



Final Report

Evaluation of the Iraq Crisis Response and Resilience Programme (ICRRP)

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Date of the report	: 31 January 2020
Country of evaluation intervention	: Iraq
Name of the Organization /Consulting Firm	: Knowledge Development Company Evaluation team: Antoine Mansour, team leader Nigar Sardar, member Nazar Jamil, member

Project Information		
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Atlas Project ID	00085156	
Corporate outcome and output	CPD Outcome 3: Conditions improved for safe return of internally displaced persons in newly liberated areas Outputs: <div><div>1.</div><div>Crisis response, recovery, preparedness and prevention structures strengthened</div></div> <div><div>2.</div><div>Basic service delivery improved in target locations through rehabilitation of community-based infrastructure</div></div> <div><div>3.</div><div>Internally displaced people, returnees, host communities and Syrian refugees benefit from improved livelihood opportunities</div></div> <div><div>4.</div><div>Protection mechanisms strengthened for vulnerable communities specially women and youth</div></div> <div><div>5.</div><div>Strengthened social cohesion through dialogue and capacity development of local and national stakeholders</div></div>	
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TABLE OF CONTENT

	Page
List of Abbreviations.....	5
Executive summary.....	7
I. INTRODUCTION.....	12
A. Context of the programme.....	12
B. Objectives of ICRRP.....	12
C. Key partners.....	13
D. Funding of ICRRP.....	13
	14
II. OBJECTIVES AND SCOPE OF THE EVALUATION.....	
A. Objectives.....	14
B. Assumptions and risks.....	15
C. Evaluation Criteria and Questions.....	16
	18
III. EVALUATION APPROACH AND METHOD.....	
A. Tools of the evaluation.....	18
B. Performance standards and ethical considerations.....	20
	21
IV. KEY FINDINGS OF THE EVALUATION.....	
A. Relevance.....	21
B. Effectiveness.....	23
C. Efficiency.....	63
D. Sustainability.....	65
E. Impact.....	67
	70
V. CONCLUSIONS.....	
	72
VI. LESSONS LEARNT AT PROJECT COMPONENT LEVEL.....	
	73
VII. RECOMMENDATIONS.....	
ANNEXES	
Annex 1. Evaluation matrix.....	78
Annex 2. List of documents reviewed.....	89
Annex 3. List of key informants and focus groups participants.....	90
Annex 4. Guiding questions for Key informant interviews (KIIs)	94
Annex 5. Guiding questions for focus groups.....	99
Annex 6. On-line questionnaire: Strengthening National and Regional Crisis Management Capacity in Iraq.....	102
Annex 7. Questionnaire on livelihood: Business restoration/start ups	106

List of Tables

	Page
Table 1. Total funding of ICRRP as per signed cost-sharing agreements, 2014-2018.....	13
Table 2. Estimated Total expenses by Component, 2015 – 2018 (in US\$ and in %)......	14
Table 3. Distribution of JCC participants according to location and gender.....	27
Table 4. Gender distribution of JCMC staff.....	27

Table 5. Distribution of participants according to age (in percent)	28
Table 6. Distribution of JCC and JCMC staff by current occupation (in %).	28
Table 7. Distribution of JCMC and JCC staff according to training topics attended.....	29
Table 8. Extent of relevance of the training courses to participants' learning needs.....	29
Table 9. Extent to which the following training courses responded to JCC participants' learning needs.....	30
Table 10. Extent to which the following training courses responded to JCMC participants' learning needs.....	31
Table 11. Areas participants used the most in their work after receiving the training	32
Table 12. Reasons for not benefiting from training.....	33
Table 13. Performance assessment (in Percentage)	33
Table 14. Current training needs or areas for improvement (In percent of total respondents)...	34
Table 15. Number of basic services projects and number of beneficiaries of basic services in KRI Region and NLAs.....	35
Table 16. Number of basic services projects in KRI Region and NLAs.....	35
Table 17. Distribution of beneficiaries of asset recovery by gender and governorate.....	39
Table 18. Distribution of beneficiaries of the sample by economic sector and sub-sectors, 2014 and 2019.....	45
Table 19. Distribution of beneficiaries of the sample by economic sector, 2014 and 2019.....	46
Table 20. Job placement by governorate 2014-2018.....	49
Table 21. Beneficiaries of Cash for Work: 2014-2018.....	53
Table 22. Value of projects and related cash for work in KRG (funded by KfW), 2018 – 31 March 2019.....	54

List of figures

	Page
Figure 1. Distribution of funding per component (in percent of total funding, excluding project management)	14
Figure 2. Distribution of JCC and JCMC staff according to training topics attended.....	29
Figure 3. Extent of relevance of the training courses to participants' learning needs.....	30
Figure 4. Relevance of the various training courses to JCC participants' learning needs.....	31
Figure 5. Relevance of the various training courses to JCMC participants' learning needs.....	32
Figure 6. Reasons for not benefitting from the training.....	33
Figure 7. Distribution of beneficiaries of asset recovery grants by gender and governorate (2014-2018)	40
Figure 8. Distribution of asset recovery grants by category of beneficiaries (2014-2018).....	40
Figure 9. Degree of satisfaction of beneficiaries of the sample with the business training.....	43
Figure 10. Problems faced in starting and/or running the business.....	44
Figure 11. Distribution of beneficiaries of the sample by major economic sector, 2014 and 2019	46
Figure 12. Distribution of Cash for work by category of beneficiaries.....	53
Figure 13. Distribution of CfW beneficiaries by governorate.....	54
Figure 14. Changes brought by the business owned by females to their personal life.....	68

List of abbreviations

ADPC	Asian Disaster Preparedness Center
CDO	Civil Development Organization
CfW	cash for work
CIMIC	Civil Military Coordination
CPCS	Center for Peace and Conflict Studies
CPD	Country Programme Document
CPT	Christian Peacemaker Team
CRSV	Conflict Related Sexual Violence
COMSEC	Council of Ministers Secretariat
DAC	Development Assistance Committee
DCVAW	Directorate of Combating Violence Against Women
DHRD	Democracy and Human Rights Development Centre
ECCI	Erbil Chamber of Commerce and Industry
FEI	Fraternité en Irak
EL	Emergency Livelihoods
FGD	Focus Group Discussions
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HC	Host Community
HQ	Headquarter
IAS	International Advisory Services
IBHR	Independent Board of Human Rights of the Kurdistan Region
ICRRP	Iraq Crisis Response and Resilience Programme
IDP	Internally Displaced People
IMAR	Information Management, Analysis and Reporting
IOM	International Organization for Migration
IRD	International Relief Development
ISIL	Islamic State of Iraq and the Levant
JCC	Joint Crisis Coordination Centre
JCMC	Joint Coordination and Monitoring Centre
KDC	Knowledge Development Company
KAMPC	Kurani Ainkawa Multi-Purpose Centre
KAP	Knowledge, Attitudes and Practices
KII	Key Informants Interviews
KRG	Kurdistan Regional Government
KR-I	Kurdistan Region of Iraq
LNGO	Local Non- Governmental Organization
LPC	Local Peace Committees
LRC	Local Reconciliation Committee
MODM	Ministry of Displacement and Migration
MoI	Ministry of Interior
MoLSA	Ministry of Labor and Social Affairs
MOHESR	Ministry of Higher Education and Scientific Research
MOU	Memorandum of Understanding
NLA	Newly Liberated Areas
NGO	Non- Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PFO	Peace and Freedom Organization

PRA	Participatory rapid appraisal
PVE	Preventing Violent Extremism
PM	Prime Minister
RID	Research Institution for Development
SDG	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
UN	United Nations
UNDP	United nation Development Program
UNDAF	United Nations Development Assistant framework
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	The United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UPP	Un Ponte Per
ZSVP	Zakho Small Villages project
WFP	World Food Programme

EXECUTIVE SUMMARY

Introduction

In response to the 2014 conflict and crisis which had a devastating effect on the Iraqi population, UNDP formulated the Iraq Crisis Response and Resilience Programme (ICRRP) to help people restore and rebuild their lives. The Programme aimed to: (1) Improve crisis response coordination, processes and management; (2) Improve local access to basic services and institutional delivery and accountability for those services; (3) Improve livelihoods opportunities particularly for communities with IDPs and refugees; (4) Protect vulnerable communities, specifically women and youth, who are at risk of Gender Based Violence (SGBV); and (5) Strengthen social cohesion and reconciliation through dialogue, peace education and capacity building of local communities

Objective, scope and approach of the evaluation

The overall objective of the evaluation is to enable UNDP to improve decision-making and results-based management as well as improve programme design and implementation particularly for future interventions. The evaluation has assessed programme performance through analysis of the five commonly used OECD - Development Assistance Committee (DAC) evaluation criteria, namely relevance, effectiveness, efficiency, sustainability and impact. Key evaluation questions for each of the evaluation criteria were formulated. For each evaluation question, sub-questions with their related indicators were developed.

The evaluation used a mix of quantitative and qualitative data. In addition to the in-depth review of the initial documentation, the following tools were used: review of additional documents gathered during the field work phase, key informant interviews, focus groups with beneficiaries of the programme, one online survey with Joint Coordination and Monitoring Center (JCMC) and Joint Crisis Coordination (JCC) Center staff and face-to-face survey with a sample of beneficiaries of assets recovery grants.

The evaluation has some limitations: limitations related to the coverage of programme interventions, limitations related to the number of responses received to the surveys and the per centage of beneficiaries covered in the focus groups, and limitations in the assessment of the two evaluation criteria: efficiency and impact.

Key findings of the evaluation

Relevance

ICRRP is highly relevant to the needs of the vulnerable groups, particularly IDPs, Syrian refugees and returnees as well as the host communities affected by the 2014 crisis. ICRRP relevance is confirmed by its contribution to national priorities and to Kurdistan Regional Government (KRG)'s Vision 2020. It is aligned with the 2016-2020 Country Programme Document (CPD) outcomes, UNDAF (2015-2019) objectives and with the new UNDP Strategic Plan (2018-2022), which all call for strengthening resilience and safe return of IDPs in newly liberated areas. ICRRP contributes also to Sustainable Development Goals (SDG), particularly Goal 5 and Goal 16.

The theory of change developed for ICRRP is consistent in linking the various components/activities of the programme to outputs, outcome and impact. The design of the programme which was developed in 2014 for two years, was updated and revised only in 2019, while the formulation of indicators was confined mainly to quantitative ones.

Effectiveness of the Programme in strengthening crisis response and coordination

ICRRP was effective in supporting JCMC and JCC to improve the quality of reports in crisis prevention and response. The quality of JCMC and JCC reports improved tremendously in recent years thanks to the theoretical and practical training received from well-known international training centres and the daily coaching from UNDP advisers and experts (Surge experts), as well as due to the enthusiasm, motivation and commitment of the staff. The Federal and Regional governments (Baghdad and Erbil) highly appreciated the updated information and the reports which were prepared upon requests from JCMC and JCC.

ICRRP was effective in supporting the promotion of dialogue, coordination and cooperation between JCMC and JCC, among governorate offices of these two institutions, as well as with national and international organizations. Such coordination and cooperation resulted in better crisis response management.

Substantial progress was made by JCMC and JCC at the legal, institutional and risk-information system for crisis prevention and management. Draft laws were prepared by both institutions, while JCC succeeded in having the Ministry of Interior- Kurdistan Regional Government adopt a gender policy.

ICRRP was effective in developing the capacity of staff of JCMC and JCC in various areas of crisis response and coordination, in addition to awareness raising on gender issues and women empowerment. The combination of theoretical and practical training was determinant in enhancing the skills of the participants.

Effectiveness of the programme in improving the access and delivery of basic services

A total of 7.9 million people from host communities, IDP, refugees and returnees benefitted from basic services projects funded by ICRRP interventions in Kurdistan Region of Iraq (KRI) and Newly Liberated Areas (NLAs) during the period 2014-2018, with almost 62% of beneficiaries being in the KRI.

ICRRP was effective in engaging concerned districts, government agencies, and governor's office in the selection and prioritization of basic services projects. The final selection took into consideration several criteria: relevance, cost, sustainability, impact on vulnerable communities and contribution to social cohesion. With few exceptions such as in Sulaymaniyah, the process, however, was not based on the engagement of other stakeholders (private sector, civil society organizations) in the identification of priority projects.

IDPs, refugees and host communities expressed high satisfaction with the basic services projects. The two roads that were rehabilitated and paved in Erbil and Duhok resulted in socio-economic benefits in terms of easier access to agricultural farms, to students, merchants, workers and health services.

Effectiveness of ICRRP in improving livelihood opportunities in targeted locations

A rapid market assessment and identification of the people that lost their assets in view of the crisis were conducted by the relevant NGOs which carefully selected the beneficiaries according to several criteria including: motivation to recover the business, degree of vulnerability, participation in 3-day business training and preparation of a simple business plan. Though the NGOs were able to achieve their target, they shared their concerns with the evaluation team about the short duration for implementation of the projects.

Asset replacement grants which were provided to those who lost their business did not exceed US\$ 1,000. Though beneficiaries expressed high satisfaction with the skills gained in the business training, most of them considered the grants as too small, as they faced difficulties in competing in the market. Some beneficiaries had to complement the grant with a loan from informal sources (relatives or friends). The initiative taken by one of the NGOs was to complement the grant with micro-credit proved to yield better results for the beneficiaries.

Slightly more than 50% of the survey sample beneficiaries of asset recovery changed the kind of business they had before 2014 and around three-quarters of beneficiaries didn't keep the same business size. The shift was more towards operating in trade and services as well as in vocational skills. The findings of the sample survey reveal, however, that grants were also provided to new start-ups as around the quarter of beneficiaries didn't have any business before 2014.

ICRRP was less effective in enterprise development support consisting of the provision of a grant amounting to US\$ 50,000 for existing small enterprises, as meagre results were achieved by the businesses in terms of job creation and profitability. Though the business got support services for a period of around six months, the cost of the creation of one job varied across the supported business.

ICRRP was effective in enhancing the employability of IDPs, refugees, returnees and host communities through wage-employment by matching the demand of jobs from the private sector with the needed skills. High retention rate was achieved during the first year of job placement.

ICRRP was effective in the creation of short-term employment for IDP, refugees, returnees and host communities, though the percentage of females in total employment related to cash for work was low due to the nature of the infrastructure projects. Beneficiaries were generally satisfied with the temporary work which resulted in the improvement of their living conditions.

Effectiveness of the Programme in strengthening protection mechanisms

ICRRP was effective in supporting vulnerable communities particularly women who are at risk of GBV through various supporting mechanisms including the Directorate of Combating Violence Against Women (DCVAW) of the KRG, shelters for women and community centers. Capacity building of these institutions were carried out to support legal aid services, awareness campaigns in IDP and refugees' camps. Beneficiaries expressed high satisfaction with the support provided.

Effectiveness of the Programme in strengthening social cohesion and peace education

ICRRP was effective in enhancing the capacity of key partners (NGOs, Iraqi universities) in the design of the methodology and the preparation of comprehensive assessments on the existing tensions and conflicts in targeted areas.

ICRRP was effective in enhancing the capacity of stakeholders in peacebuilding education with significant results achieved: change in the culture and attitudes of academics towards the importance of the promotion of peace, increased motivation among students to promote peace by working as volunteers, increased role of religious leaders in combating extremism, enhanced capacity and visibility of Duhok University, establishment of the undergraduate Department of Peace and Human Rights Studies at Duhok University, and the establishment of the Iraqi Universities Consortium for Peace Education.

Social cohesion and reconciliation through dialogue and peace education were strengthened through the creation of platforms and the implementation by capacitated NGOs and youth of community-based initiatives which were effective in addressing and solving sources of conflicts and tensions, including ethnic and tribal conflicts.

Efficiency

UNDP was quick in responding to urgent needs. The implementation through partners took in some cases longer time than expected in view of the delay caused either by the partner institutions or by UNDP processes starting from call for proposals to projects approval and then to implementation.

ICRRP efficiency was enhanced through integrating monitoring, knowledge management and risk management in programme implementation as well as in the development of an Information Management

tool as a means for a continuous monitoring of the projects in close coordination with UNDP Area based teams.

Sustainability

Sustainability of results of ICRRP differs from one component to another. JCMC and JCC acquired the adequate institutional structures that would allow them to achieve sustainability. However, they would need additional support in terms of training and coaching. Also, funding from the Government of Iraq and KRG needs to be provided for their development activities. While the basic services projects are found to be sustainable, the sustainability of the various community centers supported by ICRRP would depend on the ability of the centers to generate revenues from income-generating activities and to raise funding from donors and community Livelihoods projects with the exception of CfW were found to be sustainable only in the short-term. The sustainability of the peace education work has been achieved by the integration of peace education syllabus into the academic programmes of partner universities, a result of which the Ministry of Higher Education and Scientific Research has a strong ownership.

Impact

ICRRP has not contributed only to the improvement of the livelihoods of IDPs, refugees, returnees and host communities, but also it had impact on the changes of the quality of life of beneficiaries in terms of having a respected place in the society, increased networking, self-esteem and self-confidence. The impact was particularly felt by women who became more independent and respected by the family. The work under social cohesion and gender protection components has brought about changes in awareness of beneficiaries at the community level.

Lessons learnt

1. Appointing advisers/experts to the JCMC and JCC to coach staff on daily basis helped the learning process and achieve quicker results
2. Enhanced ownership of both JCMC and JCC resulted in increased motivation of staff and led both institutions to take initiatives in crisis response and coordination and to produce reports to decision-makers, capitalizing on the capacity building support provided by UNDP
3. Complementing the assets recovery grants with business development services would enhance the sustainability of the businesses that are supported.
4. Linking the assets recovery businesses with micro-finance institutions can enable the businesses to grow and to enhance their competitiveness in the market.
5. Supporting the provision of vocational training to beneficiaries to improve their employability without linking them to the labour market has proved to be ineffective as wage-employment or to self-employment has produced mixed results.
6. Supporting the salary of beneficiaries for a period of three months in job placement motivated the private sector firms to recruit the workers through the NGOs, as the workers can get the skills and experience, through on-the-job training during such a period, Such support resulted in high job retention rate
7. NGOs were more successful in raising awareness of issues related to GBV when combining such awareness with other interventions, such as literacy education, vocational training, sports, etc....

8. Increasing number of youth became volunteers in the promotion of peace due to the motivation acquired through peace education

Recommendations

1. Strengthen the design of ICRRP project's results framework
2. Conflict sensitivity should be integrated in all future ICRRP interventions.
3. Maximizing the stability impact through supporting sustainable resilient communities.
4. UNDP to support JCMC and JCC in developing a strategy on crisis prevention and response.
5. UNDP to support the sustainability of JCMC and JCC through the creation of a pool of trainers.
6. UNDP should ensure that the governorates/districts involve all parties in the community including the civil society organizations, community leaders and other stakeholders even with conflicting political views in the identification and prioritization of projects related to KRI and the rehabilitation of the Newly Liberated Areas.
7. Engage a larger number of NGOs in project implementation and ensure the formation of consortium of NGOs of at least 3-5 NGOs to be a requirement in the selection by UNDP of the bidders.
8. Promote the development of social enterprises in KRI and the Newly Liberated Areas that would create jobs for the most vulnerable population and enhance skills level of beneficiaries.
9. UNDP to give priority to NGOs that can complement UNDP funding with additional resources in order to ensure the success and sustainability of small businesses.
10. UNDP is to formulate a private sector development strategy for the next phase of ICRRP with emphasis to be provided to support sustainable enterprises and to medium and long-term recovery of SMEs.
11. Ensure the sustainability of community centers through the development of capacity of the centers in for example project formulation, fund raising, forging partnerships with the private sector and in the development of income-generating activities.
12. Gender protection should be cross-cutting particularly in livelihood and social cohesion interventions, while the social cohesion component is to be considered a cross-cutting issue in all other components of ICRRP.

I. INTRODUCTION

A. Context of the programme

The rise of the Islamic State of Iraq and the Levant (ISIL) had a devastating impact on the Iraqi and Syrian population. As of 31 October 2019, an estimated total of 1,444,500 Internally Displaced People (IDPs) face challenges in returning to their homes due to the prevailing security threats, extensive damage to public and private infrastructure, and lack of livelihood opportunities, while, a total of 4,460,808 IDPs, have returned to rebuild their lives,¹. As of 31 October 2019, an estimated 234,831 Syrians² remain in protracted displacement, mainly in the Kurdistan Region of Iraq (KRI). Displacement and return of IDPs have highly complex impacts on the socio-economic fabric of host communities. Competition for access to essential services as well as the lack of livelihood opportunities, can the potential to lead to social tensions. In addition, the lack of durable solutions to security concerns, access to services and livelihoods are some of the most significant factors preventing sustainable returns and even leading to secondary displacement.

In response to the 2014 conflict and crisis, UNDP formulated the Iraq Crisis Response and Resilience Programme (ICRRP) to help people restore and rebuild their lives. ICRRP has served as the platform through which to provide emergency, early recovery and resilience support, by providing immediate and long-term projects, targeting IDPs, Syrian Refugees, returnees and host communities, while supporting government and civil society. The Programme also places emphasis on marginalized youth and vulnerable groups, such as women heads of households, widows and girls.

B. Objectives of ICRRP

The overall goal of this Programme is to support the Government of Iraq's efforts to prevent and respond to crises and to play a catalytic role in developing resilience against shocks stemming from renewed violence, natural disasters and/or instability. In addition, the Programme focuses on supporting internally displaced persons (IDPs), returnees, Syrian refugees and host communities, with a special emphasis upon women and youth; and identify the support requirements for particularly vulnerable groups (i.e. those vulnerable to gender-based violence).

Specifically, the Programme aims to:

1. Improve crisis response coordination, processes and management;
2. Improve local access to basic services and institutional delivery and accountability for those services;
3. Improve livelihoods opportunities particularly for communities with IDPs and refugees;
4. Protect vulnerable communities, specifically women and youth, who are at risk of Gender Based Violence (GBV);
5. Strengthen social cohesion and reconciliation through dialogue, peace education and capacity building of local communities

¹ International Organization for Migration, Displacement Tracking Matrix, <http://iraqdtm.iom.int/>

² UNHCR (31 Oct 2019) Syria 3RP, Operational Portal

To this end, ICRRP works on five thematic areas: 1) government coordination, 2) basic services, 3) livelihood recovery, 4) protection and 5) social cohesion, to support the internally displaced persons, returnees, Syrian refugees and host communities.

C. Key partners

UNDP key partners are:

- The Ministry of Planning of the KR-I which is the national counterpart and chairs the steering committee
- Government of KR-I
- JCMC and JCC
- Line Ministries at Federal and Regional level and government agencies
- Governorates
- Civil society organizations and academic institutions
- Private sector
- UN Agencies, particularly UN HABITAT and UN Women
- Donors

D. Funding of ICRRP

The main donors of ICRRP are Germany (KfW), Japan, DFID, GIZ, France, Austria, Kuwait, and UNHCR. UNDP also allocated its core-resources as seed funding at the inception of ICRRP. ICRRP total funding mobilized during the period 2014-2018 has amounted to an estimated US\$ 122.6 million, with KfW and Japan being the two largest donors, accounting together to 91% of total funding mobilized.

Table 1. Total funding of ICRRP as per signed cost-sharing agreements, 2014-2018

DONORS	Funding Estimated (In US\$)
JAPAN	40,204,745
UNHCR	149,934
FRANCE	1,548,815
KUWAIT	1,000,000
AUSTRIA	2,324,334
GIZ	1,719,745
UK/DFID	4,123,489
KfW	71,545,921
TOTAL	122,616,983

Source: UNDP database

Total expenditures of ICRRP

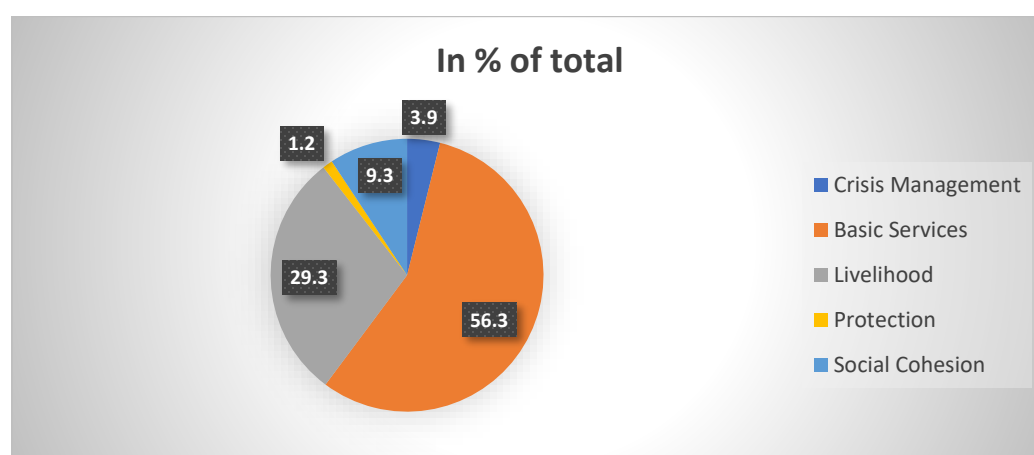
A total of US\$ 88.8 million was spent on the five ICRRP components. The majority of funding (excluding project management) was devoted to basic services (56.3%), followed by livelihood (29.3%) and social cohesion (9.3%).

