|  |  |  |   |  |   |   |   |  |
|--|--|--|---|--|---|---|---|--|
|  |  |  |   | No strategies, prioritization for public efforts towards private sector development. | Campaign on promoting entrepreneurship in the three areas.                          | Raising awareness campaign 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. | Sulaymaniyah BIC officially and effectively started functioning in February 2009, Basra in January 2010, and Hillah will officially function in BIC premises 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 was 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; Three SME surveys implemented; 10 investment studies; Two trade fairs organized. 505 beneficiaries trained on BMT. 600 trained on women in enterprise. 26 business counseling supporters. | 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 Sulaymaniyah of local NGOs trained on business start up and management.  | 20 trainers in Hillah and 34 in Sulaymaniyah of local NGOs trained on business start up 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 programmes.  | 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 and in Jordan to Business incubator / development services, and investment boards.                 |  |  |
| <b>Output 2.2:</b> At least 80 new small enterprises and cooperatives established in three areas. | ILO | UN-HABITAT, and UNDP. | Indicator 2.2.1: 80 Small and Medium Businesses in the three areas are supported through the small business fund programme. | Not available at the time of the project start date. | - Support fund for 80 Small and Medium Business.  | 113 new and 603 existing businesses received loans, with 100 per cent repayment rate after one year; loans provided to 156 of women-owned businesses. | Monthly technical and financial reports from micro-finance implementing partner. | Loans have targeted locally-identified key sectors and vulnerable groups in each area. |
|   |     |                       |   |  | Statistically significant reduction in unemployment figures (especially for the registered unemployed) in participating Governorates, including women unemployment. | 1,241 jobs created directly through the MF scheme, including 974 for men and 299 for women.   | Random interviews reports to microfinance clients by project national officers.  |  |

|   |      |  |   |  |  |   |  |  |
|---|------|--|---|--|--|---|--|--|
|   |      |  |   |  | 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.                                     |  |
| <b>Output 2.3:</b><br>Enhanced employment skills for at least 1,500 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 labourers trained .  | 400 short-term employment opportunities in agriculture.            | Workshop reports of capacity training. |

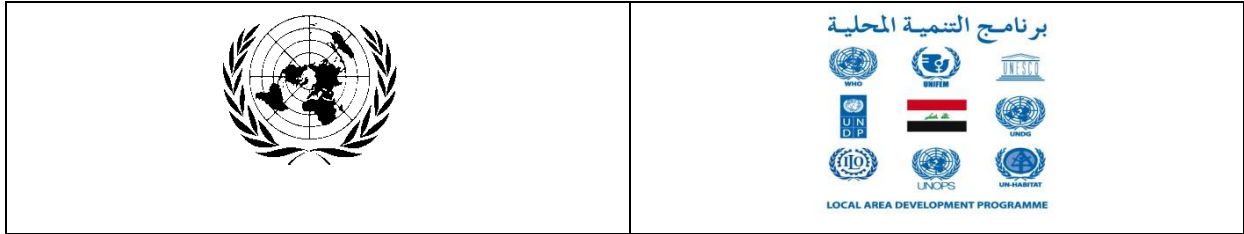
|  |        |  |   |                             |  |   |   |  |
|--|--------|--|---|-----------------------------|--|---|---|--|
|  |        |  |   |                             | Short term employment in Electricity is created and labourers trained.                 | 350 short term opportunities employment in electricity.   | List of attendance signed by workshop participants. |  |
|  |        |  |   |                             | Short term employment in sanitation created and labourers trained.                     | 200 short term employment opportunities in water and sanitation.                                  |   |  |
|  | UNESCO |  | Number of vocational training centers supported.                                      |                             | Three Vocational Training Centres (VTCs) established and operational.                  | Three Vocational Training Centres (VTCs) established and operational.                             | Site visits, monitoring reports.                    |  |
|  |        |  |   |                             | 12 VTC trainers trained on life skills.  | 12 VTC trainers trained on life skills.   | Training report.                                    |  |
|  | WHO    |  | Indicator 2.3.2 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. | 25 capacity-building programs conducted for health care workers, teachers, and community members. | Post workshop assessment.                           |  |
| <b>Objective 3: Improve social and physical infrastructure using labour-intensive approaches and service delivery capabilities of local governments in the three selected areas.</b> |        |  |   |                             |  |   |   |  |
| <b>Output 3.1:</b> 30 water and sanitation facilities and services improved in three areas.  | UNDP   |  | Indicator 3.1.1; Number of 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.                    |  |