Table 2. Estimated Total expenses by Component, 2015 – 2018 (in US\$ and in %)

ICRRP Component Expenditure		Total 2015-2018 In US\$	In % of sub-total
Component 1	Crisis Management	3,267,077.66	3.9
Component 2	Basic Services	46,644,918.24	56.3
Component 3	Livelihood	24,251,175.87	29.3
Component 4	Protection	992,679.96	1.2
Component 5	Social Cohesion	7,678,756.79	9.3
Sub-Total		82,834,608.52	100.0
Project Management	Project Management	5,942,196.54	
Grand Total		88,776,805.06	

Source: UNDP database

Figure 1: Distribution of funding per component (in percent of total funding)



II. OBJECTIVES AND SCOPE OF THE EVALUATION

A. Objectives

The overall objective of the evaluation is to enable UNDP to improve decision-making and results-based management as well as improve programme design and implementation particularly for future interventions.

The specific objectives of the Programme evaluation are to:

- Assess the relevance of the programme's proposed results
- Assess the efficiency of programme implementation
- Assess the effectiveness of the programme and its components in reaching its stated objectives
- Assess the appropriateness of the programme design and management arrangements for achieving its stated objectives
- Assess the sustainability of the programme results

- Take stock of the overall programme progress and its components as of end 2018, achieved against the programme's expected results, and accordingly the contribution towards Outcome 3 of the UNDP Country Programme Document
- Outline lessons learned and good practices that can be used in future identification, design, implementation and monitoring of ICRRP interventions
- Provide constructive and practical recommendations on factors that will contribute to programme sustainability, and to inform any course corrections (if required/where relevant).

B. Assumptions and Risks

The following table provides an overview of the assumptions, risks and mitigating measures for the evaluation:

Assumptions		
<ul style="list-style-type: none"> • Stakeholders will be available to participate in the interview with the evaluation team • Stakeholders are willing to cooperate • Beneficiaries participate in the focus groups • Assistance is provided by UNDP in organizing the schedule of interviews, focus groups, and site visits • A complete list (with contact email) of academics and university students who were provided with capacity-building • A complete list of JCMC and JCC staff who were trained by the programme • The security situation is relatively stable during the mission of the evaluation team 		
Risks	Probability	Mitigation measures
Absence of main stakeholders from the country during the mission of the evaluation team	Low	Skype call or other on-line means of communication with stakeholders
Delays in completion of survey questionnaires in view of the security issues in some areas in Iraq	Medium	Skype calls will be conducted with several beneficiaries and shift will be made from areas with high tensions to other areas also covered by ICRRP
Relevant NGOs supporting livelihoods are not willing to share information of their beneficiaries for the survey and focus groups	Medium	Cover additional beneficiaries that will be provided by other NGOs in the survey, and conduct focus groups for different categories of beneficiaries
Lack of reactivity from interviewees	Low	Other relevant stakeholders to be contacted instead
Attendance to the focus groups is limited to very few participants	Low	Conduct additional interviews with several individual beneficiaries
Low availability of data	Low	Change the quantitative indicator to a qualitative measure such that information might be gathered from interviews, focus groups

Logistical problems and delays pertaining to the organization of meetings, which may inhibit collection of information during field phase	Medium	Respond to evolving risk during the course of the field visit
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C. Evaluation Criteria and Questions

1. Evaluation criteria

The evaluation has assessed programme performance through the analysis of the five commonly used OECD - Development Assistance Committee (DAC) evaluation criteria, namely relevance, effectiveness, efficiency, sustainability and impact. The assessment of the evaluation criteria took into consideration gender issues and vulnerable groups by disaggregating the results (data) by gender and vulnerability when relevant and possible.

- **Relevance:** The analysis of relevance focused on the extent to which the design of the programme and its objectives are relevant to UNDP strategy and to the needs and priorities of the target groups, and whether the programme approach and methodology is appropriate for achieving the objectives. It looked at whether the objectives of the programme are aligned with the policies and strategies of the government and Sustainable Development Goals (SDGs), as well as to needs of women, youth and vulnerable groups. Relevance looked particularly at the extent to which the theory of change clearly responds to the nature and scope of the problem. It also assessed if the programme remained relevant with changing context and priorities. The relevance also looked at whether analysis of risks and mitigation strategies were well taken into consideration in the programme design.
- **Effectiveness:** The extent to which the programme results have been delivered as planned and progress made in the achievement of specific objectives. Focus was on issues such as: whether the planned benefits have been delivered and received by the target groups and to the satisfaction of the beneficiaries. More particularly, the effectiveness looked at the extent to which indicators related to the outcomes of the programme were achieved.
- **Efficiency:** The assessment of efficiency looked at the extent to which the various activities of the programme transformed the available resources into the intended results, in terms of quantity, quality, and timeliness. It looked at the efficiency of the programme management and the extent to which “Monitoring and knowledge management” have enhanced the efficiency of programme implementation by drawing lessons learned and improving the delivery of services to beneficiaries as well as helping in the gradual evolution of the programme and its adaptation to changing contexts.
- **Sustainability:** The extent to which the benefits of the programme are likely to continue after funding is withdrawn. Sustainability assessment looked at the areas of the programme that are likely to be sustained and those that still needs future support. It also looked at the capacity of the partners to sustain the achievement of the programme.
- **Impact:** The extent to which the programme’s objectives are contributing to changes in the sector, particularly on women and vulnerable groups.

2. Evaluation matrix and key evaluation questions

KDC developed key evaluation questions for each of the evaluation criteria. For each evaluation question, sub-questions with their related indicators were developed (see Annex: Evaluation matrix).

3. Limitations of the evaluation

There are three kinds of limitations in this evaluation: limitations related to the coverage of Programme interventions, limitations related to number of responses to the surveys and focus groups, and limitations in the assessment of the two evaluation criteria: efficiency and impact.

(1) Limitations related to the coverage of Programme interventions: the limited time available for the field work constituted a constraint to the evaluation team to cover all governorates and stakeholders and the large number of Programme interventions. Limitations are also related to the security situation which prevented the evaluation team to visit some governorates. To overcome these limitations, the evaluation team has carefully selected for this evaluation a representative sample of governorates/districts as well a sample of stakeholders and beneficiaries; it has also used a mix of methodological tools (as elaborated later under “Tools of the evaluation”) and was careful not to generalize some results without conducting adequate triangulation of the data for the purpose of validation.

(2) Limitations related to the number of responses to the surveys and focus groups. Three surveys were conducted, two online and one face-to-face:

While almost all JCMC and JCC staff responded to the online survey, only 20 people responded to the online survey on peace building and social cohesion, though the questionnaire was sent to more than 300 beneficiaries. This was despite the fact that KDC sent also the link of the questionnaire through Duhok university and several relevant NGOs. The low rate of responses was mainly due to the challenge related to internet access during October and November 2019, in view of the civil protests in Iraq. Conducting the analysis for such a small number would not provide relevant and significant results but would probably provide biased results. A minimum of 30% of responses would have been acceptable as indicated in the inception report.

The other limitation is related to the face-to-face survey for beneficiaries of assets recovery. The total number of beneficiaries (125) was covered in the survey, as planned. The survey, however, should have included Ninewa in addition to the three governorates (Erbil, Duhok and Diyala). Though the Evaluation team agreed during the meeting with the relevant NGO operating in Ninewa to conduct the survey with a sample of their beneficiaries (around 25), and despite continuous follow-up on the matter, the NGO justification for their reluctance was either they are very busy or they needed to get the approval of the beneficiaries. Then, the Evaluation team requested the NGO to facilitate the visit of the Evaluation team to Ninewa to conduct a focus group for a small number of beneficiaries, to compensate for the non-coverage of Ninewa in the survey, the team received the same response from the NGO.

A focus group was planned for JCMC staff, but in view of the security situation which prevailed in October 2019, JCMC staff were not able to commute to Erbil.

(3) Limitations related to the evaluation criteria: efficiency and impact

Efficiency criteria: It was difficult to conduct a thorough assessment of the issue of “value for money” (cost-effectiveness) of the Programme, in view of the difficulty to conduct such a complex exercise for all the five components of ICRRP that covers large number of projects. While “value for money” is easier to assess for a component such as livelihood (job creation, restoration of assets and recovery of small businesses), the assessment of efficiency with regard to social cohesion and protection was a challenge to the evaluation team. The other reason is related to the existence of external factors that are not under the control of the Programme and which are related to the efficiency of the partners, though these factors will be assessed in the evaluation. KDC focused on the extent to which the Programme was flexible in the use of inputs (human and financial resources) to better respond to the needs of beneficiaries, and the extent to which the Programme was implemented on time.

Impact criteria: Some limitations of the assessment of the impact are to be expected in the evaluation, since impact can be measured in the long-term and few years after the completion of Programme implementation. KDC however attempted to capture some “emerging impacts”, identify the factors affecting the achievement of impact and assess the extent to which the results achieved by the Programme could contribute to the long-term goal (impact).

III. EVALUATION APPROACH AND METHOD

A. Tools of the evaluation

The evaluation used a mix of quantitative and qualitative data. In addition to the in-depth review of the initial documentation, the following tools were used: review of additional documents gathered during the field phase, key informant interviews, focus groups and surveys.

1. In-depth document analysis and identification of information gaps

The team of consultants conducted an in-depth document analysis with focus on key evaluation questions: desk review of existing primary and secondary sources, including relevant mid-year and annual reports, progress reports, lessons learned reports, reports on various sectors of the Programme (basic services, livelihoods, etc.), donors’ and other UNDP partners’ reports. The team has identified the information gaps which helped in the preparation of the tools of the evaluation: sub-questions for the key informant interviews, focus groups and surveys.

2. Key informant interviews

Key informant interviews were carried out with key actors and the following stakeholders: UNDP and ICRRP staff and staff of other relevant UNDP programmes, relevant government institutions (Ministry of Planning/KRG, Joint Crisis Coordination/KRG, Joint Coordination and Monitoring Centre/Government of Iraq, etc.), governorates, civil society organizations (national and international NGOs), legal service centres, and UN agencies and donors. They were conducted face-to-face in the following geographical areas: Erbil, Duhok, Sulaymaniyah, A total of 56 KIIs were conducted. Of this, a total of 47 face-to-face key informant interviews (attended by 67 people) have been carried out. Skype calls were conducted with donors, former UNDP staff involved in ICRRP, and stakeholders in areas that are not part of the sample and/or not relatively safe in terms of security. A total of 9 skype calls were carried out.

Semi-guided interview questionnaires were developed for the different types of stakeholders and according to the five components of the programme on the basis of the key evaluation questions, evaluation sub-questions and related indicators (see Annex for the guiding questions of key informant interviews).

3. Surveys

The following surveys were conducted:

- (1) Online survey (component 1) covering JCMC and JCC officials to assess the extent to which their skills and knowledge improved in different areas of crisis management, including needs and gaps assessment, information management, monitoring and evaluation, and managing programmes. The online questionnaire was sent to all officials who went through the capacity-building exercise. From a total of 61 JCC staff and 98 JCMC staff who participated in training courses on issues related to crisis response and coordination, the responses to the survey were high, as 96% of JCMC staff and 90% of JCC staff responded to the questionnaire.
- (2) A survey was conducted face-to-face (component 3) on a sample of beneficiaries who were provided micro grants for income generation and asset recovery to enable them to start or restore small businesses. The sample covered three governorates (Erbil, Duhok and Diyala) where interventions of Component 3 on Improving livelihood opportunities were carried out. The survey covered a sample of 125 beneficiaries who were selected randomly. The sample was distributed in the three locations as follows: 40% in Erbil, 36% in Duhok and 30% in Diyala). As to the distribution by gender, 61.6% were males as compared to 38.4% females. The sample included: IDPs (53.6% of total sample), Syrian refugees (36%) and host communities (10.4%). The survey was conducted by KDC partner, Kurdistan Human Rights Watch.

Online-questionnaire and face-to-face survey questionnaire are provided in the Annex.

4. Focus groups

A total of 13 focus groups bringing together 90 beneficiaries was conducted. Most of focus groups had a majority of women participation, with the exception of focus groups with beneficiaries of basic services projects.

- A focus group with JCC officials
- Four focus groups with two categories of beneficiaries of basic services: (1) two focus groups with beneficiaries of cash for work in Duhok; (2) two focus groups with the community that benefitted from infrastructural projects in Duhok and Erbil.
- Three focus groups with beneficiaries of the micro grants in two governorates (one in Erbil and two in Duhok), which results will complement and/or validate the findings of the face-to-face survey (mentioned above).
- Three focus groups with beneficiaries of the vocational training programmes and job placement, which were conducted in two governorates (two in Erbil and one in Duhok).
- One focus group with women beneficiaries of the legal and social services support which are responding to the specific needs of people at risk of Gender Based Violence (SGBV). The focus group was carried out in Arbat center in Sulaymaniyah.

- A focus group with people (academics, youth, representatives from local NGOs and activists) who participated in introductory and advanced peace skills trainings in Duhok.

A set of questions are prepared for each of the focus groups (see Annex).

B. Performance standards and ethical considerations

Knowledge Development Company (KDC) gave particular attention to conduct a high-quality evaluation on the basis of OECD Development Assistance Committee (DAC) principles related to evaluation quality standards. The quality standards were used during the different stages of the evaluation process. KDC has ensured that the final report complies with the United Nations Evaluation Group (UNEG) Quality Checklist for Evaluation Reports.

KDC undertook the evaluation with highest level of confidentiality and integrity as well as with respect of differences in culture, customs, religious beliefs and practices of all stakeholders.

It has ensured that all stakeholders, including partners and donors, as well as beneficiary organizations and other relevant ones were consulted during the evaluation process and given the opportunity to contribute.

KDC ensured that the judgment made in the analysis of the information collected is objective and not biased. The second step was to cross check the information gathered from different sources under each of the indicator. To the extent possible, KDC has aimed to ensure the triangulation of findings through different evaluation methods. In case of conflicts in the data, the team of consultants contacted again the concerned stakeholders to clarify the issue. Finally, KDC has also aimed to the extent possible that the recommendations made in the evaluation are concrete and actionable.

IV KEY FINDINGS OF THE EVALUATION

A. RELEVANCE

Finding 1. ICRRP is highly relevant to the needs of the vulnerable groups, particularly IDPs, Syrian refugees and returnees as well as the host communities affected by the 2014 crisis. ICRRP relevance is confirmed by its contribution to national priorities and to KRG's Vision 2020. It is aligned with 2016-2020 CPD outcomes, UNDAF (2015-2019) objectives and with the new UNDP Strategic Plan (2018-2022), which all call for strengthening resilience and safe return of IDPs in newly liberated areas. ICRRP contributes also to Sustainable Development Goals (SDG), particularly Goal 5 and Goal 16.

The high relevance of ICRRP stems from its quick response to the emerging crisis that affected millions of people following ISIL rise and its devastating effects on the population in 2014. The emergency, early recovery and resilience support provided to IDPs, refugees, returnees and host communities came to complement the humanitarian assistance provided by other UN agencies and international organizations. ICRRP support was in line with the Government objective to cater to the needs of 5.9 million internally displaced persons (IDPs), 234,831 Syrian refugees, and host communities. Since 2017 it also started responding to the needs of returnees through stabilization and resilience building activities.

ICRRP was then designed to contribute to Outcomes 1,3 and 4 of the UNDP Country Programme Document (CPD) 2011-2015, and aligned, more particularly with Outcomes 1,3,5 and 6 of the 2014-2017 UNDP Strategic Plan as well as with the new UNDP Strategic Plan (2018-2022)- Outcome 3 Strengthen resilience to shocks and crises. More specifically ICRRP contributes to Output 3.1.1: Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities. The new UNDP strategic plan will support Iraq in its transition from a crisis response driven, and largely humanitarian and stabilization context, to one focusing on recovery and reconstruction.

ICRRP aimed, therefore, to promote social cohesion through the reduction of tensions between host communities and displaced populations in Iraq in select locations, due to high unemployment rates and incidences of inter-ethnic violence within the host community. In KRI, poverty rates have worsened, and unemployment rates in 2017 increased and many government employees, including teachers, health staff, and others, have been paid partially for more than a year³.

ICRRP contributes to KRG's Vision 2020 and to National priority: Framework of Government Programmes, 2014-2018, Priority 1: Working to achieve Iraq's security, stability and protection of its facilities; and Priority 2. Upgrade living standard and services provision for citizens.

ICRRP is aligned with UNDAF (2015-2019) with an overall objective of promoting social cohesion through improved institutional performance, responsiveness and reducing acute vulnerability and participation gaps. Since 2016, ICRRP contributes to the 2016-2020 CPD Outcome 3- Conditions improved for the safe return of internally displaced persons in newly liberated areas.

Since the endorsement of the Sustainable Development Agenda, ICRRP contributes to several Sustainable Development Goals, of which the most important are Goal 5 (Achieve gender equality and empower all women and girls) and Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, inclusive and accountable institutions at all levels).

³ OCHA Iraq (2018), Multi-Cluster Needs Assessment

Finding 2. The theory of change developed for ICRRP is consistent in linking the various components/activities of the programme to outputs, outcome and impact. The design of the programme which was developed in 2014 for two years, was updated and revised only in 2019, while the formulation of indicators was confined mainly to quantitative ones.

The design of ICRRP was initially formulated for a period of two years (1st October 2014 to 31 October 2017), and its period of implementation and programming strategies evolved with the endorsement of its Project Board. The Project Document was revised and updated in 2019 consolidating the approved changes. Indicators for each objective of the Programme were developed in the project design. They are consistent with the intervention logic/theory of change which links the activities of the five components of the project to outputs/results, and then to the achievement of the outcome (outcome 3 of CPD 2016-2020), contributing finally to the impact (Improved resilience of the crisis affected communities in Iraq).

Targets for the various outputs of the Programme were set ex-post in the updated project document. The evaluation team is aware of the difficulty for UNDP project management to set targets in 2014 in view of the emerging and continuous crisis 2014-2016 and the need for quick response.

Most of the indicators in the initial and updated project document are quantitative and expressed in “number”, with little qualitative indicators. The evaluation team has therefore formulated additional qualitative indicators in accordance with the objectives of the programme, with the view to have an adequate framework for the evaluation.

B. EFFECTIVENESS

1. Effectiveness of the Programme in strengthening crisis response and in improving coordination, cooperation and capacity in the central government and Kurdistan Regional government.

ICRRP supported the creation of a crisis coordination body at the regional in KR-I (JCC), while such a body (JCMC) existed at the federal level in Baghdad. The Programme strengthened the capacity of both JCMC and JCC through institutional support and capacity-building of staff. The main objective of ICRRP was to strengthen crisis response and improve coordination and cooperation between government entities and with the international humanitarian and development partners at various levels. At the regional level, JCC headquarters in Erbil has offices in three governorates: Sulaymaniyah, Erbil and Duhok, while JCMC has offices in 15 governorates throughout Iraq. A total of 200 staff from JCC and JCMC benefitted from ICRRP interventions.

UNDP assisted both JCMC and JCC to conduct an institutional assessment in 2016, and which resulted in the preparation of an action plan with identified priorities. The assessment helped in the development by JCMC and JCC of the crisis response and management plan. Both institutions shared the results of the assessment with Prime Minister of KRG and with the Council of Ministers Secretariat (COMSEC) that includes members of Prime Minister office, MoI and Ministry of displacement and migration in the Federal government (Baghdad)

Finding 3. ICRRP was effective in supporting JCMC and JCC to improve the quality of reports in crisis prevention and response. The quality of JCMC and JCC reports improved tremendously in recent years thanks to the theoretical and practical training received from well-known international training centres and the daily coaching from UNDP advisers and experts (Surge experts), as well as thanks to the enthusiasm, motivation and commitment of the staff. The government (Erbil and Baghdad) highly appreciated the updated information and the reports which were prepared upon requests from the respective high-level government offices, as such reports helped in decision-making and informed policy level.

JCMC and JCC have improved the reporting system with UNDP support. Based on the training outcomes, ADPC found improvement in JCC reports and information management, though more support is needed to increase the quality in order to meet international standards.

JCMC and JCC reports were well appreciated by the policy makers, as there was lack of information before 2016, particularly in KR-I. JCC reports have taken into consideration perception of actors on the grounds such as NGOs, community leaders. Today, JCC is in process in creating community reporting mechanisms through volunteers. Both institutions, JCMC and JCC, are actively producing briefs and inputs for senior government decision-making, including the Prime Minister (PM) of the Federal Government, the Chief of Staff of the PM, the Minister of Migration and Displacement and the Minister of Health for JCMC as well as the KRG Minister of Interior, the KRG Prime Minister and the Council of Ministers of the KRG for JCC.

JCMC and JCC developed on request reports (brief situation update or analysis) for senior government officials in Baghdad and Erbil for decision making purposes. Such reports, however, are not published. For example, a Contingency plan was developed in the KRG before liberation of Ninewa. The Prime Minister of KRG requested a situation analysis report for the crisis in North East Syria before Turkish assault. Another example is the high senior official request of reports from JCC on crisis response such as the

November 2017 earthquake in south Sulaymaniyah and which affected Darbandikhan water dam. Therefore, the joint committee of JCC and JCMC organized visits, collected data on the damages and produced report. JCMC also issued a Flash Report on torrential rainfall in Salah al-Din, 'Demise of fish in Euphrates basis'. It was circulated widely to the humanitarian community and government entities.

JCMC and JCC developed and disseminated monthly and on request reports for the international community and local actors. JCC produced and distributed the following reports: report on humanitarian support granted to Iraq and the Kurdistan Region, report on KRG's roles and contribution to the Mosul Humanitarian emergency response, reports about statistics on IDPs and refugees in the Kurdistan Region, report on the strategic priorities for building resilience of the IDPs, refugees and host communities in the KR-I. They are also available online on JCC website (<http://jcc.gov.krd/reports/all/2019>).

JCC reports were found to be useful for NGOs which appreciated the progress made by JCC in improving report quality. For example, International Relief and Development (IRD) stated they used those reports in developing their project proposals.

Finding 4. ICRRP was effective in supporting the promotion of dialogue, coordination and cooperation between JCMC and JCC, among governorate offices of these two institutions, as well as with national international organizations. Such coordination and cooperation resulted in better crisis response management.

Crisis Coordination

Crisis coordination includes coordination between JCMC and JCC, between the various governorate offices of both institutions, and coordination with national and international NGOs and organizations. JCMC coordinates actively with the Council of Ministers Secretariat (COMSEC), National Operations Centre, federal ministries, governorate representational offices, the UN and international NGOs for crisis response. JCC coordinates with the Humanitarian Response Forum, United Nations Office for Coordination of Humanitarian Affairs (UN-OCHA), the Civil Military Coordination (CIMIC) and its governorate offices for crisis response.

Coordination between JCMC and JCC

One of ICRRP challenges was to enhance coordination between JCC- KRG and JCMC- GoI. ICRRP facilitated the organization of meetings between JCC and JCMC. A senior committee meeting was organized for coordination purposes, as part of the preparation before the Ninewa liberation process. Coordination was also enhanced during the Ninewa liberation process where JCC and JCMC needed to work together to face this challenge. Both organizations advocated together with other ministries such as the Ministry of Displacement and Migration (MODM) in regard to non-food item delivery and sharing the information in regard to number of people in needs. JCMC and JCC were consistently in communication even during the conflict in October 2017 (as a result of the KRI Referendum) between Baghdad and Erbil. In some cases, and in the absence of agreement, UNDP intervened to facilitate the coordination.

The training events that brought together JCMC and JCC staff were good opportunities for the staff of both institutions to interact together, particularly when staff had to work together to complete the assignments given to them in the training. The training events helped thus the promotion of dialogue between both institutions.

Coordination between JCC Erbil and other governorates in KRI

JCC maintained coordination of crisis response at regional level. The coordination between JCC at the government level in Erbil and the offices are at the highest level. Evidence shows that JCC offices share information and participate in decision making. However, the coordination between offices themselves needs to be enhanced.

Coordination was also promoted through joint training courses between JCC staff and the emergency cell units as well as between JCMC staff and NOC and emergency cells, as networks were created as a result of the training; for example, WhatsApp group was created among the participants to share information and maintain the connections.

There are also coordination meetings with UN clusters and UN agencies. JCC in the governorate offices were coordinating with NGOs and UN agency responses at the governorate level. JCMC and JCC level of coordination with external actors (English speaking events), however, are still limited in view of language barriers.

Finding 5. Substantial progress was made by JCMC and JCC at the legal, institutional and risk-information system for crisis prevention and management. Draft law in KRG was prepared and gained approval of the Council of Ministers waiting for parliament legislation JCC also succeeded in having the Ministry of Interior adopted a gender policy. An electronic system was developed by JCC for a better crisis response prevention and management.

JCC developed a Gender Equality Policy which was endorsed by the Ministry of Interior and adapted for implementation across all directorates of the Ministry. A law for crisis management in the KRG was drafted with support of UNDP experts and it was endorsed by the Minister of Interior for submission to the KRG parliament for its approval. A strategy for establishment of the Kurdistan Crisis Management Academy was drafted and submitted to the MoI for approval. This effort was undertaken by JCC after learning from the experiences of crisis management centres in other countries. The Kurdistan Crisis management Academy once established would serve as a centre of excellence for capacity development of the Kurdish and Iraqi institutions and stakeholders.

JCC is taking concerted efforts towards establishing an effective crisis/disaster management system. It has developed an electronic system for management of crisis response volunteers, including a database, an online electronic application system to register as volunteers and upload CVs.

In conclusion, there is a common agreement among the NGOs, UNDP and government officials that JCC visibility has increased. This is reflected in their continuous participation in cluster meetings and other relevant events, coordination with NGOs to conduct joint assessments (i.e. displaced people from Kirkuk) and regular publication of reports.

Capacity-building of JCMC and JCC staff

Finding 6. ICRRP was effective in developing the capacity of staff of JCMC, JCC and other government agencies in various areas of crisis response and coordination, in addition to awareness raising on gender issues and women empowerment. The combination of theoretical and practical training was determinant

in enhancing the skills of the participants. The programme, however, achieved better results with JCC staff who lacked any capacity in these areas.

ICRRP supports both centres in order to improve crisis response and prevention capacities; it built the capacity of a total of 430 staff from JCMC, JCC and other government agencies which include staff who went through different subjects/themes of training. The key topics were: Information management, analysis and reporting, needs & gap analysis, disaster and crisis response planning, crisis and recovery coordination, project analysis and project design, gender, monitoring and evaluation etc.

There was a consensus among stakeholders and training institutions that ICRRP succeeded to build the capacity of JCMC and JCC staff who lacked any knowledge and skills in crisis response management and coordination. JCC confirmed they had no capacity at all in crisis management, as well lack of skills and lack of human and financial resources.

There was a common understanding by JCC and training institutions that in-house learning and on-the-job training could have been effective and learning optimized. Therefore, the International Advisory Services (IAS) and Asian Disaster Preparedness Center (ADPC) explained that they could have maximized the learning process, if coaching and mentoring were conducted as a follow-up of the training courses. To optimize the learning from ADPC training courses, JCC Sulaymaniyah, however, and with direct support from UNDP, conducted in-house debriefing of all the courses, in order to share the learning from all the courses with all the JCC staff. The result of the debriefing emphasized the need and importance of on-the-job and in-house coaching and mentoring for each of the JCC offices.

One example is the training conducted by the ADPC and IAS. On the basis of the assessment made with the support of UNDP, four training topics were selected and conducted in two phases (end 2018 – early 2019): intermediate and advanced courses. The four topics were: Information management, Needs assessment, Planning, and Crisis and recovery response. JCC and JCMC knowledge was enhanced through the theoretical training. The training was followed by practical exercises to gain skills and finally they received another advance training. Learning was thus maximized through dedication of consultant to provide in house training. For example, part of the training delivered to JCC by ADPC was on the job training through visit to Water storage – Darbandikhan lake (Dam) and the collection of data.

JCC staff were receptive and dedicated to learning new skills and get experience. The duration of the training, however according to ADPC and IAS Consortium, was too short. The training was less effective for JCMC staff, as several staff did not complete the three stages of the training, while different people were attending the second or third stages. The fact that JCMC staff at the governorate level have other responsibilities beside their job in the centres may explain the irregularity of their participation in the training courses. One of the challenges for JCC staff is that staff turnover was high during the crisis (2014-2017) in view of the cut in salary and staff leaving to take other jobs.

The evaluation of the training assessed the change of the level of knowledge of the participants with pre and post-training tests showed that 100% of JCMC staff responded that the trainings covered topics that were relevant to their everyday job, whilst the JCC staff reported increased quality and clarity of work and procedures and guidelines. A total of 20 staff (10% women) from the JCMC headquarters and governorate offices demonstrated enhanced knowledge on needs and gap analysis reporting, with pre and post course test scores improving for the majority of trainees. Similarly, test scores before and after training illustrated knowledge gains on information management, analysis and reporting.

It is worth mentioning that as a result of the awareness raising workshops for JCC officials about gender equality, women empowerment, prevention of sexual abuse, and harassment, the officials were motivated to develop the JCC Gender Equality Policy, which was subsequently prepared with technical support from UNDP ICRRP. The training was attended by JCC HQ and Governorate office staff, as well as by the Directorate of Anti-Violence of the Ministry of Interior, in the KRG and two partner NGOs of JCC. As to JCMC, concepts of gender, gender mainstreaming, protection of the vulnerable social segments in the camp management and IDPs management were discussed in a workshop, and strategies to promote such safeguarding and gender mainstreaming were identified. The training was attended by JCMC Executive Director and Managers of Governorate offices.

Results of the online survey to assess the capacity of JCC and JCMC staff

The sample

KDC conducted an online survey for JCMC and JCC staff to assess their capacity and benefits gained from the capacity-building programme implemented by UNDP in cooperation with international training centres. A total of 61 JCC staff and 98 JCMC staff participated in training courses on issues related to crisis response and coordination, as part of ICRRP intervention. Almost 90% of JCC staff and 96% of JCMC staff responded to the questionnaire, a response rate which can be considered as extremely high.

Profile of the participants to the survey

JCC staff are distributed among three governorates: Erbil, Sulaymaniyah and Duhok, with females representing the majority of participants (55% of the total). It is worth mentioning that the highest percentage of female was from Erbil (63.2%) with only 42.9% in Sulaymaniyah. JCMC staff were distributed among 13 governorates, but in contrast to JCC, males in JCMC represented 93.5% of total participants to the survey.

Table 3. Distribution of JCC participants according to location and gender

Office Location	Number	In percentage		
		M	F	Total
Erbil	38	36.8	63.2	100
Duhok	1	100.0	0	100
Sulaymaniyah	22	57.1	42.9	100
Total	61	45.0	55.0	100

The distribution of JCMC staff according to gender is presented below:

Table 4. Gender distribution of JCMC staff

	Number	In %
Male	87	93.5
Female	6	6.5
Total	93	100.0

The distribution of staff by age shows a younger population in JCC where almost 50% are between 21 and 30 years old as compared to only 9.8% in JCMC. Two-third of JCMC staff are between 31 and 45 years old, while higher percentage is also in the average age 46-60.

Table 5. Distribution of participants according to age (in percent)

Age	JCC	JCMC
21 – 30	49.2	9.8
31 – 45	41.0	66.3
46 – 60	6.5	23.9
More than 60	3.3	0
Total	100.0	100.0

The distribution of staff according to occupation varies between JCC and JCMC, as 40.9% of JCMC are supervisors/directors as compared to only 23.3% in JCC.

Table 6. Distribution of JCC and JCMC staff by current occupation (in %)

	JCC	JCMC
Supervisor/director	23.3	40.9
Staff	76.7	59.1
Total	100.0	100.0

Participation in training courses

Study tours

Capacity-building of JCMC and JCC staff was through study tours as well as through training in Iraq. JCMC staff were more exposed to international experience than JCC staff. Only 30.5% of JCC staff participated in study tours as compared to 71% of staff in JCMC.

When asked about the benefits gained from the study tours, almost all participants of JCC and JCMC (with the exception of two participants) considered the study tours as responding to their learning needs, provided them with enough knowledge which they were able to use in their work. They also considered they shared the knowledge with their colleagues.

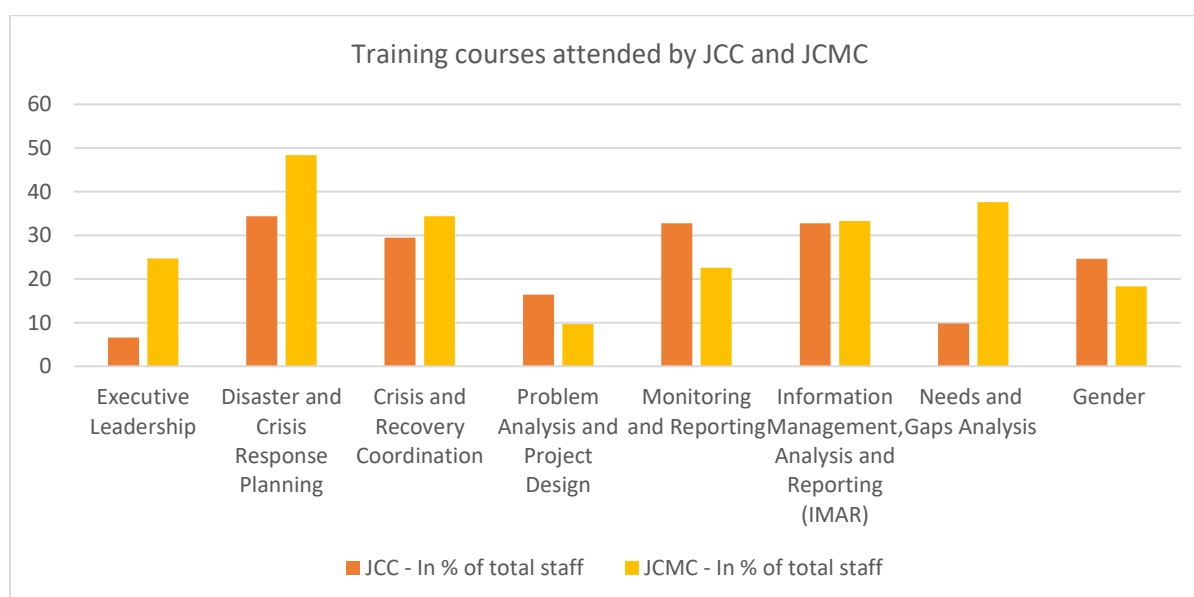
Training courses

The following table presents the training courses attended by participants from JCC and JCMC. The three courses that were attended by the third of JCC staff were: Disaster and Crisis Response Planning, Monitoring and Reporting and Information Management, Analysis and Reporting (IMAR). Higher percentages are recorded for JCMC staff: 48.4% attended the course on Disaster and Crisis Response Planning; 37.6% on Needs and Gaps Analysis, and the third on Crisis and Recovery Coordination and IMAR.

Table 7. Distribution of JCMC and JCC staff according to training topics attended

	JCC		JCMC	
	Number	In % of total staff	Number	In % of total staff
Executive Leadership	4	6.6	23	24.7
Disaster and Crisis Response Planning	21	34.4	45	48.4
Crisis and Recovery Coordination	18	29.5	32	34.4
Problem Analysis and Project Design	10	16.4	9	9.7
Monitoring and Reporting	20	32.8	21	22.6
Information Management, Analysis and Reporting (IMAR)	20	32.8	31	33.3
Needs and Gaps Analysis	6	9.8	35	37.6
Gender	15	24.6	17	18.3

Figure 2. Distribution of JCC and JCMC staff according to training topics attended



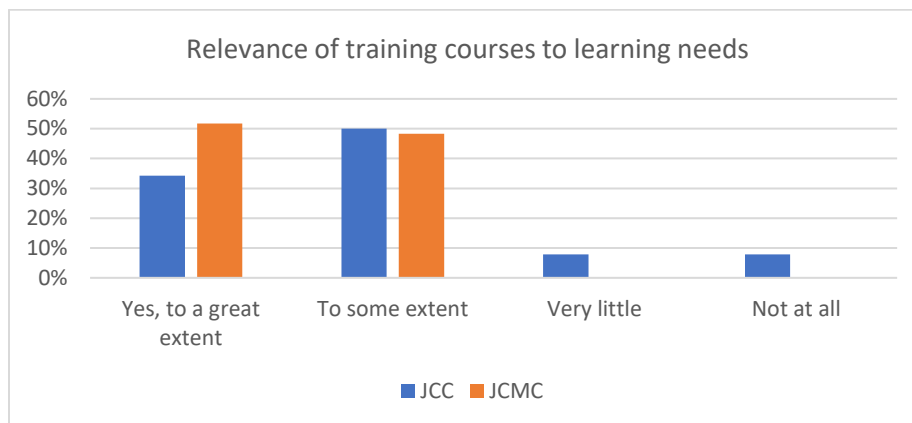
Satisfaction and benefits from training courses

When asked about the relevance of the training courses to their learning needs, more than 51% of JCMC participants considered the training courses as responding to a great extent to their learning needs as compared to only the third of JCC participants. None of JCMC staff and around 16% of JCC staff considered the training courses as not responding to their needs.

Table 8. Extent of relevance of the training courses to participants' learning needs

	Yes, to a great extent	To some extent	Very little	Not at all	Total
JCC	34.2	50.0	7.9	7.9	100.0
JCMC	51.7%	48.3%	0	0	100.0

Figure 3. Extent of relevance of the training courses to participants' learning needs

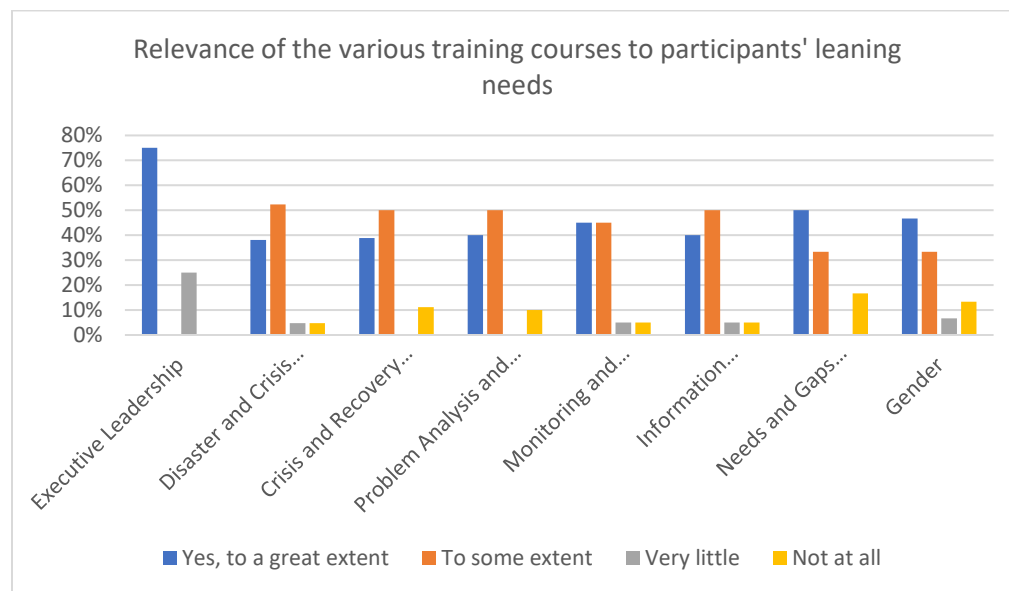


When assessing each individual course, 50% or more of JCC participants considered the training courses as responding to some extent to their learning needs in four of the training courses: Disaster and Crisis Response Planning, Crisis and Recovery Coordination, Problem Analysis and Project Design and Information Management, Analysis and Reporting. The two courses that were considered as responding to a great extent to their learning needs by majority of participants are: Executive Leadership and Needs and Gaps analysis.

Table 9. Extent to which the following training courses responded to JCC participants' learning needs

	Yes, to a great extent	To some extent	Very little	Not at all	Total
Executive Leadership	75.0	0	25.0	0	100.0
Disaster and Crisis Response Planning	38.1	52.4	4.8	4.8	100.0
Crisis and Recovery Coordination	38.9	50.0	0.0	11.1	100.0
Problem Analysis and Project Design	40.0	50.0	0.0	10.0	100.0
Monitoring and Reporting	45.0	45.0	5.0	5.0	100.0
Information Management, Analysis and Reporting (IMAR)	40.0	50.0	5.0	5.0	100.0
Needs and Gaps Analysis	50.0	33.3	0.0	16.7	100.0
Gender	46.7	33.3	6.7	13.3	100.0

Figure 4. Relevance of the various training courses to JCC participants' learning needs

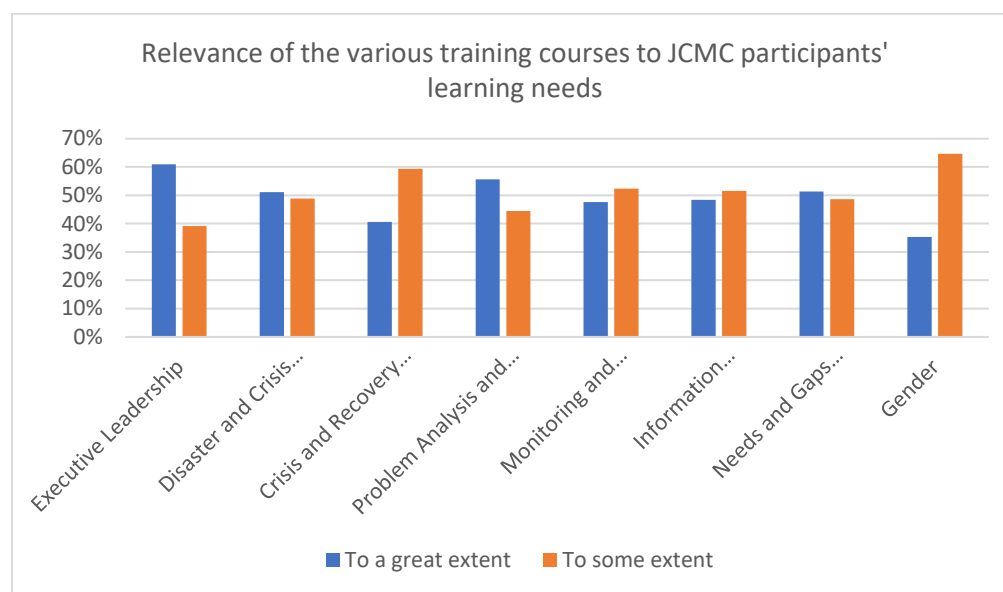


None of the JCCMC participants have considered the training courses not meeting their learning needs. The responses varied between “to a great extent” and “to some extent”. The highest appreciation was for the courses on executive leadership (60.9% of total participants), Problem Analysis and Project Design (55.6%), Needs and Gaps Analysis (51.4%) and Disaster and Crisis Response Planning (51.1%).

Table 10. Extent to which the following training courses responded to JCCMC participants' learning needs

	To a great extent	To some extent	Total
Executive Leadership	60.9	39.1	100.0
Disaster and Crisis Response Planning	51.1	48.9	100.0
Crisis and Recovery Coordination	40.6	59.4	100.0
Problem Analysis and Project Design	55.6	44.4	100.0
Monitoring and Reporting	47.6	52.4	100.0
Information Management, Analysis and Reporting (IMAR)	48.4	51.6	100.0
Needs and Gaps Analysis	51.4	48.6	100.0
Gender	35.3	64.7	100.0

Figure 5. Relevance of the various training courses to JCMC participants' learning needs



With the exception of gender training which is used by 64.7% of JCMC in their work, the other training courses are being used by all JCMC staff.

Table 11. Areas participants used the most in their work after receiving the training

	JCC		JCMC	
	Number of trainees	% of participants using the courses	Number of trainees	% of participants using the courses
Executive Leadership	1	25.0	23	100.0
Disaster and Crisis Response Planning	14	66.7	45	100.0
Crisis and Recovery Coordination	14	77.8	32	100.0
Problem Analysis and Project Design	8	80.0	9	100.0
Monitoring and Reporting	20	100.0	21	100.0
Information Management, Analysis and Reporting (IMAR)	17	85.0	31	100.0
Needs and Gaps Analysis	6	100.0	35	100.0
Gender	7	46.7	11	64.7

As to JCC staff, only monitoring and reporting course is being used in the work by all those who participated in this course. With the exception of executive leadership course (25% of staff) and Gender (46%), all other courses were used by the majority of staff in their work, varying from 66.7% to 85%.

Reasons for not benefiting from training

Slightly more than 50% of JCC participants and 92.2% of JCMC participants considered the training to be short, and difficult to implement what they have learned for 53.3% of JCC participants and 28.1% for JCMC. The absence of relations between training and the needs of the community is shared by 37.9% of

JCC participants and 26.9% of JCMC. The vast majority (between 70 and 80%) were satisfied with the quality of the training and the performance of the trainer.

Table 12. Reasons for not benefitting from training

	JCC In % of total	JCMC In % of total
Training duration was short	51.6	92.2
Performance of the trainer was not up to your expectation	29.0	21.0
Low quality of training	20.7	14.5
Absence of relations between training and the needs of the community	37.9	26.9
Difficulty to implement what we have learned in the training	53.3	28.1

When asked about self-assessment of their performance after the training, the majority considered there was net improvement (57.1% for JCC and 64.7% for JCMC). The assessment by the participants of the performance of their respective office in coordinating work with UN agencies and NGOs differs between JCC and JCMC (42.9% of JCC participants considered it “much better” as compared to 71.4% of JCMC).

Figure 6. Reasons for not benefitting from the training

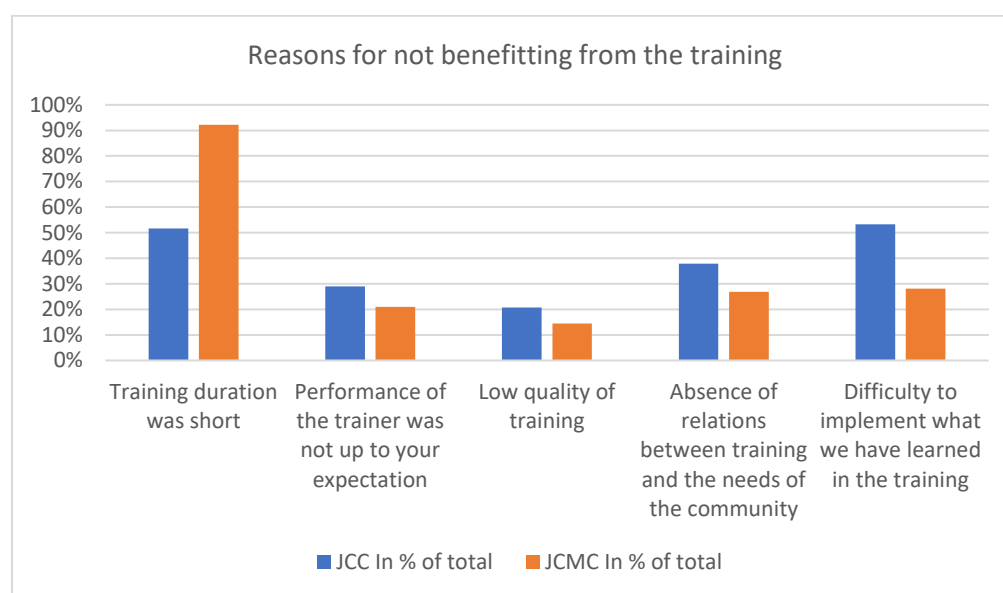


Table 13. Performance assessment (in Percentage)

		Much better	To some extent better	Same as before the training	Total
Assessment of individual performance after the training	JCC	57.1	40.0	2.9	100.0
	JCMC	64.7	35.3	0.0	100.0
Assessment of performance of the office in coordinating work with UN agencies and NGOs	JCC	42.9	42.9	14.2	100.0
	JCMC	71.4	26.2	2.4	100.0

Training needs

The large majority of JCMC and JCC expressed the needs for more capacity-building in all 8 areas of training courses (more than 75% of participants).

Table 14. Current training needs or areas for improvement (In percent of total respondents)

	JCC	JCMC
Executive Leadership	81.8	93.5
Disaster and Crisis Response Planning	84.0	87.0
Crisis and Recovery Coordination	78.3	83.6
Problem Analysis and Project Design	74.1	84.9
Monitoring and Reporting	76.9	90.1
Information Management, Analysis and Reporting (IMAR)	80.8	86.4
Needs and Gaps Analysis	81.5	87.9
Gender	75.0	95.2

2. Effectiveness of the programme in improving the access and delivery of basic services to host communities, Syrian refugees and IDPs through rehabilitation of community -based infrastructure in a participatory and conflict sensitive manner

Finding 7. A total of 7.9 million people from host communities, IDP, refugees and returnees benefitted from basic services projects funded by ICRRP interventions in KRI and Newly Liberated Areas (NLAs) during the period 2014-2018.

ICRRP supported the governorates affected by the influx of IDPs and Syrian refugees, as well as returnees and host communities in the newly liberated areas. The Programme assisted the governorates to deliver basic services through rehabilitation of infrastructure in sectors such as water, electricity, health, education, roads and solid waste management while supporting the newly liberated areas to restore critical basic services in support of the communities and the returnees.

A total of 208 projects were implemented during the period 2014-2018 in both regions (89 in KRI and 119 in NLAs). In the KRI, 41.6% of projects were implemented in Duhok, while in the NLAs, 72 % of projects were implemented in Diyala. A total of 7.9 million beneficiaries benefitted from the basic services projects in both KRI and the new liberated areas (NLAs). Most of the beneficiaries (60.7%) was in KRI. When looking at the distribution of beneficiaries by governorates, available data shows that 81.6% of beneficiaries in KRI were from two governorates, Duhok and Sulaymaniyah, with more than 50% from Duhok alone. In the new liberated areas, the majority of beneficiaries was from Baghdad governorate (53.9%) followed by Diyala (25.3%), which together constituted 79% of total beneficiaries in the new liberated areas.

Table 15. Number of basic services projects and number of beneficiaries of basic services in KRI Region and NLAs

	Governorate	Number of beneficiaries	Number of projects	In % of total beneficiaries in KRI	In % of total beneficiaries in NLAs
KRI region	Duhok	2,539,893	37	52.4	
	Erbil	389,419	24	8.0	
	Garmiyah	4,032	1	0.1	
	Halabja	485,018	7	10.0	
	Raparin	14,483	3	0.3	
	Sulaymaniyah	1,416,173	17	29.2	
	Sub-Total	4,849,018	89	100.0	
New Liberated Areas	Baghdad	1,689,250	4		53.9
	Diyala	793,034	85		25.3
	Ninewa	431,492	13		13.4
	Salah Al Din	191,800	15		6.1
	Anbar	40,714	2		1.3
	Sub-total	3,146,290	119		100.0
TOTAL		7,995,308	208		

Source: UNDP database

The following table presents the distribution of basic services projects by sector in both KRI and NLAs. Most of projects in KRI region was, by order of importance, in the camps, electricity, roads, water and sewerage, while in NLAs, most of the projects was, by order of importance, in the sectors of education, roads, water and electricity.