|   |         |  |  |   |  |   |                                  |  |
|---|---------|--|--|---|--|---|----------------------------------|--|
| <b>Output 3.2:</b><br>Nine primary educational facilities and programme activities improved in three areas. | UNESCO  |  | Indicator 3.2.1.<br>Number of education projects implemented.  | Baselines are site specific.                | Nine projects implemented.   | Eight school laboratories and education facilities rehabilitated.   | Site visits; monitoring reports. |  |
|   | UNDP    |  |  |   |  | One primary school rehabilitation.  |                                  |  |
|   | HABITAT |  |  |   |  | Seven school and youth centre rehabilitation.   |                                  |  |
| <b>Output 3.3.:</b> 12 health services centres and services improved in three areas.                        | WHO     |  | Indicator 3.3.1<br>Implement priority improvements to health centers.  | Rehabilitation baselines are site specific. | 12 primary health centers to be rehabilitated. Employee workdays to increase.  | Six centers fully built or rehabilitated, which includes a doctors' residence (cost-shared, four apartments houses. | Engineering reports.             |  |
|   | WHO     |  | Indicator 3.3.2. : 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. | 25 capacity-building programmes conducted for health care workers, teachers, and community members.                 | Post workshop assessment.        |  |

|   |                |  |   |                                     |   |  |   |  |
|---|----------------|--|---|-------------------------------------|---|--|---|--|
| <p><b>Output 3.4:</b><br/>Communal upgrading in poor housing areas through improvements to access roads and surface drainage and 12 community facilities improved in three areas.*</p>      | <p>HABITAT</p> |  | <p>Indicator 3.4.1:<br/>Number of communal upgrading in poor housing areas through improvements to access roads and surface drainage and 12 community facilities improved in three areas.</p> |                                     | <p>12 community facilities</p>  | <p>Paving of three access roads.<br/>Three primary schools improved.<br/>One school hall improved.<br/>Two secondary schools improved.<br/>Two youth centers improved.<br/>Four local park established.<br/>Construction of two workshops for handicraft school.<br/>Construction of one multi-purpose playing yard and two green areas established.</p> | <p>Site visits, monitoring reports.</p> |  |
| <p><b>Output 3.5:</b><br/>Improved conditions for agriculture development and the promotion of environment awareness including through 60 small infrastructure projects in three areas.</p> | <p>UNDP</p>    |  | <p>Indicator 3.5.1<br/>Number of agriculture and environment projects implemented by April 2009.</p>  | <p>Baselines are site specific.</p> | <p>10 agriculture and environment projects implemented</p>  | <p>13 projects implemented and services improved in the three areas.</p>   | <p>Site visits.</p>                     |  |
|   | <p>WHO</p>     |  | <p>Indicator 3.5.2:<br/>Environmental awareness of district families increased.</p>   | <p>None.</p>                        | <p>Environment awareness of district families increased via six capacity-building programmes by April 2009.</p> | <p>Three environmental awareness capacity-building programmes have been implemented, as well as community awareness increased of environment and sanitation.</p>   | <p>Post workshop assessment.</p>        |  |