Table 16. Number of basic services projects in KRI Region and NLAs by sector

Sector	KRI	NLAs	Total
Camp	21	1	22
Education	1	47	48
Electricity	18	15	33
Health	1	6	7
Roads	16	30	46
Water	13	16	29
Municipal – Community centres/Infrastructure	7	1	8
Housing	-	3	3
Environment	1	-	1
Sewerage	11	-	11
Total	89	119	208

Source: UNDP database

Finding 8. ICRRP was effective in engaging concerned districts, government agencies, and governor's office in the selection and prioritisation of basic services projects. The final selection took into consideration several criteria: relevance, cost, sustainability, impact on vulnerable communities and contribution to social cohesion. With few exceptions such as in Sulaymaniyah, the process, however, was not based on the engagement of other stakeholders (private sector, civil society organizations) as well as women, youth, IDPs and minorities in the consultation process for the identification of priority projects.

At the governorate level, the selection of the basic services projects and their prioritization was based on the proposals presented by the districts and various government agencies (electricity, water, etc.) which were requested to select the most needed projects. The governorate finalized the selection of the projects and submitted them to UNDP for its approval. The selected projects were then reviewed by UNDP, which selected those projects that are within UNDP/ICRRP mandate and with affordable cost. With few exceptions, projects should be sustainable, in other terms, the relevant governorate/ministry should be able to provide operational support maintenance of the sites (projects) in the future to ensure projects' sustainability. The ICRRP framework was aimed at supporting the most urgent projects that have high impact (electricity and water) in terms of meeting critical service needs among the target population. The selection of projects to be implemented also depends on the availability of funding and on the necessity for quick response and emergency. Projects that can contribute to social cohesion and reduction of conflicts have priority. It is worth mentioning that the Engineering Section in the governorates monitors the projects implemented by the contractor, in addition to technical monitoring undertaken by UNDP contracted Engineers.

In Sulaymaniyah, however, the selection of the infrastructure projects was made from a list of prioritized projects identified through a consultation workshop under the theme of "Resilience Planning Workshop" during November 2016. The workshop has been facilitated by Polytechnic University of Sulaymaniyah and attended by several UN agencies, NGOs, CSOs, Private Sector and different government directorates and universities.

It is to be noted, however, that the Results and Resources Framework developed in the 2019 updated Project Document didn't include as indicator (as it was in the initial Project Document 2014), the engagement of stakeholders (private sector, civil society organizations) as well as women, youth, IDPs and minorities in the consultation process for the identification of priority projects, though the UNDP strategy in the project document of 2019 mentioned the need for the engagement of stakeholders. .

At the implementation level, ICRRP infrastructures were constructed in close collaboration with local authorities and national government institutions in the KRI (such as BRHA, EJCC, and in partnership with Sulaymaniyah, Erbil, Duhok, Halabja governorates and Garbiyan and Raparin administrations) as well as in selected locations in the liberated areas of Anbar, Ninewa, Diyala and Salahadin for the communities which were severely affected by ISIL occupation. The Infrastructure rehabilitation or/and major construction works for ICRRP in the liberated areas carried out directly by UNDP's Procurement and the contract management of construction/ rehabilitation works followed the UNDP's rules and regulations. This required international competitive bidding processes and proper monitoring mechanisms in collaboration with end-user government for quality assurance purposes.

For example, ICRRP provided support to construct a shelter facility for IDPs from Mosul as well as expand basic service infrastructures in host communities neighbouring to IDP shelter facilities. In the Ninewa

Governorate, a water treatment plant in Al-Qaraj was constructed, while emergency medical support was provided to approximately 8,000 people who were injured during the battle for Mosul and surrounding conflicts. In the Salah Al Din Governorate, the Basateen Al-Shuyokh Camp, in Al Shirqat district, was constructed for a total area of approx. 313,209 m² providing shelter to 15,000 IDPs, mainly from Mosul. In the Erbil Governorate, the provision and installation of a mobile substation with four feeder lines in Debaga sub-district, enabled access to reliable electricity services for over 35,000 individuals⁴.

As to the return of IDPs to the New Liberated Areas (NLAs), IOM reports the absence of services as a major constrain for return. The needs in the liberated areas include: rehabilitating electricity and water grids, rehabilitating destroyed housing, clearing remains of explosive hazards, removing rubble, and others, in addition to the fact that some areas are characterized by tribal conflicts and other security issues as well disputes over property and land⁵. The lack of essential services, education and job opportunities affecting the return of IDPs was also confirmed to the Evaluation team by the governor's office in Erbil as well as by UNDP. While UNDP is expected to continue its support for the return of IDPs, it remains the challenge for the government of Iraq to take on greater charge of the rehabilitation and recovery effort in NLAs through further national budgetary allocations.

Finding 9. IDPs, refugees and host communities expressed high satisfaction with the basic services projects. The two roads that were rehabilitated and paved in Erbil and Duhok resulted in socio-economic benefits in terms of easier access to agricultural farms, to students, merchants, workers and health services, as well as in reducing transport cost and time.

Beneficiaries of basic services projects were met by the Evaluation team. They all expressed high satisfaction with ICRRP projects which brought several benefits to the host communities, IDPs and refugees. The satisfaction of beneficiaries of the basic services was expressed by several people from Duhok and Erbil governorates.

For example, ICRRP supported the rehabilitation and pavement of the road that connects Kalakshy and neighbouring villages to the main road of Erbil – Duhok. The road was only 3.5 meters wide and in very bad conditions, thus causing several accidents to the community. In 2018, a 7 km road was rehabilitated and paved with around 9 meters wide. According to a number of IDP beneficiaries met by the Evaluation team in the focus group discussion, the rehabilitated road benefitted farmers, merchants, students, health services, and the community.

The two sides of the road consist of agricultural land, which was a good opportunity for IDPs to cultivate the land. While agriculture consisted mainly of wheat production, IDPs and workers started the production of various kinds of vegetables, including tomatoes, onions, potatoes, etc. The road facilitated the transportation of the agricultural produce, made it easier for merchants to visit the area and buy the crops. It reduced the cost of transportation as well as time (which was reduced from 20 minutes to around 7 minutes to reach the main road Erbil – Duhok). The road also facilitated the movement of students to Duhok University, workers, ambulances, and transport of emergency health cases. Two of IDPs who participated

⁴ UNDP Iraq Crisis Response and Resilience Programme (ICRRP), Final report to Kreditanstalt für Wiederaufbau (KfW), BMZ Agreement No. 2016-18818, 5 March 2018

⁵ IOM, Access to durable solutions among IDPs in Iraq: Moving in displacement, 2019; see also: IOM, West Mosul: Perceptions on return and reintegration among stayees, IDPs and returnees, June 2019

in the focus group discussion indicated they have now agricultural farms which are employing each around 44 workers from IDPs camp.

A total of 65,600 people benefitted from the project; they include 50,500 citizens from the town of Kalakchy, in addition to 10,000 citizens from nearby villages and 5,100 IDPs settled in Kalakchy town and nearby villages⁶.

Another group of beneficiaries benefitted from the implementation in 2018 of the sewage systems in Chandouka in Duhok governorate, which is home to IDPs, as people were suffering from the dirty environment which affected their health. The sewage system benefitted around 2,000 people.

In Sarbasti area in Erbil Governorate, a road that facilitated access of IDPs and refugee workers to the city of Erbil was also rehabilitated. According to beneficiaries who participated in the focus group, the road was of great help to the people especially during the winter. The road facilitated access to the mobile sellers of goods, as they had to walk half-an hour to reach the supermarket. The road also facilitated the transportation of people to reach their home by car. Previously, they had to walk more than 20 minutes after being deposited by the taxis. Students were going through the mud taking them 20 minutes' walk to reach the school. After paving the time was reduced to 10 minutes.

The project benefitted a total population of around 30,000 people. It facilitated access to more than 2,000 cars per day which had to check their car in the government facility "car checking". A total of 800 students have now easy access to the MTI Institute (Oil and IT College).

3. Effectiveness of ICRRP in improving livelihood opportunities in targeted locations to internally displaced people, returnees, vulnerable host communities and Syrian refugees

Objectives of ICRRP support to livelihood and local economic recovery

The ICRRP support to livelihood and local economic recovery aimed to:

- (1) Alleviate immediate tensions over access to employment and other livelihoods assets between host community members, returnees and displaced population groups (refugees and IDPs)
- (2) Increase the overall economic absorption capacities and resilience of host communities to refugees and IDPs
- (3) Support more diversified livelihoods opportunities, enterprise recovery and skills development for the most vulnerable groups within communities, to strengthen their resilience beyond the crisis.

UNDP carried out a comprehensive livelihoods' assessment targeting host communities/areas with the highest concentration of displaced groups. The assessment aimed to collect and analyse data on the following:

- Socio-economic profiling of host communities in affected areas
- Within those identified areas, to better understand how the crisis has impacted households

⁶ Data provided by UNDP, Duhok

- Identify possible local livelihood strategies and the different ways that people are coping with the crisis
- Identify assets and livelihoods strengths, as possible entry points to build on for programming
- Identify specific opportunities and sectors to support women's employment opportunities

Main achievements

IDPs, refugees, returnees and host communities benefitted from the following interventions in Component 3 and which include: assets recovery businesses, business development training, grants for enterprise development, cash for work, employability training, job placement and vocational training. In some cases, people benefited from a combination of interventions, such as business training and asset recovery, business training and business grant (for enterprise development), or vocational training and job placement, or employability training and job placement. The evaluation of the livelihood interventions will cover the following:

- Assets replacement and recovery
- Enterprise development
- Job placement
- Vocational training
- Cash for work

(1) Assets replacement and recovery

A total of 5,868 benefitted from asset recovery grants, distributed among the following governorates: Baghdad, Diyala, Duhok, Erbil, Karbala, Ninewa, Qadissiya, Salah Al-Din and Sulaymaniyah, with Diyala and Ninewa constituting together the majority of beneficiaries (56.4%). It is worth mentioning that the largest percentage of beneficiaries were by order of importance; IDPs (36.2%), HC (30.3%), followed by returnees (24.5%) and refugees (9.0%). The share of female in total beneficiaries was 37.5%, while the majority of males were in all governorates except in Salah Al-Din where the majority of beneficiaries were females (60.1%), most of them were returnees. Grants were provided only to females in very low number ranging between 10 and 20 beneficiaries in Baghdad, Karbala and Qadissiya.

Table 17. Distribution of beneficiaries of asset recovery by gender and governorate

	IDPs	Refugees	Returnees	HC	M	F	Total Asset recovery	In % of total beneficiaries
Baghdad	20					20	20	0.4
Diyala	790		525	512	1,167	660	1827	31.1
Duhok	263	173		66	338	164	502	8.6
Erbil	632	27		24	440	243	683	11.6
Karbala	14					14	14	0.2
Ninewa	235	283		968	1,129	357	1486	25.3
Qadissiya	11					11	11	0.2
Salah Al-Din	68		915		388	595	983	16.8
Sulaymaniyah	90	46		206	205	137	342	5.8
TOTAL	2,123	529	1,440	1,776	3,667	2,201	5868	100.0

Source: UNDP database

Data reveals that slightly more than two-thirds of the supported IDPs were in Diyala and Erbil, while returnees were from Salah Al-Din (63.5% of total returnees) and Diyala (36.5%). As to HCs, support was provided mainly to HCs in Ninewa (54.5% of total HCs) and Diyala (28.8%).

Figure 7. Distribution of beneficiaries of asset recovery grants by gender and governorate (2014-2018)

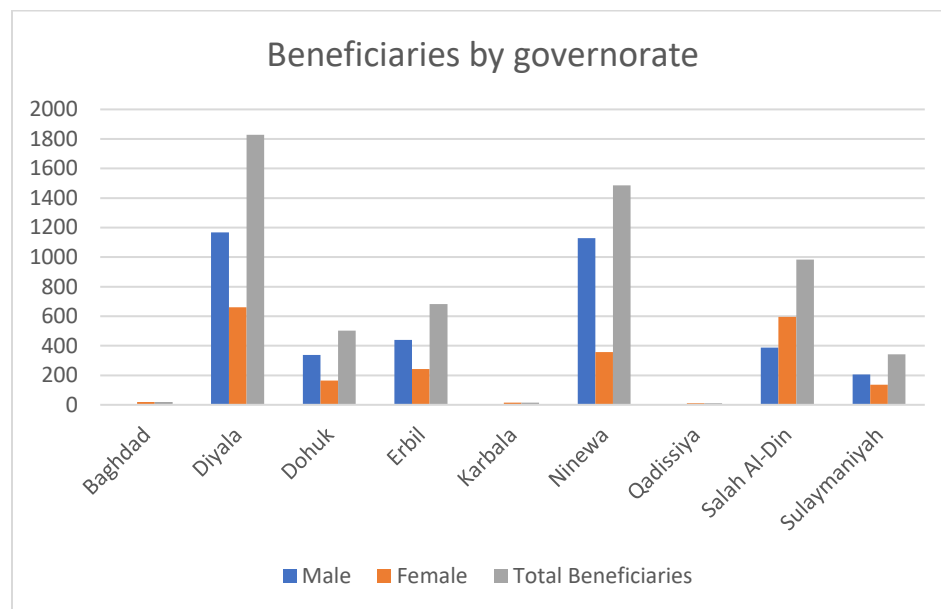
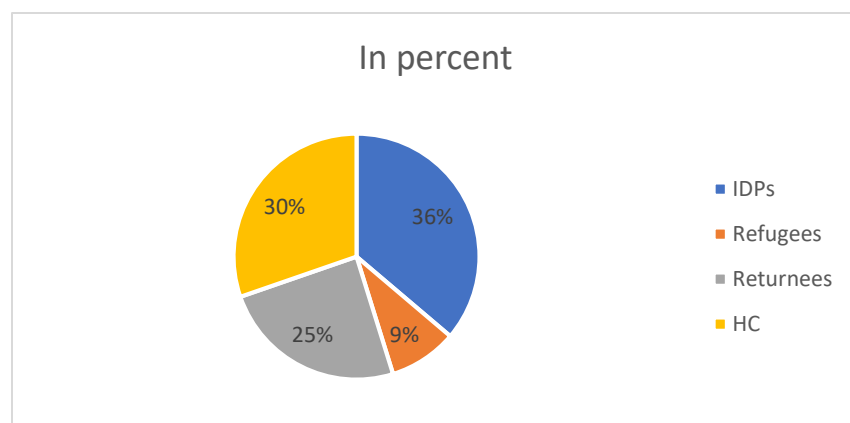


Figure 8. Distribution of asset recovery grants by category of beneficiaries (2014-2018)



Identification of needs and selection of beneficiaries

Finding 10. *A rapid market assessment and identification of the people that lost their assets in view of the crisis were conducted by the relevant NGOs which carefully selected the beneficiaries according to several criteria including: motivation to recover the business, degree of vulnerability, participation in 3-day business training and preparation of a simple business plan. Though the NGOs were able to achieve their target, they complained, however, about the short duration for implementation of the projects.*

Beneficiaries were of three categories: those displaced or refugees who have no opportunity to return back home; those who are returnees or motivated to return to their area of origin; and vulnerable host

communities particularly those who were employing IDPs or refugees. Criteria were developed by NGOs on those beneficiaries interested to re-start their business, after having lost their assets. One important criterion is the preparation by the potential beneficiaries of a simple business plan, following the participation in three-day business management training course. Rapid market assessment was usually used by NGOs in the identification of sectors/sub-sectors to be supported.

Support to IDPs and refugees

REACH (NGO), for example, achieved the target of supporting 200 beneficiaries in business recovery assets: 100 in Erbil (90 IDPs and 10 HC), and 100 in Duhok (90 Syrian refugees and 10 HC). REACH implemented a Rapid market assessment to identify the sectors and sub-sectors which can be supported by the assets replacement and small grant, and the average asset value needed for the beneficiaries. REACH collected the data through focus groups with potential beneficiaries and key informant interviews with other NGOs working in the same place to avoid duplication. The assessment covered 600 persons of whom 400 persons were registered, but only 286 were selected to participate in the business management training.

The final selection of the beneficiaries was based on the participation of the targeted IDPs in a 3-day business training, where they learn basic skills and the preparation of a simple business plan. According to the participants met in the focus group discussion in Erbil, 55 IDPs attended the first day of training, then the number dropped to 22 (13 F and 9 M) in the third day. Following the training, the target group had to prepare a simple business plan that is discussed with the NGO to get their feedback.

Support to returnees

Another NGO, Fraternité en Irak (FEI), which complemented the asset recovery grant with a micro-credit scheme set a number of criteria for the selection of beneficiaries, as follows:

- The selected beneficiaries had to be displaced artisans/business owners who were willing to come back to their villages in the Ninewa plain and wanted to start again their business
- Priority is given to those who have already come back to the hometown where the business was based
- The beneficiary should have the business since a minimum of 10 years
- Number of dependents
- Preparation of a simple business plan
- To have a guarantor for the loan

FEI conducted an interview with each beneficiary to understand if he/she had the business before ISIS occupation, to assess what has been lost, stolen or damaged, to know how the business was operating before this period and if he/she was willing to return to his/her hometown. After the assessment of the market and the beneficiary, FEI evaluated the viability of the project of each interviewed candidate. If the project was judged durable and viable, the beneficiary would be selected. A total of 95 businesses was selected over more than 362 businesses which were assessed by the project.

Business management training was provided by FEI to all asset recovery grantees in order to enhance their potential to generate sustainable income and provide employment opportunities for other members of the community.

Support to vulnerable Host communities employing IDPs

Asset replacement grants were also provided to community members accommodating IDPs, such as in Al Qayyarah sub-district in the Ninewa Governorate which was identified as one of the high priority areas by the Emergency Livelihoods (EL) Cluster under the Mosul Response Plan given the high number of IDPs. Rapid assessments of markets conducted at the onset of the project showed that most small business operators in Al Qayyarah had only recently reopened their businesses and required support for small construction and rehabilitation works.

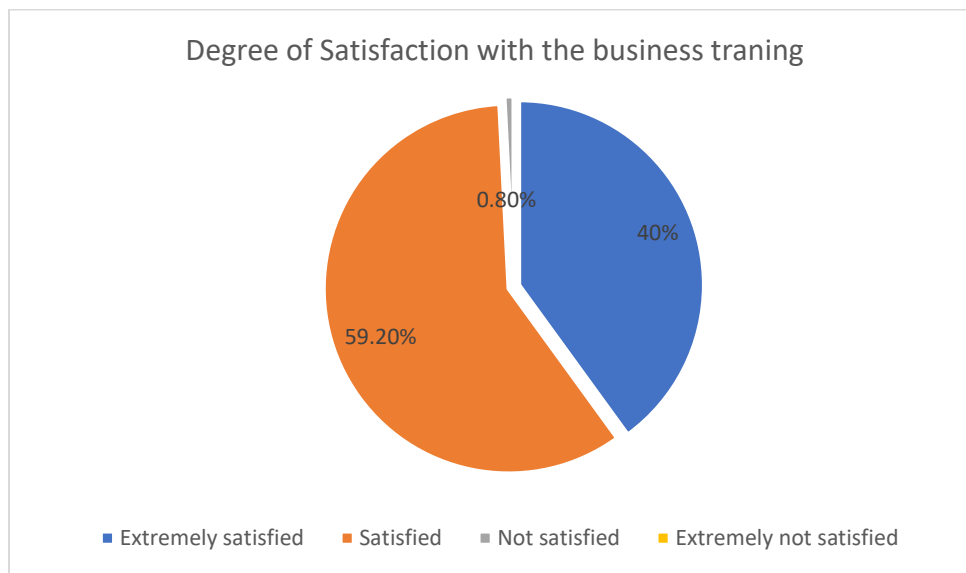
The willingness of potential host community business grant beneficiaries to sponsor or offer employment to IDPs was included as part of the selection criteria. Host community sponsorship allows IDP households to move outside of camps and live within the local community, thus promoting social cohesion. The proposals were reviewed in consultation with the Agriculture Directorate using a tailored scoring system. The majority of asset replacement grants proposals were for purchasing livestock, including sheep, goats and cattle, and related husbandry assets. In addition, basic livelihoods maintenance trainings were conducted by Directorate of Agriculture workers in Al Qayyarah district for one week.

Finding 11. Asset replacement grants which were provided to IDPs, refugees, returnees and host community members who lost their business did not exceed US\$ 1,000. Though beneficiaries expressed high satisfaction with the skills gained in the business training, most of them considered the grants as too small, as they faced difficulties in competing in the market and/or in growing their business. Some beneficiaries had to complement the grant with a loan from informal sources (relatives or friends). The initiative taken by one of the NGOs to complement the grant with micro-credit has proved to yield better results for the beneficiaries.

Support to assets replacement only

The grant provided by Reach, for example, amounted to US\$ 1,000 which was disbursed in two payments: \$ 400, then \$ 600. The beneficiary had to show receipts of the expenses made to start the business. The businesses of the participants the Evaluation team met in Erbil varied: sewing, selling cloths, hairdressing, car mechanics shop, chicken farm, agriculture. Some participants in the focus group borrowed money from their relatives, since the grant was too small. This was also confirmed by the face-to-face survey conducted with those who got asset replacement grant, as 88.4% considered the small grant amount as the most important problem faced in running the business. Participants requested additional funding, as it was very difficult for them to grow their business in view of the family commitments they have (food for the family, rent, health, etc.). Though the participants were satisfied with the business training, most of them requested business support services to be provided to them for a certain period of time after the completion of the training. The NGO was requested by the beneficiaries to follow-up on their business. The satisfaction of the business training was confirmed by the sample survey, as 40% of the sample were extremely satisfied and 59.2% were satisfied.

Figure 9. Degree of satisfaction of beneficiaries of the sample with the business training



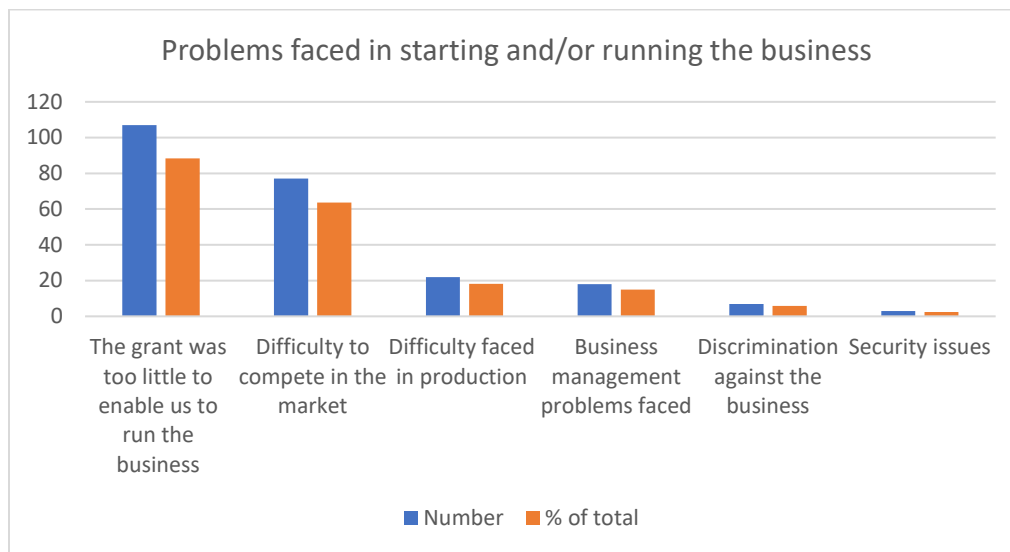
According to the respondents, the business training helped in improving to a large extent the performance of the businesses and secure income for 52% of the respondents, while it improved to some extent for 45% of the respondents. Only one beneficiary was not satisfied since the training provided didn't meet his priority needs.

In Duhok, the businesses of the group of participants in the focus group included: mobile repairing, grocery, photographer, women accessories, sewing, women hairdressing, shoes shop business. All of them participated in 3 days of business management training, and by the end of the training they were asked to write their business plan on how to use the grant for reactivating their business. They confirmed the criteria to benefit from the grant, such as having business idea, skills to run a business plus vulnerability condition. All of them stated that the amount was insufficient. The business training was useful as they learned how to write a business plan, how to pay attention to competition, doing promotion through using social media, how to do calculation for expenses and profits. The women participants indicated that the training enabled them to conduct business deals by themselves, from purchasing goods, to bookkeeping and to dealing with wholesalers.

The most important challenge faced by the Duhok participants is the same of the Erbil beneficiaries, and which was the limited amount provided to them to start a new business; they also had to borrow money from relatives. In addition, they were facing a strong competition inside the camp from several similar businesses which were supported by other organizations. The problem faced to compete in the market with such a small grant was also shared by 63.6% of the sample survey.

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Figure 10. Problems faced in starting and/or running the business



Support to assets replacement complemented with micro-credit

FEI is an example of an NGO which helped beneficiaries to overcome the problems of the small grant amount given to them by complementing the grant with a loan amounting on average from US\$ 5,000 to US\$ 30,000 with zero-interest, thanks to the support of other donors. The amount provided to the beneficiary was 80% loan and 20% would be a donation. The loan is to be reimbursed over a period ranging from one to 5 years, with a grace period of 6 months. Reimbursement is made every 3 months. The project would seek to help in priority activities that are key to launch rehabilitation works in the cities

The intended beneficiaries were from religious minorities of the three cities of Bartella, Ba'shiqa and Qaraqosh who had fled during ISIL. More than 362 businesses were assessed throughout the project. FEI exceeded its target of 60 business owners by reaching 95 beneficiaries from July 2017 to March 2019. These businesses created 199 jobs in these villages. The average amount invested per project was US\$ 12,000. Among the grants provided to direct beneficiaries, 94 were men and only one was a woman. 190 jobs were created and taken over by men, while 9 jobs were created and taken over by women. FEI faced difficulty to attract women as beneficiaries, who usually operate at micro-scale such as salon, hairdresser or sewing. FEI has observed that helping through larger grants and loan was a way to boost self-confidence and motivation. According to FEI, it was also a way to regulate competition and encourage the first returnees to take a part in the rebuilding process of their towns.

Finding 12. Slightly more than 50% of beneficiaries of asset recovery changed the kind of business they had before 2014 and around three-quarters of beneficiaries didn't keep the same business size. The shift was more towards operating in trade and services as well as in vocational skills. The findings of the sample survey reveal, however, that grants were also provided to new start-ups as around the quarter of beneficiaries didn't have any business before 2014.

The distribution of beneficiaries by economic sector shows that almost 50% of beneficiaries were operating in vocational skills businesses before 2014, increasing to 58% in 2019. The shift was also observed in trade and services where 32.8% are operating in these sectors in 2019, as compared to 16% only before 2014. It is worth mentioning, however, that around 25% of beneficiaries didn't have any business before 2014; only 2.4% of beneficiaries (3 persons) claimed they had no business at the time the survey was conducted (November 2019). Slightly more than 50% of beneficiaries of asset recovery changed the kind of business they had before 2014 and around three-quarters of beneficiaries didn't keep the same business size. The majority of the businesses (60%) does not employ workers while 23% employ only one worker. The remaining businesses (17%) employ between 2 and 4 workers.

Table 18. Distribution of beneficiaries of the sample by economic sector and sub-sectors, 2014 and 2019

Sector	Sub-sectors	Previous business (before 2014)	Current Business 2019
Agriculture	Farming	5	1
	Animal husbandry	3	2
	Beekeeping	1	1
	Other (specify):	1	1
Total Agriculture		10	5
Manufacturing	Food processing	1	-
	Homemade bakery, sweets and cakes	2	3
Total manufacturing		3	3
Trade and services	Grocery and vegetable shops	3	5
	Other trading shops/ Retail	10	27
	Catering/rest	2	3
	Health and nutrition	3	4
	Secretariat/ Administrative work	2	2
Total trade and services		20	41
Vocational skills	tailoring	17	29
	Handicraft	6	2
	Electrician	9	10
	Car Mechanic	6	5
	Cell phone repair	1	1
	Hairdressing	7	12
	Carpentry	3	1
	Construction	13	13
Total vocational skills		62	73
No business		30	3
GRAND TOTAL		125	125

Figure 11. Distribution of beneficiaries of the sample by major economic sector, 2014 and 2019

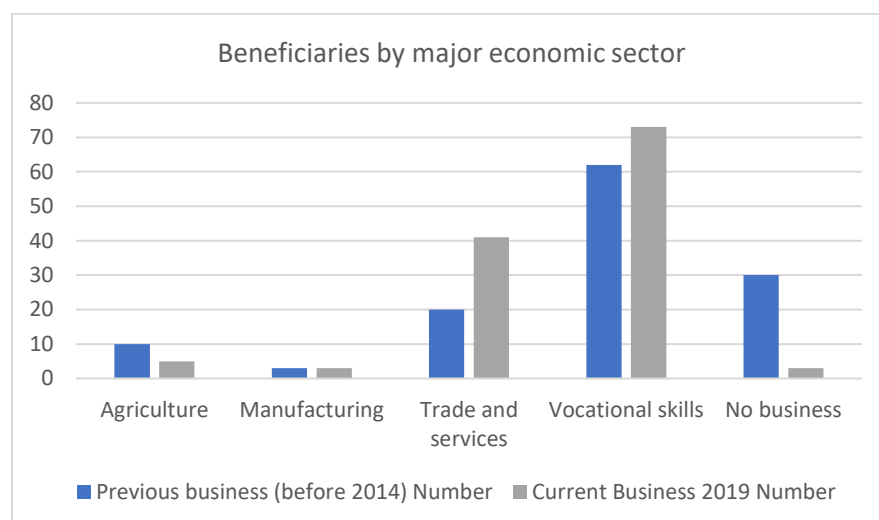


Table 19. Distribution of beneficiaries of the sample by economic sector, 2014 and 2019

Sector	Previous business (before 2014)		Current Business 2019	
	Number	In percent	Number	In percent
Agriculture	10	8.0	5	4.0
Manufacturing	3	2.4	3	2.4
Trade and services	20	16.0	41	32.8
Vocational skills	62	49.6	73	58.4
No business	30	24.0	3	2.4
Total	125	100.0	125	100.0

Most of the beneficiaries of the sample survey (87.2%) stated they prefer to continue as self-employed rather than to look for a job, since the business enabled 96% of them to survive and ensure an income for their family. Becoming independent and enhancing self-confidence status were shared by lower percentages, respectively 56% and 43% of total respondents, while these percentages reach for female respondent 98% and 100% respectively. The majority of those who would prefer to look for a job stated the following reasons: non-profitable business and preference to secure a stable income for their family. To feel isolated in view of the social tensions in the community was indicated mostly by the refugees.

(2) Enterprise development through a pilot project combining the provision of grants with business development services (BDS)

Finding 13. *ICRRP was less effective in its pilot project on enterprise development support consisting of the provision of a grant amounting to US\$ 50,000 for existing small enterprises, combined with business development services, as meagre results were achieved by the businesses in terms of job creation and profitability. Though the business got support services for a period of around six months, the cost of the creation of one job varied between a minimum of US\$ 2,500 for one of the businesses to US\$ 8,000 for another business.*

ICRRP, in cooperation with the Erbil Chamber of Commerce and Industry (ECCI), supported two years ago five enterprises (three in Erbil, one in Sulaymaniyah and one in Duhok), with a grant amounting to US\$ 50,000 each. The objective of ICRRP was to support the growth of these enterprises and the creation of at least 100 new jobs. The selection of the enterprises was carried out according to the following criteria:

- Enterprises should be existing ones operating at small scale and needed to grow; start-ups were excluded.
- Preparation of a viable business plan with a clear plan for sales and profits
- Creation of jobs among IDPs, refugees and host communities

The selection of the beneficiaries was through the following process:

- A “Call for Proposals” was launched by ECCI and which was published in the website of the Chamber, in the social media and newspapers
- Review of the proposals by a panel consisting of representatives of UNDP, ECCI, and IOM.
- Interviews were conducted with the applicants by the panel
- The panel selected those applications that are creative, profitable business ideas and have employment potential with emphasis on hiring IDPs and refugees, in addition to vulnerable people in the host community.

The four beneficiaries (three in Erbil and one in Sulaymaniyah) met by the Evaluation team confirmed the above process and criteria in the selection of the enterprises. They considered the process of application of the business plan and the selection as clear and transparent process. The selected businesses in Erbil were a nursery garden (flowers) run by a woman; a carpentry shop producing different items and decoration from pallets; and a waste management business. The selected business in Sulaymaniyah was a green economic project: “Digital Operating system Technology (DOST) company which aimed to reduce pollution through producing a unique device that provides significant services for cleaning car engines from carbon. All the businesses were relying only on the grant and none of them borrowed additional amounts.

The grants were accompanied by the provision of business development services by ECCI to enable the selected enterprises to grow and sustain the business. The entrepreneurs got business training courses before receiving the fund, the duration of which was 8 days during a three-month period. In addition, a consultant was made available to coach the businesses and provide business support services for a certain period of time. The grant was disbursed by intervals: US\$ 10,000 per month for three months period, then the remaining amount was paid five months later.

An additional 63 jobs were created by the four businesses without being sustained for some of the enterprises, while the target was an additional 100 jobs for the five planned businesses. The Evaluation was not able to get data on the other business in Duhok (Queen honey bee breeding business). As to the results achieved by the four enterprises, they were as follows: the nursery garden has increased its employment from 3 to 20 workers and has expanded well the business which is profitable. The carpentry business has increased the number of employees from 4 to 10 workers, but the business is currently facing difficulties to market its products. According to the owner of the carpentry, the challenge faced was due to the fact that his “business is more beneficial for the environment rather than a business to make profit, since the objective of the enterprise is to promote recycling of used material to design and produce new items”. The waste management business which had some of the facilities and equipment is employing 20 workers, but the

business is also not yet profitable. None of the 20 jobs created by DOST company in Sulaymaniyah were still employed, as indicated to the Evaluation team. The cost of the creation of one job was quite high and varied: US\$ 2,500 for the waste management business, US\$ 2,940 for the nursery garden and US\$ 8,000 for the carpentry business.

In conclusion, the ICRRP pilot project had several positive features: clear process of selection of the five enterprises based on the submission of a viable business plan, selection of business ideas that were creative and innovative (green economy, recycle of materials, waste management, etc..), provision of business development services through training and coaching to enhance the viability and sustainability of the enterprises, and the emphasis placed on the creation of jobs particularly for IDPs and refugees.

The major gap, however, in the design of the pilot project is its reliance on the provision of substantial amount of grant without cost-sharing from the enterprises. It should be noted that this differs from assets recovery grant provided to vulnerable groups to support an income-generating activity to enable them to generate an income for their households and survive.

While the provision of grants to beneficiaries of assets recovery can be justified by the fact they were unable to take risks in an entrepreneurial activity since they were deprived of all means of livelihoods and therefore had to meet basic needs, the situation is different for the five enterprises supported by UNDP which are existing small enterprises aiming to grow and generate jobs.

The provision of grant support to enterprise development without cost-sharing may affect entrepreneurship development by increasing reliance of entrepreneurs on grants rather on risk-taking while affecting the entrepreneurial motivation.

Enterprise development should be therefore supported within a private sector development strategy that would focus on medium and long-term recovery and business development.

The experience of international organizations/donors in post-conflict countries such as in Bosnia and Herzegovina (BiH) or in Palestine showed the negative effects of grants on entrepreneurship development. In a survey conducted by UNDP in the region of Srebrenica on a sample of 100 SMEs, shows that most of SMEs which were facing several constraints in running their business believe that financial support, particularly subsidies and grants can solve all their problems. This was due to the fact that several organizations provided grants to SMEs aiming at the creation of new employment to generate better conditions for return of people to this area of the country which suffered heavily by the war. Instead of providing the adequate support, grants have negatively affected entrepreneurship development among potential entrepreneurs and business owners, as it created an attitude among entrepreneurs that one cannot start or expand a business without grant support⁷.

In Palestine, and despite the severe livelihood conditions of refugees, international organizations/donors focused more on the provision of micro-credit to entrepreneurial activities, while providing business development services free of charge. UNDP, for example, distinguished between poor households and small businesses. A UNDP project on “Productive Families Economic Empowerment Programme (DEEP), 2016-

⁷ UNDP, study on Market Assessment for Business Development Services (BDS) in the Srebrenica region (BiH), 2009, Unpublished report (prepared by UNDP consultant)

2017” provided micro grants for poor households for income generation. Microfinance was provided to micro and small enterprises.

In reflection of the lessons learned from similar post-conflict settings, it is advised that UNDP reviews the project premise in support of the SME development, also considering the changes in the country context in 2019, and also taking into consideration the uniqueness of Iraq’s context deriving from the complex emergency situation (in particular, the large number of people displaced due to armed conflict and subsequent tensions along the ethnic, tribal, religious, and sectarian lines, and impact of geo-politics).

(3) Job placement

Finding 14. ICRRP was effective in enhancing the employability of IDPs, refugees, returnees and host communities through wage-employment by matching the demand of jobs from the private sector with the needed skills. High retention rate was achieved during the first year of job placement.

A total of 5,806 jobs were placed in private sector companies during the period 2014 – 2018 for at least a period of one year (as a condition on the companies). Slightly less than three-quarters of the jobs (73.7%) benefitted IDPs, refugees and host community in Erbil governorate, followed by Duhok (20.1%). This can be explained by the fact that medium and large companies are concentrated more in these two governorates.

Table 20. Job placement by governorate 2014-2018

	Number of jobs	In percent
Baghdad	54	0.9
Diyala	116	2.0
Duhok	1,166	20.1
Erbil	4,281	73.7
Ninewa	132	2.3
Sulaymaniyah	57	1.0
TOTAL	5,806	100.0

Source: UNDP database

Several NGOs supported the employability of IDPs, refugees and HCs through wage employment by matching the needs of the labour market with related skills. Vocational training was conducted in skills needed by the private sector. For this purpose, the NGOs conducted outreach activities by contacting several firms with the view to identify the needs of these firms for specific skills. The project was implemented by ICRRP through its civil society partners. The Evaluation team met two of the partners: IMPACT in Erbil and Zakho Small Villages (ZSV) in Duhok, which are experienced in vocational training and job placement in the KRI. The skills needs’ assessments were carried out in Duhok and Erbil, through direct consultations with 116 private sector actors. Partnership agreements were signed with ten private companies in Erbil and Duhok to facilitate on-the-job training.

For that purpose, the Ministry of Labour and Social Affairs MoLSA prepared a curriculum compatible for seven programmes in seven different areas: hospitality/service, carpentry/construction, computer literacy for finance, electric installation, AC installation/ maintenance, advanced agricultural skills, and electronics repair.

For example, the NGO, Zakho Small Villages Projects (ZSVP) was able to place 120 beneficiaries (30% female) in 13 companies in Duhok city and in Zakho. The NGO used different means to reach the applicants: 2,000 flyers and 24 posters in addition to the website. According to ZSVP, the duration of the UNDP project was too short; it was initially four months with two months extension.

One of the companies contacted by ZSVP was Kesta company in Duhok, with the purpose to identify the needs of the company to labour. In view of the needs of the company for blacksmith workers, the NGO conducted vocational training in blacksmith skills, 8 of them were employed by the company, in addition to 2 administrative staff.

One of the advantages indicated by the company to recruit through the NGO is the salary paid to beneficiaries by the NGO for a period of three months, and which is the period the workers get the skills and experience, through on-the-job training, in addition to the formal vocational training that was conducted by the NGO. This could explain the high retention rate as only one worker left after 10 months of employment. It is worth mentioning that the employer is committed to employ the beneficiaries for at least one year. Though the company provides transportation to the workers, social security and insurance against accidents are not covered. The company, however, indicated that it is faster to recruit through its informal networks than through the NGO. The company is in favour of receiving people for internship in future.

When asking the beneficiaries who are working in Alko Company (producing aluminum profiles) about their previous job, most of them didn't have a stable one but they were casual workers. As unskilled workers, they had difficulty to find work. The beneficiaries were sent to this company without having enough knowledge about their task. In contrast to the beneficiaries working in Kesta company, those in Alko company didn't get any vocational training prior to job placement. They have been trained on-the-job by the company. Surprisingly, they have been trained by the NGO on business management and on how to start a business. The beneficiaries indicated they didn't get any benefit from this training. The beneficiaries were satisfied to have a stable work with an adequate income, in addition to food and transportation provided by the company. However, no social security or insurance against accidents are provided by the company.

The CEO of the company also indicated that it is faster to recruit by his own means rather through the NGO, for the same reasons of Kesta company. It is worth mentioning that following the first three months of employment, the employer is free to provide the wage at its discretion, but not less than the minimum wage (ID 300,000).

Beneficiaries who were employed by Toyota Iraq through Impact (NGO), indicated they didn't receive any payment from the NGO during the first three months of placement, while those who came later were provided US\$ 400 per month. None of them was employed before, and all of them were unemployed for long period of time. Language barriers and lack of connections were major constraints for IDPs and refugees to find jobs. The participants didn't get any vocational training by the NGO. They were selected by the company through interviews. Toyota provided the male beneficiaries with on-the-job training in car repairing and mechanics, while females were trained on communication skills and customer services. In addition to free transportation, Toyota provides the beneficiaries with social security in accordance with the labour law in KRI.

It is worth mentioning that the skills needs' assessment⁸ indicated demand for training in sectors that are typically male dominated, which would limit the participation of women due to gender and social norms in Iraq. Furthermore, eligible women selected to participate in some training courses were not able to participate or could not continue the courses due to cultural limitations and gender norms. To mitigate this challenge, some courses were replaced with subjects accepted by the community, including one mobile maintenance section, child-care, hairdressing, cooking, and pastry-making.

(4) Vocational training

Finding 14. Despite the fact ICRRP support to Kurani Ainkawa Multi-Purpose Centre (KAMPC) in Erbil was limited to vocational training of IDPs, Syrian refugees and host community, without support for job placement or to self-employment, the Centre has been able through its informal network to help beneficiaries in finding a job; others were able to start a self-employment business without going through business training.

Kurani Ainkawa Multi-Purpose Centre (KAMPC) in Erbil started activities in 2012 with the support of UNDP, aiming at helping poor areas in Ainkawa. An assessment was made to identify the needs of the people, and thus the interventions and activities. The Center played an important role in social cohesion bringing together IDPs, Syrian refugees and host community in Ainkawa in various activities. One of these activities is the vocational training support to these target groups. With the end of UNDP project a year ago, the center has proved capacity to continue its activities, though at a slower pace. The Center operates today with 5 staff, all volunteers. KAMPC relies also on the five active Board members.

ICRRP supported Kurani Ainkawa Multi-Purpose Center (KAMPC) in Erbil in the organization of vocational training for IDPs, Syrian refugees and host communities. Kurani Ainkawa Multi-Purpose Centre (KAMPC) in Erbil started activities in 2012 with the support of UNDP, aiming at helping poor areas in Ainkawa. UNDP trained 25 staff in management, finance, service delivery and legal aid. The last UNDP project (Feb 2018 – April 2018) consisted of the provision of vocational training to 200 beneficiaries, in which the duration had varied from one- to two-months, with 4 days training per week. The Center supported the vocational training of 48 females and 152 males. The beneficiaries consisted of 40% IDPs, 20% Syrian refugees and 40% host communities. The duration of the training, however, was considered to be too short by the Center. The Center suffered from shortages in tools and equipment needed to support practical training sessions. In addition, the quality of the trainers was not up to standards, since, according to KAMPC, the trainers who were selected by the Ministry of Labour were not well paid.

The participants who attended the focus group at KAMPC premises confirmed they participated in the vocational training which included several areas depending on the interest of each beneficiary: electricity, computer, hairdressing, food preparation and literacy. The participants also considered the duration of the training to be short. The challenge for the beneficiaries is to find jobs after having gone through the training. Unfortunately, the ICRRP project didn't include job placement as an objective through the identification of the private sector firms and matching the existing skills with the needs of the labour market. Despite this gap, most of the participants indicated they found a job or are self-employed, such as women producing food products from home, or another participant working as electrician. The self-employed who had

⁸ UNDP, Final report, November 2016 – November 2017 (GIZ donor's report)

difficulty to cover the cost of their business expressed the need for training on business management, particularly in marketing, in addition to soft skills training.

The Arbat Center also conducted vocational training in sewing for women for a duration of two months, which contributed also to social cohesion among different groups (IDPs, refugees and HCs). One of the women indicated that as a result of the training, she started a small business at home, and she was now able to grow her business by renting a place for sewing.

(5) Cash for work

Finding 15. ICRRP was effective in the creation of short-term employment for IDP, refugees, returnees and host communities, though the percentage of females in total employment was low due to the nature of the infrastructure projects. Most of beneficiaries were from four governorates: Duhok, Diyala, Ninewa and Salah Al-Din. Beneficiaries were generally satisfied with the temporary work which resulted in the improvement of their living conditions.

A total of 20,430 persons benefitted from cash for work (CfW) during the period 2014-2018. The majority of workers were IDPs (57.5% of total workers) and returnees (30.4%), as together they constituted 87.9% of the total employed. Females constituted 26.8% of total workers. The low percentage of women participation in temporary employment through cash for work is related to the fact that women are not generally allowed to participate in labour-intensive activities due to gender norms. To overcome this challenge, the most skilled women were involved in activities related to programme management and administrative work. In addition, they were directly engaged in the awareness-raising activities, such as on good hygiene practices. Based on the results of a Knowledge, Attitudes and Practices (KAP) survey, a two-day hygiene promotion training enabled 29,711 IDPs living in the camps to learn basic hygiene promotion methods and rapidly carry out effective hygiene promotion/awareness raising sessions in their community.

As to the distribution of workers among the targeted governorates, four governorates contributed to 96.1% of total workers, in view of the fact they were the most affected by the crisis; these are Duhok (31.1%), Diyala (19.1%), Ninewa (22.8%) and Salah al-Din (17.8%).

A larger set of cash for work has been done under the Livelihoods component of ICRRP. And the activities supported through cash for work included: debris clearance, solid waste management, urban agriculture, painting, repairs and rehabilitation of damaged buildings etc.

The Evaluation team met with beneficiaries of CfW in the district of Bardarash in Duhok. The workers who were all drivers of machines were from host community. They worked on the construction of a 2 km road for a period of 45 days (6 days per week) and were paid US\$ 25 per day, in addition the contractor took care of their transportation. They indicated the work enabled them to get experience and to find work more easily with other contractors. They were all employed before this road project. According to the workers, the market rate of wages was ID 20,000 – 25,000. They were satisfied with the daily wage which resulted in the improvement of their living conditions.

Another group of workers – Cash for Work – (IDP and HC) was working in Zakho project in Akra and which consisted of installing electricity and link it to the houses of the IDPs. They worked 2 months with a daily wage of US\$ 25. The contractor provided them with a place to live without fees. They were not

unemployed before working in this project. The project enabled them to find work easily thereafter (just a break of one week only before the previous and the new work).

Table 21. Beneficiaries of Cash for Work: 2014-2018

Governorate	IDPs	Refugees	Returnees	HCs	Males	Females	Total
Baghdad	20					20	20
Basrah	202				196	6	202
Duhok	6,136	44		170	4,832	1,518	6,350
Diyala	513		3,249	151	2,787	1,126	3,913
Erbil	275	195		178	544	104	648
Kerbala	14					14	14
Ninewa	3,602		283	778	3,244	1,419	4,663
Qadissiya	11					11	11
Salah al-Din	636		2,680	320	2,427	1,209	3,636
Sulaymaniyah	303	49		162	492	22	514
Garmiyan	17			50	64	3	67
Halabja	17	13		236	254	12	266
Raparin	4	9		113	116	10	126
Grand Total	11,750	310	6,212	2,158	14,956	5,474	20,430

Source: UNDP database

Figure 12. Distribution of Cash for work by category of beneficiaries

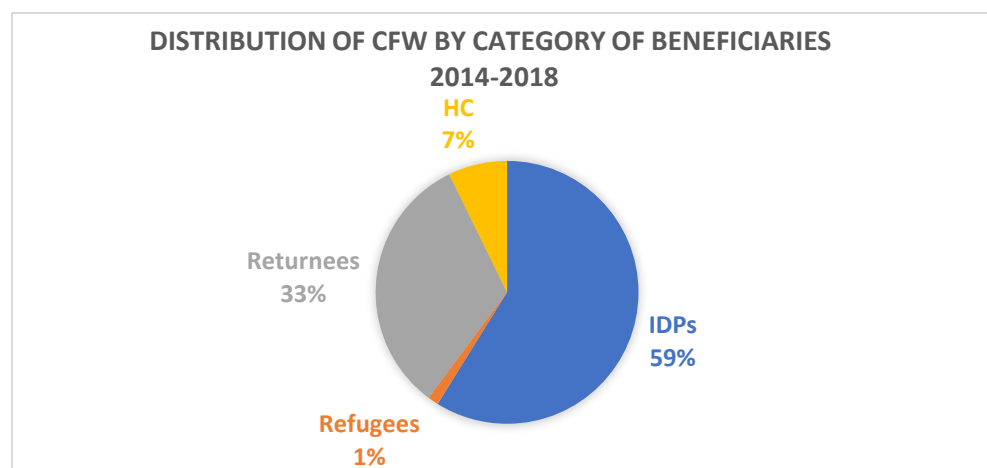
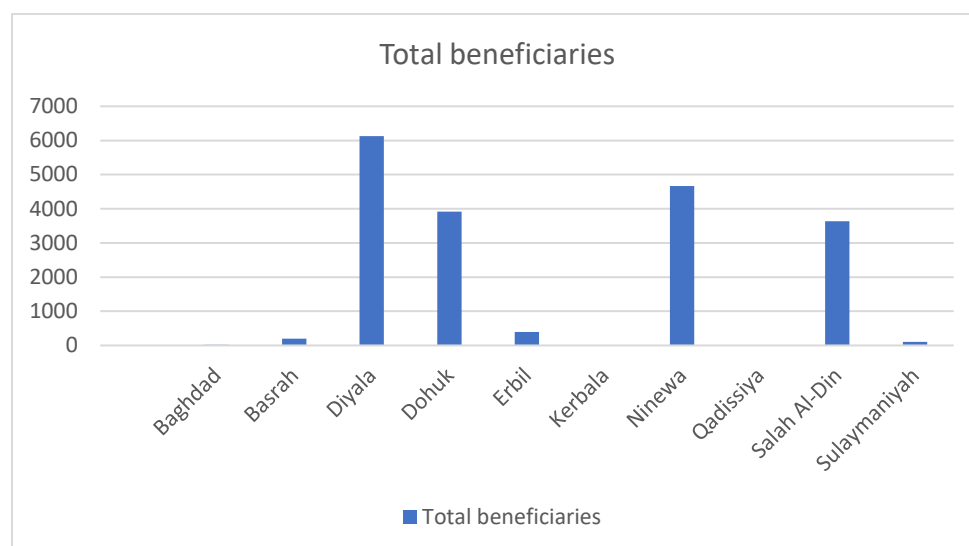


Figure 13. Distribution of CfW beneficiaries by governorate



A total of 1,341 workers were employed on Cash for Work (CfW) in KRG in 2018, consisting of a total of 89,909 working days; this represents on average 67 working days per employed person. Almost the third of employed were in Sulaymaniyah, followed by Halabja (19.8%), Erbil (18.6%) and Duhok (16.5%).