|  |      |  |   |                              |                                       |  |                                  |  |
|--|------|--|---|------------------------------|---------------------------------------|--|----------------------------------|--|
|  | UNDP |  | Indicator 3.5.3:<br>Number of local planners trained on environmental screening of planned development strategies and projects. |                              | 50 local planners trained             | 60 local planners trained in Jordan on Natural Resources Management and Environment. | Training reports and feedback.   |  |
| <b>Output 3.6:</b> 30 community based electricity facilities and services improved in three areas.   | UNDP |  | Indicator 3.6.1:<br>Number of 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. |  |
| <b>Output 3.7:</b> Restoration and construction of buildings and sites reflecting culture and tradition.**   | UNDP |  | Indicator 3.7.1: Number of small projects implemented.  | Baselines are site specific. | Four 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.   |      |  |   |                              |                                       |  |                                  |  |
| **In assessing the scope of work for this output, the rehabilitation of religious sites (UNDP) was considered overly sensitive in terms of perceived impartiality and equity by various religious groups and would have possibly required particular care for cultural heritage preservation. This would have likely resulted in slow implementation and costly interventions, which was not adequate for fast-track projects. Instead, it was decided to invest in initiatives promoting culture and tradition that have been identified and prioritized by the local communities themselves. |      |  |   |                              |                                       |  |                                  |  |



[Iraqi Trust Fund]

**PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT**  
**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009**  
**ANNEXES WITH ADDITIONAL INFORMATION REGARDING C10-09; PROJECT**  
**NO: 66993:”AREA BASED DEVELOPMENT PROGRAMME – LOCAL AREA**  
**DEVELOPMENT PROGRAMME (LADP)”.**

**Annex IV**

**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

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

- WHR: Women Human Rights
- SIDA: Swedish International Development Agency



[Iraqi Trust Fund]

**PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT**

**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009**

**ANNEXES WITH ADDITIONAL INFORMATION REGARDING C10-09; PROJECT NO: 66993: "AREA BASED DEVELOPMENT PROGRAMME – LOCAL AREA DEVELOPMENT PROGRAMME (LADP)".**

**Annex V**

**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-Jam'ain 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 Al Galag 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 Ibrahimeiah 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%         |

<sup>1</sup> The term "programme" is used for programmes, joint programmes and projects.

|    |        |         |   |           |    |           |     |      |
|----|--------|---------|---|-----------|----|-----------|-----|------|
| 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 Jam'ain 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 Rahmaneah 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, and Al-Wheed villages | 96,890.00 | EC | 1,170.00  | 1%  | 100% |
| 25 | Basrah | BS-L053 | Electricity Networks Rehab. in Al- Gaswan,Al- Bushawi and Suq Villages                    | 96,890.00 | EC | 930       | 1%  | 100% |
| 26 | Basrah | BS-L054 | Electricity networks rehab. in Al Sudan, Al Jalal, Al Abbarah 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 Al wan 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 Quarter.                    | 95,301.00 | EC   | 2,560.00 | 3%  | 100% |
| 41 | Missan | MS-L027 | Building 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 Al Salam sub-district          | 53,440.00 | EC   | 9,350.00 | 15% | 100% |
| 43 | Missan | MS-L044 | Reduction of electricity throttle in Said Ahmad and Al Salam 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 Al Kafakh 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 Maimona                  | 74,103.00 | EC   | 3,600.00 | 5%  | 100% |

|    |              |         |  |           |      |           |     |      |
|----|--------------|---------|--|-----------|------|-----------|-----|------|
| 49 | Missan       | MS-L082 | Construction of Grain Warehouse in Maimona   | 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 Ahmed Villages         | 83,085.00 | EC   | 4,200.00  | 5%  | 100% |
| 53 | Missan       | MS-L101 | SIDA district development planning workshop for Al Kahlaa 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 33meter 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 30meter bridge in Al Wadi 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%  |
| 60 | 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 center 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 grave yard 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 SheikhanPpark 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 water treatment plant                             | 99,632.00        | EC   | 2,100.00       | 2%  | 100% |
| 87  | Thi-Qar      | TQ-L003 | Rehabilitation of electricity net and night lightening in Chibayish Area       | 91,203.50        | EC   | 2,790.00       | 3%  | 100% |
| 88  | Thi-Qar      | TQ-L014 | Building 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 Al- Haj 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 Al-Enaisi water treatment plant 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 Quarter. | 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% |
|     |              |         | <b>Totals</b>  | <b>7,007,863</b> |      | <b>737,825</b> | 10% |      |