Table 22. Value of projects and related cash for work in KRG (funded by KfW), 2018 – 31 March 2019

Governorate	Value (in million US\$)	Actual CfW Opportunities created as of 31 March 2019	Actual No. Working Days as of 31 March 2019	In percent of total working days
Duhok	2.1	221	17250	16.5
Erbil	1.9	250	16,875	18.6
Garmiyan Administration	0.38	67	5,167	5.0
Halabja	1.3	266	17,687	19.8
Raparin	0.35	126	7,230	9.4
Sulaymaniyah	1.8	411	25700	30.6
TOTAL	7.8	1,341	89,909	100.0

Source: UNDP database

4. Effectiveness of the Programme in strengthening protection mechanisms for vulnerable communities specifically women and youth, who are at risk of Gender Based Violence (GBV)

Despite the limited allocated budget to this component, the gender protection component supported an estimated total of 22,527 people to combat gender-based violence in 9 governorates, including:

- 13,520 IDPs and refugees (83% women) benefitted from legal and social services support in the KR-I and in Baghdad
- 2,715 women benefitted from protection services, including case management and referrals to legal and health services in six governorates
- 70 government staff, lawyers and NGOs trained on case management
- 6,222 IDPs living in camps and refugees (mostly female) attended legal and rights awareness sessions in the KR-I and in Baghdad

Finding 16. ICRRP was effective in supporting vulnerable communities particularly women who are at risk of GBV through various supporting mechanisms including the Directorate of Combating Violence Against Women (DCVAW), shelters for women and community centres. Capacity building of these institutions were carried out to support legal aid services, awareness campaigns in IDP and refugees' camps. Beneficiaries expressed high satisfaction with the support provided.

Six legal aid teams inside the main IDPs and refugee camps in the three Governorates (Erbil, Duhok and Sulaymaniyah) were established with UNDP support in the KRI. Training on Gender Based Violence (GBV) for staff of the legal aid centres and the mobile legal aid teams was conducted to sensitize and familiarize the new staff on the concept of GBV and GBV case management. The Programme also supported three DCVAW managed centres one in Sulaymaniyah and two in Erbil inside IDPs and refugee camps. IDPs and Refugees benefited from the services provided by the legal services and legal mobile teams. Awareness raising sessions were conducted in the abovementioned camps for in-camp displaced populations to better understand the laws related to SGBV, their own rights and responsibilities and that of others. Additionally, these awareness raising sessions also helped in- camp populations to better understand the risks and negative impacts of domestic violence resulting from child marriages that is prevalent amongst in- camp IDPs.

The partnership between UNDP and the DCVAW, KRG was strengthened as an important step towards ensuring long-term sustainability and institutionalization of legal aid services. This includes the integration of investigation and follow-up services within the formal government institutional structures. The partnership between UNDP and the Independent Board of Human Rights of the Kurdistan Region (IBHR) was also strengthened resulting in the deployment of specialized human rights officers to report SGBV cases.

DCVAW which reports to the Ministry of Interior, KRG has three offices: Erbil, Sulaymaniyah and Duhok. Its main counterparts are:

- KRG Ministry of Labor and Social Affairs (MOLSA) - responsible for women's shelters
- KRG Ministry of Endowment and Religious Affairs - responsible to mobilize religious efforts to combat gender-based violence

The Evaluation team visited the DCVAW center in Erbil, a shelter in Duhok and a community center in Arbat (Sulaymaniyah governorate).

The services provided by **DCVAW** are: Psychological awareness and support, Legal awareness/ Advise and Social consultancy. They are provided for any women who got threatened by her husband or any member in her family. The Directorate tried to solve the problems peacefully by referring the women to a committee in the center which is called “family reconciliation committee”. The committee is composed from a representative of MOLSA, usually a social worker, and a representative of the Ministry of Higher Education and Scientific Research. When a case is not solved by the committee, it is reported to the court to take action. Once the case is becoming a claim in front of the court, arbitration and mediation would be quite complicated.

A hotline was set up and started operation in September 2018 to enable women who have usually little access or unaware of the existence of such centers to use the hotline as an alternative. The hotline, however, was not well received by the society due to traditional mentality and culture that believe that such a way will encourage more conflicts in the families.

UNDP supported the Directorate through various means: capacity-building of female staff of the Directorate in the provision of social, legal and Psychological awareness. The main topics included: mechanisms of investigations and how to deal with the legal side of the cases, how to deal with the psychic part of any case and the ways of treating the cases. The course duration was four days. UNDP supported the Erbil Center in logistic facilities including renting vehicles to enable the staff visit the camps and deliver awareness seminars in the camps on monthly basis.

It is worth mentioning that, according to the Directorate in Erbil, 40%-45% of the cases are related to the relationship between man and woman, the rest are related to domestic violence inside the families by the fathers or brothers.

The DCVAW **shelter in Duhok** suffered from lack of staff (social workers) and lack of lawyers (only one lawyer is available). The Center lacks also resources in terms of medical doctors’ availability to treat psychological problems of women. Women are protected in the shelter until their case is solved. The center has 15 rooms, each room can accommodate 5 persons. An average of 20 – 30 women with cases are in the shelter. At the time of the visit of the Evaluation team, there were 19 women including four IDPs and refugees.

A vocational training course on sewing was conducted by the NGO, IMPACT, for the women in the shelter, with the aim to enable them starting production as an income-generating project. The Center has expressed the need for further support to the women in the shelter in income-generating projects in handicrafts and sewing.

A **community center in Arbat (Sulaymaniyah governorate)** was funded by UNDP and equipped with all facilities. The Center is managed by three NGOs: The Civil Development Organization (CDO), Un Ponte Per (UPP) and Democracy and Human Rights Development Centre (DHRD). The Center dealt with issues related to social cohesion and gender protection. The project started on 15th February 2017 and was supposed to run until 14th February 2018; a no-cost extension was then granted until 15th April 2018. Arbat area in Sulaymaniyah is surrounded by two IDPs camps (Arbat and Ashti camps) hosting around 16,000

people and one camp for Syrian Refugees (Barika camp) hosting around 7,000 people. DHRD was in charge of gender protection component, while CDO and UPP on social cohesion component (which will be dealt with later under component 5)

The project's activities aimed at strengthening social cohesion among the different communities residing in Arbat area through the provision of services (GBV case management, legal and psychological support), the implementation of educational and recreational activities and the organization of peacebuilding activities such as community dialogues and community campaigns within the newly established Sociocultural Center in Arbat town.

DHRD faced some challenges when dealing with cases about violation against women, as local people thought the Center was a rescuing shelter for women, and thus it would encourage women to think about separation and would contribute to families' disintegration. In order to deal with such a social barrier and acquire people's trust, DHRD trained a number of volunteers on the promotion of the role of the Center, its activities and services provided to host communities, IDPs and refugees.

DHRD training was focused on legal aspects, psychological health and gender protection. In awareness raising, DHRD focused on how the political, social and economic situations of displacement constitute a ground of rising conflicts inside the family relationships, which would result in the appearance of the violation. DHRD promoted the idea of solving such conflicts peacefully. Confidentiality was a main principle followed to gain the trust of women, through the provision of legal services by law experts who addressed each case on individual basis. It is worth mentioning that outside such centers, the fee of legal service by lawyers is high. In some cases, the courts failed to find solution as people are seeking what is called "Tribal reconciliation or "traditional reconciliation". DHRD, also, conducted courses for both males and females on sexual harassment in schools.

Women in the focus group in Arbat expressed high satisfaction particularly with the support provided by DHRD in legal aid. Awareness was conducted for women on gender, human rights, legal aspects (rights and obligation of the refugees and IDPs) and psychological issues (i.e. how to treat depression). The awareness on gender protection (particularly for victims of rape and sexual assault) was considered as very useful.

One of the women indicated she had in 2014, as refugee, serious psychological problems, she contacted DHRD which helped her, met with a lawyer and participated in several workshops. This has resulted in the woman becoming volunteer in an NGO, and now she found work in the camp helping in the management of the protection of the camp. She feels to have increased self-confidence, self-esteem; she is a different person today, and she participates now in decision-making at home.

5. Effectiveness of the Programme in strengthening social cohesion and reconciliation through dialogue, peace education and capacity development of local and national stakeholders

This component achieved the following results:

- 2,228 religious leaders trained in conflict sensitivity, coexistence, tolerance and gender and 595 youth trained in peace education and Preventing Violent Extremism (PVE)
- 119 community solidarity activities across 9 governorates, engaging 9,749 IDPs, Refugees and host community members

- 20 Local Peace Committees established and supported across priority areas, through Integrated Reconciliation Projects
- First Arabic Peace Lexicon developed in coordination with 9 Iraqi universities & endorsed by the Ministry of Higher Education and Scientific Research (MOHESR)
- First national Diploma for Peace and Conflict studies developed in coordination with 9 Iraqi universities and endorsed by MOHESR, for roll out in 2019.

Finding 17. ICRRP was effective in enhancing the capacity of key partners (NGOs, Iraqi universities) in the design of the methodology and the preparation of comprehensive assessments on the existing tensions and conflicts in targeted areas, through some NGOs relied also on the Participatory rapid appraisal (PRA) to identify the sources of tensions and conflict.

The assessment and conflict studies were conducted as part of the project activities using different methodologies. A Conflict Analysis Report for four locations in Salah Al Din, seven locations in Al Anbar three locations in Ninewa and three locations in Diyala were produced, as well as a social cohesion assessment for four locations in Duhok. Several partner organizations conducted, with the assistance of UNDP, conflict analysis in areas identified as priority in terms of magnitude of conflicts and tensions. Some other studies used participatory workshop methodology with the key stakeholders like Sanad organization and the Duhok university. The objective of these studies was to identify the sources and drivers of conflict and tensions and prepare a plan for remedy. The key UNDP partners which were involved in the assessment were: Al Tahreer Association for Development (TAD), Sanad for Peacebuilding Organization, International Relief and Development (IRD), Al Messala, Un Ponte Per (UPP)/Arbat Centre and Duhok Center for Peace and Conflict Studies (CPCS).

For example, Al Tahreer staff who was trained by UNDP expert to conduct conflict studies identified key priority issues in targeted areas during the project design phase; South Mosul was selected for this purpose. The targeted areas were those that faced tensions and conflict among the people and tribes who were accused for being affiliated with the ISIL during the occupation period. It was challenging for Al Tahreer to complete the conflict study in Arabic and English in a period of three months. Another NGO, Sanad, was active in Al Anbar and Salah Al-Din, and identified Beji and Balad because of huge displacement as result of revenge by security forces and inability of the government to address the issues. Other identified areas were Ramadi, Falluja, Khalidiya, Amiriyah and Karma, Heet, and Haditha. IRD trained local CSOs (partner institutions) on conflict mapping to enable them to conduct such studies. Other type of assessment was conducted by Iraqi Al Amal Association (IAA) that focused on studying existing Peace Studies Curricula and capacities in the University of Baghdad.

Al Messala jointly with Peace and Freedom Organization (PFO) and Research Institution for Development (RID) trained youth to conduct Participatory rapid appraisal (PRA) aiming at identifying key conflict issues, drivers and the dynamic of the conflict within their community (in Al Abara sub-district in Diyala province). The PRA assessment conducted in 37 villages by group of male and female youth resulted in the identification of people's vulnerabilities including female headed houses and families with no income.

As to Duhok University, capacity building of staff on conflict studies was carried out by visiting scholars from the University of Innsbruck. Duhok Center for Peace and Conflict Studies (CPCS) conducted 60 capacity building workshops to identify the key priority issues facing the IDPs and host community

members. Legal, health, role of political parties on social cohesion and economic problems were identified. It was found that host communities have been neglected as projects were focusing on IDPs.

In addition to activities related to gender protection (as indicated above under Component 4), Arbat center was also involved in activities related to social cohesion. UPP which is one of the NGO managing the Center, focused on enhancing the sense of volunteerism, strengthening the communication means/tools, and spreading the culture of dialogue and coexistence among youth and women in Arbat, including IDPs and refugees. As a first step in the implementation of peacebuilding/social cohesion activities, UPP peacebuilding team (2 facilitators and 1 Peacebuilding Consultant) conducted a comprehensive assessment covering all Arbat area (town and camps) on the existing tensions and conflicts. This assessment provided the team with the necessary information to tailor all the peacebuilding/social cohesion activities to the local context in order to reduce the level of tension in the area. A final assessment was also conducted to evaluate the variation on the level of tensions. At least 220 individuals from different background were interviewed for the two assessments.

Finding 18. ICRRP was effective in enhancing the capacity of stakeholders in peace education with significant results achieved: change in the culture and attitudes of academics and youth towards the importance of the promotion of peace, increased motivation among students to promote peace by working as volunteers, increased role of religious leaders in combating extremism and the promotion of social cohesion, enhanced capacity and visibility of Duhok University, establishment of the undergraduate Department of Peace and Human Rights Studies at Duhok University, and the establishment of the Iraqi Universities Consortium for Peace Education.

ICRRP engaged universities, teachers and students, in promoting a culture of peace education in Iraq through Duhok University Center for Peace and Conflict Studies (CPCS). CPCS is affiliated with the Master of Arts program in Peace and Conflict Resolution Studies at the University of Duhok. The degree program is dedicated to teaching students about the theory and practice of peacebuilding. CPCS has been involved in the Peace Education Programme, led by UNDP partner Iraqi al Amal, since 2017. Capacity building of staff on peacebuilding and conflict studies was carried out by visiting scholars from the University of Innsbruck.

CPCS facilitated the establishment of the new undergraduate Department of Peace and Human Rights Studies, which started operations in fall 2016. The Center previously facilitated the Master of Arts program in Peace and Conflict Resolution Studies, which is the only degree program in all of Iraq dedicated to teaching students about the emerging theory and practice of peacebuilding. As part of its research and publications, the Centre participated in the development of the first Arabic peace lexicon.

Three peacebuilding texts have been translated into the Arabic language and distributed to the seven Universities: Kufa, Baghdad, Tikrit, Anbar, Mosul, Duhok, and Kerbala. The texts are: The Little book of Strategic Peacebuilding, The Little book of Strategic Negotiation, and The Little book of Conflict Transformation

Peacebuilding, conflict analysis and reconciliation skills of 98 academics (30% women) and 153 university students (40% women) were enhanced. The academics involved in the workshops above applied the skills gained through the facilitation of 13 dialogue sessions and debates about a wide range of topics, such as

promoting peace, tolerance and coexistence, role of media, and the reconciliation process. This process engaged approximately 325 students.

CPCS was able to promote peace education through targeting youth in the schools and community centers and through working with NGOs supported by UNDP in delivering peace education programs. The Centre also promoted peace during interviews with the media. The trained academics and students put the knowledge and skills gained into practice by leading 34 peace initiatives engaging 2,200 people (32% female) from different ethnic and religious groups. Platforms were created to enable youth and communities from different ethnic and religious background, to communicate, collaborate and understand each other.

In addition, ICRRP achieved the following results through Duhok Centre:

- Change in the culture and attitudes of academics and youth in Kurdistan towards others in Iraq
- Increasing number of students applying to the undergraduate Department of Peace and Human Rights Studies at the university, as today the number of students doing their bachelor's degree in peace and conflict studies reached around 300.
- Change in the language of the media which started to promote peace as a result of discussions held with staff on conflict issues
- Increased motivation among students to promote peace by working as volunteers with NGOs on peace building activities.
- Establishment of the Iraqi Universities Consortium for Peace Education, comprising members from Baghdad, Kufa, Karbala, Anbar, Tikrit, Mosul, and Duhok Universities as well as UNDP's implementing partner Iraqi Al Amal Association, 15 college deans and two representatives from the Ministry of Higher Education and Scientific Research.

Iraqi Al Amal Association jointly with UNDP, was able to develop syllabus for the practitioner of diploma program at six universities in Iraq. They also supported the creation of a diploma degree in Peace and Conflict Studies at six universities (Baghdad, Kufa, Karbala, Anbar, Tikrit and Mosul) in Iraq and building the capacity of 73 academic, 150 undergraduate students at the universities from Kirkuk, Najaf, Baghdad, Anbar, Diyala, Tikrit, Mosul, Basra, Karbala, Nasriya and Diwaniya provinces on conflict transformation to prevent violent extremism.

On the basis of the assessment conducted by UPP in Arbat, the following was achieved:

- A training program on mediation was prepared in collaboration with the Christian Peacemaker Team (CPT) organization; the program ran for 9 months through 6 sessions and a number of follow-up meetings with a group of 41 individuals from local civil society and institutions; however, participants' attendance was rarely regular.
- Six workshops for local civil society were conducted on mediation, dialogue, minorities' rights and the role of women in promoting social cohesion; these workshops involved at least 37 individuals from the local civil society;
- Six workshops for local civil society on hate speech and social media were organized involving 39 individuals from the local civil society.

UNDP, through its partners, IRD and Al Tahreer, provided training to religious leaders on the promotion of tolerance and social cohesion. For example, Al Tahreer NGO engaged 287 religious' leaders on tolerance

building, co-existence and community solidarity in Ninewa governorate. The concepts of diversity, tolerance, social cohesion, prevention of extremism and women's rights were discussed along with concrete ways of disseminating peace messages amongst communities. Similarly, IRD conducted the first series of trainings of its kind in the KRI to cover such a large number of religious leaders at one time. A group of trained religious leaders became able to support the capacity of other religious leaders and youth on peace building. As a result of the trainings and awareness workshops, social connection was created among various religious leaders who also started to fight together against any hate speech by religious persons. They also urged the IMAMs to open the mosques in Duhok for Yazidis during ISIL crisis.

Youth capacity building enabled youth to promote peace and social cohesion in their communities through their initiatives and also through being trainers in the field of peace building. This is applied to Duhok university trainees, Al Tahreer organization and IRD Organization. Students became volunteers working with NGOs on peace building activities (IOM, GIZ, War Child UK)

Finding 19. Social cohesion and reconciliation through dialogue and peace education were strengthened through the implementation by capacitated NGOs and youth with community dialogues and the creation of platforms that contribute to reducing tensions and solving conflicts.

Capacitated civil society organizations and other stakeholders have designed, on the basis of the conflict analysis, a work plan to implement initiatives to mitigate conflicts in the four targeted areas: Salah Al Din, Ninewa, Duhok and Diyala. The promotion of peace was conducted in the schools and community centers while platforms such as Local Reconciliation committees and Local peace committees, were created in various areas to enable communities from different ethnic and religious background to solve conflicts and cooperate. UNDP Iraq partners together hosted 83 community advocacy activities, engaging 12,954 community members. Activities were designed in consultation with community groups, with the aim of demonstrating peaceful co-existence or to raise awareness of social cohesion and peacebuilding first "Youth & Peace Festival". Over three days, some 227 volunteers (31% women), comprised of IDPs and host community members – Yazidis, Christians and Muslims – led cultural, musical, arts and recreational activities for over 490 participants (64% under the aged of 24).

Community dialogues were hosted in seven communities across Ninewa (5), Duhok (1) and Diyala (1), contributing to clarity on programmatic activities for beneficiaries and increased awareness of the positive results achieved under social cohesion projects. Fifteen community dialogues were hosted in Ninewa across five communities (Hamdaniya, Qayyarah, Bashiqa, Tall Kayf and Hamam al-Alil), engaging 531 community members (106 women), with five sessions focused on engaging local religious leaders, and ten designed to consult and monitor youth led initiatives.

Iraqi Al Amal youth beneficiaries created three social media pages to promote peace initiatives. Those pages were utilized by IDPs and host community youth as peace journalism platform. Training youth on peace and tolerance has enhanced youth knowledge to know more minorities, gave them tools to use in everyday life like conflict management and conflict resolution. Debates were organized among two clerks from Imam Al-Khoe Foundation, four academics from Kufa University and two persons from writers' union on diversity in the Iraqi society and the sources of sectarianism and how to overcome them to build a strong unified society targeting 1030 students, academic and clerks. The project helped the youth to overcome some of the social stereotypes that are related to minorities.

CPCS supported the establishment of 11 youth clubs which are functioning as joint network of youth. It was the first-time university students get involved with IDPs in the camp.

Local Reconciliation Committee (LRC) at the governorate level was formed, comprised of representatives from the eight districts from the Provincial Government. On 28 February 2018, more than 39 community leaders from the Shia and Sunni tribes joined a press conference to announce a Peaceful Coexistence Agreement and its implementation mechanism, including supporting compensation mechanisms and forming local committees to arrange tribal compensation processes.

Sanad NGO worked through Iraq Facilitators Network and Local peace committees (LPCs) to strengthen social cohesion in Al Anbar and Salah al-Din governorate through the contribution of 200 key actors including administrative, security, tribal leaders, religious leaders, academics, youth, and women activists, in inter-community dialogues. A Conflict mitigation plan was developed and implemented in two districts (Baiji and Balad) in Salah Al Din governorate. Al Masala NGO provided training to both Sunni and Shia together, which helped in interaction between the two communities.

Local peace committees which were established by Al Masala organization proved their effectiveness, as they were able to solve conflict problems. They were able to influence, for example, tribe leaders and the local authorities who didn't trust in the beginning the ability of the youth to make changes in the community. Their perception changed later on, as there is now increased mutual understanding and collaboration between youth and local authority and tribe leaders.

Another initiative of Iraqi Al Amal is related to the support of 53 youth who worked on advocating for tolerance through a 3 days camp to talk about the different religions and ethnicities in the Iraqi society, others worked to deliver their ideas through art by implementing photography and paintings art installations inside their universities or in public areas. Some youth chose the traditional way of holding a seminar and a discussion session to talk about peace building and conflicts in their communities, while others chose to directly write their messages of peace and tolerance on paper messages and hand them over to the people in the streets while talking to them about peace and acceptance.

Finding 20. Social cohesion and reconciliation through dialogue and peace education were strengthened through the implementation by capacitated NGOs and youth for community-based initiatives which were effective in addressing and solving sources of conflicts and tensions, including ethnic and tribal conflicts.

There were several community-based initiatives that promoted social cohesion and reduction of tensions. These initiatives have enhanced the notion of volunteerism among youth whose number increased, enhanced the value and credibility of youth in their communities. Today there is more than one group of youth volunteers that has more than 80 members in Ninewa. Peace through art was promoted among refugees, IDP and host community. An art fair was organized for the youth who were able to show their works and products in Duhok and Najaf.

One of the initiatives conducted by Al Masala that brought together community members is related to the river which is crossing the Al Abara sub-district, and which is used for drinking and daily use. A voluntary campaign to clean the river was launched as joint effort. When government realized the initiative, it supported the youth who started the cleaning with the participation of all community members. It was the

first time that local authority came to work with the youth. New social connection and increased social cohesion between youth, tribes and elderly people was achieved as a result of this initiative.

The IRD project was dealing with two issues which were internal peace and community peace. Three LNGOs trained by IRD have created network of youth and were able to get funding from other INGOs. The camping activity and the training of youth enabled youth to create group among followers of various religions and beliefs. During the religious days (red Friday of Yazidies and Eid of Muslims, Christmas), they participated together in those celebrations.

After long outstanding conflict in the area between the tribes of Yathrib, and with the support of Sanad organization, a committee was formed as one of the major results of the peace agreement between the tribes; the first meeting of Yathrib committee in Dujail in Saladin governorate was conducted. Also, through CPCS project, one local coordinator for each location has been selected from the networks of the Directorate of Youth Centers in Duhok, Sumel and Sheikhan. The coordinators are responsible to coordinate all project activities in their location and communicate with the Center for Peace and Conflict Studies

In the focus group conducted with trainers supported by IRD on community peace education, participants gave several examples of reduction of tensions and conflict between ethnic groups as result of the peace-building training. One of the trainers (participant of the focus group) who was ISIL GBV survival indicated how she was afraid of all Muslims. The training and group work enabled her to overcome her fears, change her attitude and even create friendship with other groups. Another participant (Host community member) indicated it was the first time dealing with Yazidis and Christians. Youth stated they are now attending the religious ceremonies (Muslim Eid, Yazidi Eid and Christian ceremonies).

Women who participated in the FGD in Arbat (12 women including 10 HCs and 2 Syrian refugees) were satisfied with the activities of the Center on promotion of social cohesion. The awareness workshops attended by the women have resulted in improvement of the relations within the family; they learned how to improve relations with spouses, with children and with people in general. Social cohesion was also promoted through sport activities and climbing mountains, bringing together IDPs, refugees and HCs.

C. EFFICIENCY

The assessment of efficiency will look at the extent to which the various activities of the project transformed the available resources into the intended results, in terms of quantity, quality, and timeliness. It will also look at the extent to which monitoring, knowledge management and risk management have been integrated in programme implementation

Finding 21. UNDP was generally quick in responding to urgent needs, though the implementation took in some cases longer time than expected in view of the delay caused either by the partner institutions or by UNDP processes starting from call for proposals to projects approval and then to implementation.

As to the basic services projects implemented by partners from the government in the Kurdistan region, the governors' offices were in charge of the tendering process, while UNDP was associated in all the process from tendering to selection of the contractor, and to monitoring of the implementation. According to the governors' office, the process takes an average of 2-4 months from tendering to selection of the contractor, while in some cases the delay to start the implementation may go up to six months, as some impediments are related to government bureaucratic procedures and the delays in banks' transfer. In Duhok, some

contractors had to wait three months to start implementation after the project was approved by UNDP. The signature of the MOU between UNDP and the Duhok governorate on project implementation took long time (example of the drinking water project in Akra). According to officials in the governorates, there are also delays in payment by UNDP. Other government officials complained about the time UNDP spent in developing a plan and respond to the needs.

As to the projects implemented by the NGOs in the four other components of the programme, delays in implementation of some projects are often related to partner institutions, as in several cases the duration of the projects had to be extended. The delays were caused, according to the NGOs, by the short duration to implement the projects. Several NGOs met by the Evaluation team faced the challenge of the slow process of UNDP in approving the projects. Projects take sometimes up to six months to be approved. One of the NGOs operating in the area of peace building and social cohesion indicated that the approval of the proposal sent to UNDP took around a year. After the liberation of areas under ISIL, however, the approval process took less time and was reduced to six months. One of the international NGOs would prefer to get funding from other organizations rather than going through a long and complicated process. Other NGOs expressed satisfaction while working with UNDP in view of its quick response and flexibility and understanding during project development and implementation, as well as in processing the payments in short period of time.

The long time needed for project approval is a challenge for ICRRP since donors generally provided funding for a 12-month period which made it difficult to plan for multi-year activities. Additionally, in some cases donors earmarked funding for priority ICRRP components and or geographic locations which limited the Project's flexibility to re-programme.

Finding 22. ICRRP efficiency was enhanced through integrating monitoring, knowledge management and risk management in programme implementation as well as in the development of an Information Management tool as a means for a continuous monitoring of the projects in close coordination with UNDP area teams

The M&E unit of ICRRP and in coordination with UNDP technical teams and governorate offices closely monitors the implementation of the programme. ICRRP has set several tools for monitoring and evaluation of activities and expected results. These are: (1) Tracking the programme indicators and updating the database on monthly basis; (2) Quarterly progress reporting; (3) Annual Report that focuses on activities and outputs according to the five objectives of the programme; (4) Project completion reports for each donor (5) An updated Risk Log in the 2109 UNDP project document; and (6) Evaluation and Audit. The use of this management information system enabled UNDP to draw lessons learnt and inform policy at the management level.

ICRRP took into consideration the various potential risks/conflicts that may hinder project implementation. The areas of potential risks that were identified by ICRRP are: political, security, financial and operational. For each of these areas, risks were identified while mitigation measures were formulated.

UNDP was effective in managing risks during project implementation. In view of the increased influx of IDPs and Syrian refugees and which was accompanied by increased tensions and violence, UNDP in partnership with JCMC, JCC, government and civil society has encouraged continuous dialogue at the local

level with various stakeholders and enhanced activities to bring together host communities, IDPs and Syrian refugees, thus achieving social cohesion.

UNDP has been able to manage the risk of lack of resources by exerting increased efforts to mobilize donors' funding. It is currently in the process of integrating the teams working on both ICRRP and the Funding Facilitation for Stabilization (FFS), particularly because UNDP's focus is shifting from emergency response support to recovery and rehabilitation of the Newly Liberated Areas.

The lack of capacity as a risk to sustain project results were mitigated by ensuring increased ownership by stakeholders and continuous involvement of UNDP partners in project implementation as well as by focusing on the development of capacity of relevant government partners and civil society.

D. SUSTAINABILITY

The assessment of sustainability will look at the extent to which the benefits of the project are likely to continue after funding is withdrawn. It will also look at the areas of the project that are likely to be sustained and those that still needs future support. It will discuss the conditions for sustainability of future UNDP interventions.

Finding 23. Sustainability of results of ICRRP differs from component to another. JCMC and JCC acquired the adequate institutional structures that would allow them to achieve sustainability provided additional support through training and coaching is made available. While the basic services projects are found to be sustainable, there is doubt about the sustainability of the various community centers supported by ICRRP. Livelihoods projects with the exception of CfW were found to be sustainable only in the short-term. As to the results achieved by the peace building and social cohesion component, their sustainability can be confirmed by the integration of this area into their academic programmes as well as by the ownership and commitment of several universities in Iraq.

Thanks to ICRRP support to JCMC and JCC, these two agencies have now institutional structures with job description, coordination structure, law and SOP. The increased ownership of these two agencies enabled them to undertake interventions in crisis response and crisis coordination as well as improved reporting to decision makers. In view of their increased visibility and performance, they were able to receive support from various donors and international organizations such as Swedish government, Germany, UNHCR, UNICEF, WFP, GIZ and IOM. Sustainability, however, would depend on the extent to which JCMC and JCC continue to enhance the capacity of their staff, as more than 75% of staff requested additional training in all eight areas of crisis response and coordination (as detailed above).

The basic services projects implemented through the governorates are considered as sustainable, as government partners expressed ownership of the projects in view of their engagement by UNDP throughout all the process from identification and selection of the projects to implementation and monitoring. Moreover, governorates were committed to the maintenance of the projects as part of their development plan.

Kurani Ainkawa Multi-Purpose Center (KAMPC) is facing serious challenges to sustain its activities without donors' support, despite the fact that UNDP supported the Center for more than 5 years (2012 – 2018).while developing the capacity of 25 staff in various areas: management, finance, service delivery and

legal aid. Today, the Center has only 5 staff, all volunteers. The Center's good reputation in and the fact that its staff are from the Ainkawa community, enabled it to continue its operations though at lesser pace.

The Center attempted to generate revenues from income-generating activities (food products) by employing the trained beneficiaries. The experience failed, as costs were higher than the sales.

The focus group conducted by the Evaluation team with beneficiaries of the Centre who participated in the vocational training revealed that the beneficiaries are currently self-employed, and which can be considered as a sign of sustainability of the Center's intervention. The long-term sustainability of the businesses would depend to the extent to which there will be additional support to the self-employed who are in need of additional support to enable them sustain their businesses: need a place where several beneficiaries can produce together; need advice and connections for marketing their products. They need an integrated programme consisting of training, apprenticeship and practice.

As to the livelihood projects, their sustainability depends on whether the projects were for Cash for Work, or permanent job placement, or asset recovery business, or start-up businesses. Cash for Work, by definition, is intended to be short-term (2-3 months) and not sustainable. It is worth mentioning, however, that the beneficiaries met by the Evaluation team in two focus groups in Duhok, all of them stated that thanks to the experience and skills gained in ICRRP projects, they were able to find easily other job opportunities. In this sense, we can say that the beneficiaries were able to sustain their income.

The Evaluation team found that, in job placement, high retention rate was observed. This was confirmed by the concerned NGOs, the private sector firms visited by the team, as well as by the beneficiaries. Since the private firms were committed to employ the beneficiaries for at least one year, it is difficult for the Evaluation team to assess whether these jobs will be sustainable in the coming years.

Almost all beneficiaries of assets recovery were still operating their business, though they are facing serious challenges in sustaining them, since and as indicated above, the grants were too small to enable them to properly run the business and compete in the market. The grants were intended to sustain their livelihoods not necessarily for long time. As most of these businesses are run by IDPs and refugees, they may not pursue their operations when returning to their hometown. Sustainability is more evident for the beneficiaries supported by Fraternite en Irak (FEI) which focused on the returnees and those motivated to return, and on the provision of a loan together with the small grant. In addition, the project manager provided business support services to those needing, for example, accounting advice (i.e. how to calculate gross or net profit) and how to be competitive in the market.

It was found that most of those businesses supported through Erbil Chamber of Commerce and Industry with a grant of US\$ 50,000 were facing difficulties in the market though the business ideas were considered as innovative. There is doubt about their sustainability in the coming years in view mainly of the fact that the ICRRP/Erbil Chamber focused on grant and business training and advice, while neglecting two of the most important elements: entrepreneurship development and cost-sharing of the businesses whether from own sources or loan. Businesses have usually difficulty to succeed without risk taking by the entrepreneur.

There is no doubt that the current structure at Duhok University on peace building programme has proved its sustainability, as the University was able to build capacity of staff, to create new programme at the undergraduate and Diploma level, and extend its programme to other universities in Iraq. In fact, Duhok

Center for Peace and Conflict Studies (CPCS) had very limited number of teachers in peace building few years ago now, they have now experts who are working on delivering the trainings, while participating in developing the curriculum of higher education studies for Iraqi universities. The sustainable structures created at the level of universities can be considered as an important factor for the continuous involvement of university staff and students as volunteers in peace education at the community level and continuous contribution to community reconciliation. The sustainability was also evident at the level of NGOs. The three LNGOs trained by IRD were able to continue their work through getting funding from other INGOs, while trainees became trainers for other NGOs.

E. IMPACT

The assessment of impact will look at the extent to which the programme contributed to social stability and the improvement of quality of life and increased benefits to host communities, IDPs and refugees, specifically youths, women and vulnerable people.

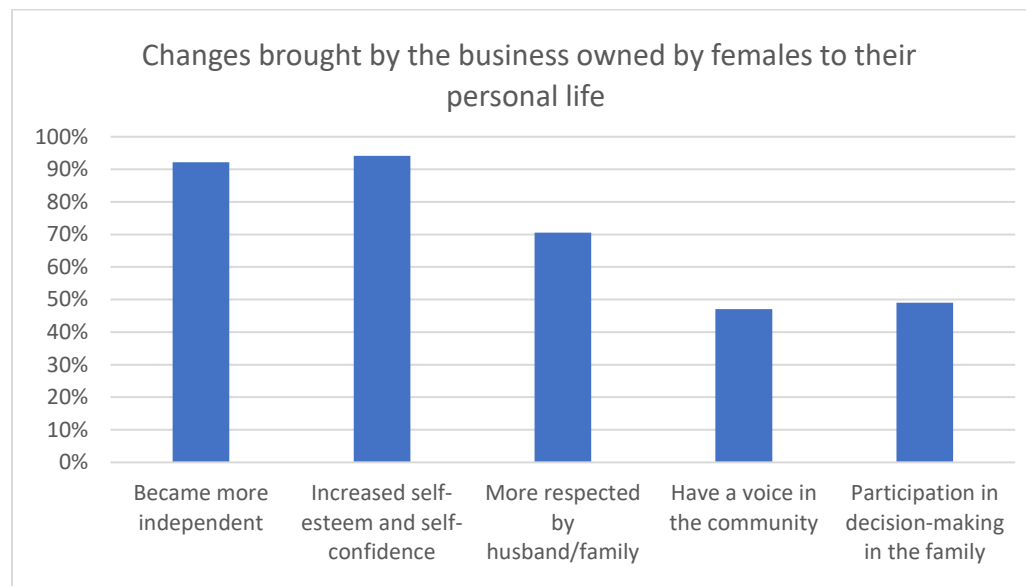
Finding 24. ICRRP has not contributed only to the improvement of the livelihoods of IDPs, refugees and host communities, but also it had impact on the changes of the quality of life of beneficiaries in terms of having a respected place in the society, increased networking, self-esteem and self-confidence. The impact was particularly felt on women empowerment who became more independent and respected by the family.

ICRRP interventions resulted in improvement of quality of life of vulnerable people, particularly women and youth. The livelihood projects have not only improved the economic conditions of the beneficiaries, but it had impact on their personal life, particularly for women. Women who were supported with assets recovery considered that the business helped them to become independent and to have increased self-esteem and self-confidence. The sample survey (48 females) revealed that the business enabled 50% of the females to participate in decision-making in the family and to have a voice in the community, while it enabled 75% of females to be more respected by the spouse/family.

For example, the REACH project on recovery assets in Erbil had impact on the personal life of beneficiaries. Beneficiaries considered they have now strong relations with the society and a place in the community. Women considered they have a value; they contribute to decision-making in the family, while the income gained helped them to become independent.

The impact of asset recovery on income of beneficiaries was evident in an impact assessment conducted by REACH two months after asset dissemination consisting of assessing the increase in the average monthly income of beneficiaries. On average, monthly income increased for IDPs (546,482 IQD), refugees (710,222 IQD) and host community members (499,632 IQD). All selected households had a baseline income of less than 450,000 IQD prior to asset recovery grant dissemination.

Figure 14. Changes brought by the business owned by females to their personal life



There are other examples on how the support to livelihoods of vulnerable people had affected positively their life and personality, as well as their relations with the society. In the focus group conducted with beneficiaries of Kurani Ainkawa Center, some of the male participants indicated they are no more isolated from the society; they became active in the social life, more confident and productive person. Others considered they have been able to build network of relations with different people in Erbil. The women attending the focus group at Kurani Ainkawa Multi-Purpose Center (KAMPC) indicated that the skills gained from the vocational training and their work experience, resulted in increased self-confidence, increased relation and communication with different cultures. Thanks to the Center, women became able to overcome the traditions by working and interacting with other people.

Finding 25. The impact of the social and gender protection components has not been only on changing the personal traits of participating beneficiaries, particularly women, in terms of increased self-confidence, self-esteem and increased participation in decision-making at home, but the impact was also on changes brought about in the community as a whole.

There are several examples of how interventions in social cohesion and gender protection had impact on youth women in the community. For example, women participating in the focus group in Arbat considered that their participation in the Centre activities resulted not only in changes in their personality, but they were able to influence others in the community by disseminating what they learned on issues related to gender protection, as women in the community started to request participation in trainings and seminars. One woman of the HC in Arbat indicated that she disseminated what she had learnt to the students in the school where she works as instructor. One of the women who is member of the Women Union is also transferring the knowledge to other women in the Union.

The interventions related to capacity building of religious leaders in social cohesion and peace building had also their impact on the wider community. The religious leaders played a positive role by preaching to the people that women can go outside their home and work. Now, there is acceptance from the community

regarding a working woman. Women considered they have now a place in the community, and no more regarded in a negative way from men.

The capacity-building in peace education conducted by Duhok University and NGOs had multiplier effect, in the sense that several trained staff started to transfer the knowledge to others in the community. For example, ICRRP support to CPCS resulted in the development of capacity of staff of the University who started to deliver training for IOM projects, UNICEF, GOAL and GIZ. Trainees of Al Tahreer and IRD are now peace building facilitators and trainers.

The head of Al Tahreer said, “I have been invited to a workshop organized by GIZ and I found the workshop facilitator was our female trainee”. Teachers at the high schools requested peace building trainings from CPCS as a result of the training conducted for the youth. Mosul University requested Duhok Peace center to conduct peace education training course for the teachers. The impact was also on the media which was approaching Duhok Center for Peace and Conflict Studies (CPCS) for getting their advice when tensions occur in the community. Having women and youth in social cohesion groups as volunteers is a real change in the community and furthermore, the participation of increased number of women and youth in social groups as volunteers is another example how ICRRP project on social cohesion had impact on the community.

V. CONCLUSIONS

Relevance: ICRRP interventions responded to emerging needs and were timely. The Programme was unique in the mobilization of all stakeholders at the national and local level including government agencies and line ministries, governorates, civil society organizations, and academic institutions. The relevance of UNDP interventions stems from its role in the reduction of tensions and the promotion of social cohesion as a cross-cutting issue in all components of the Programme. The relevance of the Programme is reflected in the design of the revised Project document of 2019, though emphasis was placed on quantitative indicators with little attention to qualitative ones. Though UNDP was able to adapt to changing context, a new approach is needed to face the challenges of recovery, reconstruction and stabilization.

UNDP is considered as a strategic partner by donors as well as by stakeholders at the national and local levels, in view of its political neutrality and credibility, and its filling in an important gap in the urgent needs of host communities, IDPs and refugees. UNDP added value stems from its long experience in implementing local development; in addition, it was able to forge excellent relationships with donors and demonstrated the capacity to transfer its experience to partners and stakeholders and ensure their ownership of the process.

Donors support to livelihood programme and long-term job creation need to be enhanced as ICRRP is no more operating within a context of short-term crisis but under a new context of reconstruction, recovery and stabilization, and which would require a different approach.

Effectiveness: ICRRP was effective in building the organizational capacity of both JCMC and JCC as well as in bringing changes in the legal framework. ICRRP interventions resulted in improved crisis response and coordination between these two agencies. The effectiveness of ICRRP would be enhanced through the ability of these two institutions to coordinate the involvement of other government agencies, NGOs and the private sector in crisis management. JCMC and JCC have proved capacity to produce several relevant reports which were well received by policy decision makers. The gender policy adopted by KRG Ministry of Interior is to be advocated towards its adoption at the Federal government level. ICRRP and these two agencies need to draw lessons from the past experience to formulate a strategy on crisis prevention.

The basic services projects were identified and prioritized through participation of the various governorates and the government administrations (water, electricity, etc.), in cooperation with UNDP. The basic services projects were determinant in alleviating the suffering of IDPs, refugees, returnees and vulnerable host communities and providing them with basic necessity of living (electricity, water, housing and other infrastructural projects) as beneficiaries expressed high satisfaction with the basic services provided.

ICRRP support to IDPs, refugees, returnees and HC in the provision of small grants to recover their assets resulted in the improvement of the livelihoods of 5,868 families during the period 2014-2018. Though business training was considered as very useful by the beneficiaries, effectiveness of ICRP support could be enhanced through the unification of the methodology and training materials used by NGOs in business management training.

ICRRP was effective in supporting job creation for the vulnerable groups, as beneficiaries from Cash of work and job placement expressed high satisfaction from the projects, as high retention rate was observed. The provision of decent jobs which varied from one company to another would need to be a requirement in

the phase of ICRRP. In rare cases, it was observed that a number of beneficiaries for CfW were not unemployed when recruited for the job. Particular attention would need to be given to the unemployed, while the wage rate has to be less than the market rate to avoid the distortion of the market resulting from the competition of the projects with other contracting companies.

Gender protection and social cohesion interventions have achieved good results, despite the fact that projects were too short in duration to effectively maximize the results. The design of capacity packages for the Directorate of combating violence against women was effective and allowed their staff to provide proper legal and psychology awareness. ICRRP support to community centers and shelters contributed to solving several of problems faced by women at risk of gender-based violence. Though several Iraqi universities have created academic programs on conflict studies, the involvement of universities in conflict resolution and reduction of tensions should continue to be provided at the community level.

Efficiency: UNDP was quick in responding to urgent needs of IDPs, refugees, returnees and host communities, though some delays in the process of selection, approval and contracting of partner institutions could have been limited provided a pre-selection of NGOs in particular is undertaken per sector of intervention. The improvement of the Information management system would allow a more efficient monitoring and evaluation system. Furthermore, enhanced coordination among the partner NGOs to share lessons learned would increase efficiency and inform policy makers at the governorate and national levels.

Sustainability: Long-term sustainability of the institutional structures supported by ICRRP, such as JCMC and JCC, would depend on the extent to which these two institutions will benefit from continuous learning process and the extent to which they can continue to prove their relevance vis-à-vis the decision makers in both KRG and federal governments.

The basic services projects were found to be sustainable. The challenge for ICRRP will be to involve the community, particularly NGOs and the private sector, in addition to relevant government agencies, in the identification and prioritization of the projects, with the view to enhance the ownership of the stakeholders of the basic services projects as a main requirement for sustainability.

With the exception of Cash for Work, which is not intended to be sustainable, the other interventions of ICRRP showed different degrees of sustainability. In view of the challenges faced by beneficiaries of assets recovery in running their business and compete in the market, their sustainability would depend on the extent to which business support services are provided to the beneficiaries over a certain period of time (up to one year). Linking the beneficiaries with micro-credit institutions would also enhance their sustainability.

The ICRRP-supported community centers that promote social cohesion and gender protection faced challenges of sustainability when external funding stops. Their sustainability would depend on the continuous motivation of the centers and on their ability to fund raise and generate resources through income generating activities. As to peace-building and social cohesion component of the Programme, the sustainability of the structures created and developed at the university level is evident, though the contribution of academics to peace building and social cohesion at the community level would depend on the sustainability of the various platforms created (local peace committees, local reconciliation committees).

Impact: The impact of ICRRP interventions is reflected in the changes in the quality of life of vulnerable communities in view of the basic services implemented. It is also reflected in changes in the attitudes of the communities towards peace building and social cohesion as well in women empowerment in terms of self-confidence and participation in decision-making, while it is too early to assess the impact of the other components of the Programme.

VI. LESSONS LEARNT AT PROJECT COMPONENT LEVEL

1. Appointing advisers/experts in both the JCMC and JCC, to coach staff on a daily basis helped the learning process and achieve quicker results than the provision of training only. The learning process could be further enhanced, if coaching and mentoring is conducted complementing, and as a follow-up to each training course.
2. Enhanced ownership of both JCMC and JCC resulted in increased motivation of staff and led both institutions to take initiatives in crisis response and coordination and to produce reports to decision-makers, capitalizing on the capacity building support provided by UNDP.
3. Complementing the assets recovery grants with business development services over six months to one year would enhance the sustainability of the businesses that are supported. Beneficiaries who only got business training have in fact expressed the need for business support to face the challenge of competition in the market.
4. Linking the assets recovery businesses with micro-finance institutions can enable the businesses to grow and to enhance their competitiveness in the market. Several businesses met by the Evaluation team in the focus groups indicated they had to borrow from relatives to be able to run the business. Fraternite en Irak ((FEI) is an example of such an NGO) which complemented asset recovery grants with the provision of loans due to financial support from another donor. Helping through grants and loans was a way to boost self-confidence and motivation among beneficiaries.
5. Supporting the provision of vocational training for beneficiaries to improve their employability without linking them to the labour market as wage-employment or self-employment has produced mixed results.
6. Supporting the salary of beneficiaries for a period of three months in job placement motivated the private sector firms to recruit the workers through the NGOs, as the workers can get the skills and experience, through on-the-job training during such a period. Such support resulted in high job retention rate.
7. NGOs were more successful in raising awareness of issues related to GBV when combining such awareness with other interventions, such as literacy education, vocational training, sports, etc...
8. Increasing number of youth became volunteers in the promotion of peace due to the motivation acquired through peace education.

VII. RECOMMENDATIONS

1. Strengthen the design of the project's results framework

Most of the indicators in the initial and updated project document are quantitative. The formulation of selected qualitative indicators that would reflect the quality of results, complementing the quantitative data

points, can provide a more comprehensive framework for monitoring and evaluation of project results. The formulation of qualitative indicators in the next ICRRP phase would improve the reporting system and enhance the effectiveness of the ICRRP Information Management tool and its use by project management. The latter will be in better position to assess progress made in the achievement of expected results and make the necessary adjustments to the activities of the project as well as to the inputs and resources.

Qualitative indicators are to be considered especially at the output level. The introduction of qualitative indicators and their monitoring to ensure timely data collection, and with the necessary adjustments throughout the implementation of the project would contribute to maximizing the results at the outcome level: “Conditions improved for safe return of internally displaced persons in newly liberated areas”. For such an outcome, greater emphasis is to be placed on quantitative indicators.

The type of qualitative indicators that can be considered at the output level would include the following:

- Assessments proposed under various outputs: considering only the number of assessments to identify the needs of IDPs would not be sufficient, as there is a need to assess the quality of assessments: the extent to which they are used by stakeholders and feedback received.
- Capacity-building interventions: The indicators related to number of trained beneficiaries (JCC, JCMC, beneficiaries of social cohesion training, training of public/private stakeholders to support livelihood) should be complemented by qualitative indicators that shows not only the benefits gained from the courses (pre- and post-test) but also the extent to which beneficiaries demonstrated enhanced capacity to implement what they have learned.
- Perception of beneficiaries: qualitative indicators should also include the perception of beneficiaries with regard the benefits gained from the basic services projects and from livelihood interventions; as well as the extent of benefits gained by women from legal aid service, from SGBV awareness and from psychological support services

The monitoring system related to qualitative indicators should include the collection of data from the beneficiaries on the results achieved (every three or six months) through one of the following tools: surveys including perception surveys, interviews or workshops/focus groups.

2. Conflict sensitivity should be integrated in all future ICRRP interventions

There is no doubt that ICRRP interventions in its five components are conflict sensitive, and there is a need for continued conflict sensitive design of interventions. This could be achieved through regular updating of the conflict analysis in view of the fact that local context may change, careful analysis of possible positive and unintended negative impacts of each intervention on existing tensions, assessment of the partners’ capacity to sustain the conflict sensitive approach, and the development of their capacity in this area and continuous monitoring of the positive and potential negative impact of programme activities on the reduction of tensions.

3. Maximising the stability impact through supporting sustainable resilient communities

While interventions were devised to respond to the crisis with the influx of IDPs and Syrian refugees, the next phase of ICRRP would require increased support to stabilization with a view to maximize the stability impact through:

- The development of capacity of local institutions, in addition to JCC and JCMC, in crisis prevention and management;
- The development of resilient local institutions (CSOs, governorates and districts levels, government agencies) that will deliver services to vulnerable people. This can be achieved by increasing awareness and capacity building of these institutions in the selection of interventions with long-term stability impact;
- The design and implementation of longer-term interventions that are likely to support sustainable resilience of host communities, particularly in support to start-ups and existing micro and small businesses.

4. UNDP to support JCMC in developing a strategy on crisis prevention and response

ICRRP interventions and support to JCMC and JCC were focused on crisis response and coordination as well as on organizational capacity development and individual capacity of staff. Though impressive results were achieved, there is a need to support JCMC to develop a strategy on crisis prevention, and preferably a coordinated and integrated strategy, so the response will be more effective. As to JCC, a strategy (2017-2020) for the establishment of Crisis and Disaster Management System in the Kurdistan Region was developed.

5. UNDP to support the sustainability of JCMC and JCC through the creation of a pool of trainers

JCMC and JCC are relying to a large extent on the support provided by UNDP and other international organizations in capacity-building of their staff in various areas: Executive leadership, Monitoring and Reporting, Information Management Analysis and Reporting, Disaster and Crisis Response Planning, Problem analysis and project design, Disaster and Crisis Response Planning, Needs and Gaps Analysis, Crisis and Recovery Coordination, and gender. The achievement of sustainability of ICRRP interventions in this regard would require the creation of a pool of trainers within JCMC and JCC, or independent local trainers, that will enable both organizations to build the capacity of the staff in the governorate offices and ensure transfer/sustainability of knowledge in cases of staff turnover.

6. While ICRRP has involved the community in the identification and prioritization of needs in its interventions on livelihoods, social cohesion and protection, it should ensure involvement of all parties in the community including the governorates/districts, the civil society organizations, community leaders and other stakeholders even with conflicting political views in the identification and prioritization of basic services projects related to KRI and the reconstruction of the New Liberated Areas

ICRRP has involved the community and other stakeholders in the identification and prioritization of needs with regards to Livelihoods, Social Cohesion and Protection, as such participation is one of the principles of the ICRRP programme. The identification and prioritization of basic services projects, however, was

carried out through the districts, governorates and line ministries without the involvement of the civil society and other stakeholders. This approach could be justified by the necessity to respond quickly to the urgency needs of IDP, refugees and vulnerable host communities. It is recommended, in the next phase of ICRRP, to design a context specific methodology by which all stakeholders in the community and relevant government agencies and governorates/districts are able to be involved and engaged in the identification of basic services projects, the preparation of an action plan with prioritized projects, while taking into consideration the conflict sensitivity of each of the intervention. This approach has the advantage to ensure ownership by the community of the projects, and in addition it will contribute to solving conflicts if any and contribute to building social cohesion. In this respect, it would be noteworthy for ICRRP to look at the methodology used by UNDP project in Lebanon: “Lebanon Host Communities Support Programme” (LHSP) and to adapt it to the Iraq context.

7. Engage a larger number of NGOs in project implementation and ensure the formation of consortium of NGOs of at least 3-5 NGOs to be a requirement in the selection by UNDP of the bidders.

In view of the urgency of the situation during the crisis, UNDP had to select the highly qualified NGOs which, in most cases, were international NGOs (INGOs) in order to achieve quick and quality results. UNDP was also encouraging the formation of consortium of NGOs whereas INGOs were partnering with small local NGOs.

ICRRP needs to involve a larger number of national NGOs in project implementation. The formation of a consortium of a certain number of NGOs (for example 3 to 5) should be a requirement and not optional when bidding to a project. By doing so, capacity of small NGOs will be enhanced when operating under one umbrella. Grass root organizations (community development associations) could therefore contribute to the development process.

In order to expedite the bidding process and open it to all NGOs, UNDP could short-list in advance NGOs by creating NGOs roster per thematic area, while assessing their eligibility criteria (governance, etc..) and priority experience in the area. Call for proposals will be then addressed to the short-listed NGOs per sector.

8. Promote the development of social enterprises in the Newly Liberated Areas that would create jobs for the most vulnerable population and enhance skills level of beneficiaries

It is recommended to support the creation of social enterprises that can be operated by NGOs, cooperatives or in some cases by enterprises that are currently in the recovery phase and need support. The viability of social enterprises would depend on the targeted location, and which would require from UNDP to design the methodology and assess its applicability in various contexts.

Social enterprises have the advantage to integrate the four following dimensions in their operations: development aspect (along the value chain of the selected sector), social aspect (employment and income generation for the poor), skills development (on-the-job training) and business aspect (no loss or minimal profit). This would mean that special consideration be given to the identification of priority sectors/activities that reflect and address these four dimensions. Priority sectors could be the establishment of technical workshops/centers to cater to the needs of reconstruction and rehabilitation in production, services and trade: agriculture, agri-business, electrical repairs, air conditioning and heating systems, sanitary networks and repairs, carpentry, etc

The development of social enterprises can contribute to solving the high unemployment rate and increased poverty levels. Such intervention can yield significant results in terms of skill development, job creation, poverty reduction, livelihoods, and resilience. The proposed intervention is expected to have indirect effects by encouraging those employed by NGOs and who gain technical and probably managerial experience to start a self-employment project or a small business.

NGOs, cooperatives and enterprises in the recovery phase can be invited to submit proposals/business plans to get the required funding.

9. UNDP to give priority to NGOs that can complement UNDP funding with additional resources in order to ensure the success and sustainability of small businesses

The viability of small businesses and their sustainability would need a longer-term approach than the one which was implemented by ICRRP to cater to the urgent needs of the vulnerable people for livelihoods (assets recovery). In order to succeed, small businesses would need to be provided with business support services and coaching after the end of the project for a certain period of time. This is an area where the relevant NGO should cater to the needs of the businesses from its own resources or from external funding. Other criteria for the selection of the NGOs is their ability to link the beneficiaries with micro-credit institutions to enable them to sustain their business.

10. UNDP is to formulate a private sector development strategy for the next phase of ICRRP with emphasis to be provided to supporting sustainable enterprises and medium and long-term recovery of SMEs

The pilot grants like the ones provided to the five start-up businesses (US\$ 50,000 each) must be avoided in private sector development, though ICRRP was effective in the selection of business ideas that were creative and innovative and the provision of business development services through training and coaching. The businesses were not able, however, to achieve the target of job creation, while several of them faced marketing challenges. The major gap of this pilot project, in fact, was in its design through its reliance on the provision of substantial amount of grant without cost-sharing from the enterprises. The provision of grant support to enterprise development without cost-sharing may affect entrepreneurship development by increasing reliance of entrepreneurs on grants rather on risk-taking while affecting the entrepreneurial motivation. Shared cost should be a modality while business support services to enterprises should be the focus. Sustainable enterprises should be therefore supported within a Private sector development strategy that would need to be designed for the next ICRRP phase.

11. Ensure the sustainability of community centers through the development of capacity of the centers in project formulation, fund raising, forging partnerships with the private sector and in the development of income-generating activities.

The community centers supported by ICRRP, particularly Kurani Ainkawa Multi-Purpose Center (KAMPC) in Erbil and the community center in Arbat in Sulaymaniyah, have been effective in providing the required services to the community, IDPs and refugees, and in their contribution to social cohesion and gender protection. Both centers, however, are facing serious challenges to sustain their activities without donors' support. The development of the capacity of both centers in the mobilization of financial resources is to be conceived at the design phase whereas the focus should be on the following:

- (1) Development of the capacity of the centers in project formulation and needs assessment to enable them mobilize donors funding
- (2) Assist the Centers to conduct advocacy campaigns for the mobilization of resources from medium and large private sector firms, by partnering with the private sector as part of their social responsibility towards the community
- (3) Generation of revenues through the development of income-generating activities that would involve vulnerable groups, particularly women

12. Gender protection should be cross-cutting particularly to livelihood and social cohesion interventions, while the social cohesion component is to be a cross-cutting issue with all other components of ICRRP.

Though gender protection has some specificities in terms of the provision of legal aid and psychological support, nevertheless the integration of women facing violence into livelihood programmes would provide them with hope by acquiring a skill and income. This would require providing them with a skill through vocational training, to be complemented with income-generating activities.

Gender protection is also cross-cutting with the social cohesion component of ICRRP. Social cohesion interventions can help reduce the family tensions through community-based initiatives from participation in awareness seminars where both gender attend together (this was a recommendation from several women participants) to participate in activities that are beneficial to the community, etc. Social protection programmes, in fact, need to be of a long-term duration to gain the trust of women and reduce tensions in the family.

Social cohesion also would need to be cross-cutting issue with all other ICRRP components. In fact, the identification of interventions in the context of Iraq should be conflict sensitive contributing to reduction of tensions and conflicts and contributing to social stability and cohesion. This would apply to all other components: Crisis response, basic services projects, livelihood and protection.

Annex 1. Evaluation matrix

Evaluation matrix						
Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/tools	Indicators/success standard	Method for Data Analysis
Relevance	1. To what extent the programme objectives address the problems, needs and priorities of the intended direct and indirect beneficiaries, particularly women, youths and vulnerable groups and are in line with CPD outcomes and national strategies related to livelihood and the promotion of social cohesion and stability, as well as with SDGs?	1.1 To what extent analysis of the problems is well developed in the project design with a credible theory of change?	Project document CPD Beneficiaries and key stakeholders	Desk work Focus group	1.1.1 Analysis of the problems is well developed in the project design and are well related to the results/outcomes of the project 1.1.2 Project's objectives are consistent with CPD outcomes related to social cohesion and livelihood, as well as to SDGs and national strategies 1.1.3 The outcomes of the project are consistent with priority and needs of host communities' beneficiaries, IDPs and Syrian refugees, particularly women and youth 1.1.4 The formulation of indicators is consistent with the intervention logic and provide the basis for monitoring and evaluation 1.1.5 Objectives and intended results of the project took into consideration the necessity for the participation of various stakeholders 1.1.6 Perception of beneficiaries as to whether the project reflected their priorities and met their needs	Qualitative analysis
		1.2 To what extent the project design took into consideration long-term sustainability of the project through the provision of adequate capacity-building and institutional arrangements?	Project document	Key Informant Interview (KII) Desk work	1.2.1 Institutional arrangements for the long-term sustainability of the Project results are adequately described 1.2.2 The project design took into consideration environmental sustainability as a cross-cutting issue	Qualitative analysis

	2. To what extent the design of the project took into consideration existing conflict dynamics and fragility as well as its adaptation to changing context?	2.1 To what extent the project design was flexible to adapt to the changing needs of the beneficiaries?			<p>2.1.1 Outcomes of the project remain relevant throughout the period of implementation</p> <p>2.1.2 Implementation modalities are suitable for the achievement of social cohesion and reduction of conflicts</p> <p>2.1.3 The basic assumptions on root causes of conflicts, conflict dynamics and risks taken into consideration in the project's design are credible and articulate a convincing intervention logic</p>	
Effectiveness	3. To what extent the programme has been effective in strengthening crisis response, recovery and preparedness and prevention structures of both relevant public entities and civil society and in improving coordination, cooperation and capacity in the central government (Baghdad) and Kurdistan Regional government?	3.1 To what extent community assessments and community perception mapping were compatible with crisis response?	Reports Key stakeholders	Desk work KII	<p>3.1.1 Number of assessments conducted, or data analyzed to identify the needs of IDPs and returnees</p> <p>3.1.2 Extent of use of the community assessments of community resilience and coping mechanisms in strengthening crisis response</p> <p>3.1.3 Extent of use of community perception mapping in crisis response</p>	Qualitative analysis
		3.2 To what extent the Joint Crisis Coordination Center/KRG and Joint Coordination and Monitoring Centre/GOI have the ability to coordinate crisis response?	Staff of JCMC and JCC Key stakeholders Reports	Survey KII Focus group Desk work	<p>3.2.1 Joint coordination mechanism at regional level in place (JCMC/Governorate, JCC/Erbil, JCC (Sulaymaniyah, Duhok and Halabja)</p> <p>3.2.2 Existence and degree of joint coordination mechanism of crisis response at regional level in Kurdistan</p> <p>3.2.3 Number of government departments and civil society organizations and groups participated in returns, recovery and IDP management process coordinated by JCMC and JCC</p> <p>3.2.4 Extent of ability of JCC and JCMC to regularly provide reliable data on the crisis and regularly inform decision makers on gaps and response capacity as well as consolidated response plans</p> <p>3.2.5 Types (and frequency) of key information products developed and disseminated by the JCMC and JCC to relevant stakeholders</p>	<p>Quantitative analysis</p> <p>Qualitative analysis</p>

					<p>(Quarterly situation reports, thematic report briefings, for senior officials)</p> <p>3.2.6 Number of staff from JCMC and JCC trained in identified priority areas (disaggregated by type of training and gender)</p> <p>3.2.7 Extent of benefits gained by JCMC and JCC staff (and number of staff) from dedicated skills enhancement support in different areas of crisis management, including needs and gaps assessment, information management, monitoring and evaluation, and managing projects (disaggregated by type of training and gender).</p> <p>3.2.8 Extent of functioning of Emergency management cells in the governorates</p> <p>3.2.9 The communication processes and reporting formats are developed and operational</p>	
		3.3 To what extent the legislative, institutional and risk-information system for crisis prevention and resilience building is strengthened?	<p>Staff of JCMC and JCC</p> <p>Key stakeholders</p> <p>Reports</p>	<p>KII</p> <p>Desk work</p>	<p>3.3.1 Measures taken to develop the crisis management law and implement the National Disaster Management Strategy in Iraq in a gender-sensitive manner</p> <p>3.3.2 Crisis management law for the Kurdistan region approved by the Government</p> <p>3.3.3 Number of measures taken to implement the government-wide system for crisis management in KRG in a gender-responsive manner</p> <p>3.3.4 Number of government offices equipped with ICT equipment and/or infrastructure</p>	<p>Qualitative analysis</p> <p>Quantitative analysis</p>
	4. To what extent the programme has been effective in improving the access and delivery of basic services to host communities, Syrian refugees and IDPs through rehabilitation of	4.1. To what extent infrastructure projects are identified and prioritized through community and stakeholders' participation?	<p>Governorates</p> <p>Civil society</p> <p>Reports</p>	<p>KIIs</p> <p>Desk work</p>	<p>4.1.1 The extent to which projects are identified and prioritized through community participation</p> <p>4.1.2 Number of communities engaged in basic service needs assessments (gender disaggregated)</p>	<p>Qualitative analysis</p> <p>Quantitative analysis</p>

	community infrastructure in a participatory and conflict sensitive manner?				<p>4.1.3 Capacity level of the civil society to engage in the process of needs identification, prioritization in cooperation with government representatives</p> <p>4.1.4 The extent to which the selection of intervention areas benefitted the most vulnerable communities, IDPs and Syrian refugees, including women and youth</p> <p>4.1.5 Number of communities (districts/ sub-districts) in project target locations have basic service restored/rehabilitated</p> <p>4.1.6 Number and quality of community restoration initiatives undertaken through partnerships between local authorities, community organizations, private sector entities, and amount of contributions provided by each of these</p> <p>4.1.7 Percent of the above in which women’s organizations are directly involved</p> <p>4.1.8 Number (and type) of basic socio-economic service infrastructure projects rehabilitated</p> <p>4.1.9 Number of short-term jobs created in labour-intensive infrastructural sub-projects</p> <p>4.1.10 Average labour intensity of infrastructural projects</p>	
	4.2. To what extent governorates have the capacity to deliver basic services to vulnerable communities?	Governorates	KII	<p>4.2.1 Capacity level of the sub-district and district level of local governorates to deliver basic services</p> <p>4.2.2 Number of community plans that are fed into the Governorate planning system.</p> <p>4.2.3 Capacity of the governorate in governance systems (grievance, e-governance)</p> <p>4.2.4 Number of grievances established and % of grievances successfully redressed</p>	Qualitative analysis	

		4.3 To what extent the target population (youth and women in particular) have improved access to basic social and community services?	Beneficiaries Civil society Reports	KII Desk work	4.3.1 Number of people (men/women) benefiting from improved access to socio-economic community infrastructure 4.3.2 Extent of direct and indirect benefits of the projects for the host communities, IDPs and Syrian refugees 4.3.3 Degree of satisfaction of beneficiaries on the basic services provided 4.3.4 Extent of contribution of the provision of basic services to social cohesion 4.3.5 Extent of positive environmental impact resulting from infrastructural projects	Quantitative analysis Qualitative analysis
	5. To what extent the programme has been effective in improving livelihood opportunities in targeted locations for internally displaced people, returnees, vulnerable host communities and Syrian refugees, and in enhancing resilience of host communities?	5.1 To what extent emergency employment benefitted the most vulnerable groups (IDPs , returnees, refugees and host communities)	NGOs Reports	KII Desk work	5.1.1 Number of men and women benefitting from -cash for work (gender and age disaggregated) 5.1.2 Number of displaced men and women benefiting from emergency asset replacement (gender and age disaggregated)	Quantitative analysis
		5.2 To what extent vocational training was effective in facilitating wage-employment of target groups, particularly IDPs, refugees and Host communities?	NGOs Private firms Reports	KII Desk work	5.2.1 Number of livelihoods assessments carried out, and extent of their use in project design options 5.2.2 Extent of use of adequate criteria for selection of NGOs implementing livelihood projects aiming at supporting wage-employment 5.2.3 Extent of implementation of appropriate criteria in the selection of beneficiaries for job placement 5.2.4 Extent to which vocational training courses respond to the needs of the labour market 5.2.5 Number of vulnerable men and women who found jobs after the completion of the vocational training, and percent of job retention 5.2.6 Degree of satisfaction of employers with the skill level of job seekers	Quantitative and qualitative analysis

					5.2.7 Quality of sustainable jobs created as per ILO international standards	
		5.3 To what extent business skills training was effective in enabling beneficiaries to resume and or/sustain their business?	NGOs Reports	KII Survey Desk work	<p>5.3.1 Extent of use of adequate criteria for selection of NGOs supporting self-employment/creation of small business</p> <p>5.3.2 Extent of implementation of appropriate criteria in the selection of beneficiaries in starting or restoring their business</p> <p>5.3.3 Number of vulnerable men and women who completed the business skills training</p> <p>5.3.4 Quality of business skills training provided and extent to which training met the needs of beneficiaries</p> <p>5.3.5 Percent of new businesses established as a result of business training courses</p> <p>5.3.6 Extent of improvement of income of beneficiaries, particularly women and youth, from livelihood projects</p> <p>5.3.7 Extent of implementation of the pilot initiative focusing on integrated conflict sensitiveness in the identification and design of livelihood interventions (Area based recovery approach)</p> <p>5.3.8 Number and type of public/private institutions benefiting from capacity development</p> <p>5.3.9 Extent of ability of public/private stakeholders to support livelihood recovery in the target locations</p>	Qualitative and quantitative analysis
	6. To what extent the programme has been effective in strengthening protection mechanisms for vulnerable communities	6.1 To what extent the protection mechanisms for vulnerable communities were strengthened to the	Legal aid clinics NGOs	KII	<p>6.1.1 Number of vulnerability monitoring and legal aid clinics set up</p> <p>6.1.2 Extent of awareness and capacity of partners and stakeholders to address CRSV/GBV cases</p>	Qualitative analysis

	specifically women and youth, who are at risk of Gender Based Violence (GBV)?	satisfaction of beneficiaries? 6.2 To what extent was the programme able to facilitate access of the target groups to legal aid clinics and to SGBV awareness campaigns?	Beneficiaries NGOs	Focus groups	6.2.1 Number of legal aid beneficiaries under the programme 6.2.2 Degree of satisfaction of legal aid beneficiaries on the support provided 6.2.3 Number of people who have received the SGBV awareness training 6.2.4 Number of SGBV victims and other vulnerable people benefit from psychosocial support services 6.2.5 Degree of satisfaction of SGBV beneficiaries on the support provided	Qualitative and quantitative analysis
	7. To what extent the programme has been effective in preventing conflict and in strengthening social cohesion and reconciliation through dialogue, peace education and capacity development of local and national stakeholders?	7.1. To what extent stakeholders have increased capacity to conduct conflict development analysis studies and engage in monitoring community tensions?	NGOs Reports	KII Desk work	7.1.1 Number and quality of conflict and development analysis studies completed in target locations 7.1.2 The extent to which criteria of the locations to be covered by a conflict and development analysis gave priority to the most vulnerable people 7.1.3 Number of civil society organizations trained to conduct conflict and development analysis studies 7.1.4 Capacity level of civil society organizations to conduct conflict and development analysis studies 7.1.5 Number of religious leaders trained on promoting dialogue, co-existence and human rights, and capacity level 7.1.6 Extent of contribution of religious leaders to the promotion of social cohesion 7.1.7 Number of youths trained to monitor triggers of conflict, and capacity level	Quantitative analysis Qualitative analysis

		7.2. To what extent public and civil society organizations have the capacity to promote peace education?	Academics NGOs	Survey Focus groups	<p>7.2.1 Number of Iraqi public universities engaged in promoting a culture of peace education in Iraq</p> <p>7.2.2 Number of peace centres established in Iraqi public Universities</p> <p>7.2.3 Number of academics and university students from Iraqi public universities trained on peacebuilding skills, include dialogue, tolerance and to promote peaceful co-existence</p> <p>7.2.4 Extent of ability of academic and university students to promote a culture of peace through education</p> <p>7.2.5 Arabic Language Peace Lexicon formulated and adapted at the Iraqi public universities to support peace education in Iraq</p> <p>7.2.6 Number of technical peacebuilding texts translated into the Arabic Language for distribution among the Iraqi Universities</p> <p>7.2.7 Degree of satisfaction of the community with regard the intervention of academics and university students</p>	Quantitative and qualitative analysis
		7.3 To what extent social cohesion and reconciliation through dialogue and peace education were strengthened through implementation of community-based initiatives?	NGOs	KIIs	<p>7.3.1 Number of community platforms for dialogue established and their effectiveness</p> <p>7.3.2 Number of community centres supported to maintain their operations and serve as the base for social cohesion interventions in target locations</p> <p>7.3.3 Extent of contribution of community centres for social cohesion and reconciliation</p> <p>7.3.4 Common social cohesion analysis undertaken, based on community consultations</p> <p>7.3.5 Number of young volunteers mobilized for promoting social cohesion (SC) identified (gender and age disaggregated)</p>	Qualitative analysis

					<p>7.3.6 Number of civil society organizations strengthened to lead the process of social cohesion in target locations</p> <p>7.3.7 Extent of skills gained by peace actors in the areas of peacebuilding, conflict analysis and reconciliation to identify challenges and needs for the strengthening of social cohesion and reconciliation</p> <p>7.3.8 Number of people engaged in community-based project initiatives</p> <p>7.3.9 Extent of contribution of community-based activities (sports, art, drama, recreational activities and language courses, etc.) to social cohesion and reduction of tensions</p> <p>7.3.10 Number of advocacy campaigns and community solidarity activities and/or events organized for host communities and displaced population</p> <p>7.3.11 Extent of benefits gained by host communities and displaced people from the awareness campaigns</p> <p>7.3.12 Number and quality of analysis of community perceptions relating to the value/usefulness of the community-based initiatives conducted (qualitative and capturing the feedback of women and youth)</p>	
Efficiency	8. To what extent the project results were produced efficiently with respect to cost and timeliness , and the extent monitoring, knowledge management and risk management have been integrated in project implementation?	8.1 To what extent project results were achieved with optimal use of human and financial resources and operational processes (i.e. Procurement, HR, Finance)?	Reports	Desk work	<p>8.1.1 Cost of inputs relative to results achieved</p> <p>8.1.2 Absence of variances between planned and actual expenditures</p>	Quantitative and qualitative analysis
		8.2 To what extent project activities and results were achieved	Reports	Desk work	8.2.1 Degree of adaptation of Annual Work plans to changing context	Quantitative and qualitative analysis

		in due time despite changing context?			8.2.2 Timeliness in implementation of the project (Annual work plans)	
		8.3 To what extent monitoring, knowledge management and risk management are integrated in project implementation and enhancing its efficiency?	Reports	Desk work	8.2.3 Degree of flexibility and timelines of project processes & procedures 8.3.1 Evidence of adequate Governance structure and institutional arrangements of the project 8.3.2 Evidence of quality of the monitoring system, information management and reporting 8.3.3 Extent of management of risks during project implementation 8.3.4 Extent of lessons learned from project implementation	Qualitative analysis
		8.4 What visibility and public awareness, including of the donors that have provided financial support has been created among the stakeholders?			8.4.1 Publications and press releases produced, including social media and visibility signs 8.4.2 Media coverage and feed-back on publications and press releases	
Sustainability	9. To what extent the programme has been able to forge partnerships with relevant local actors, ensure their ownership in programme implementation and create sustainable structures and mechanisms to enhance the sustainability of results of UNDP interventions?	9.1 To what extent has the project created institutional structures and mechanisms to enhance the sustainability of the programme?	Governorates NGOs Other stakeholders	KII	9.1.1 Degree of institutional sustainability of the structures created by ICRRP 9.1.2 Steps taken by the Project management towards sustainability, including mitigation strategy towards possible risks that may jeopardise sustainability of results	Qualitative analysis
		9.2 To what extent has the project built the capacity of stakeholders to ensure the sustainability of the programme?	Governorates NGOs Other stakeholders	KII	9.2.1 Degree of willingness of the relevant stakeholders to continue providing basic services through involvement of local community in the identification and prioritization of projects to citizens 9.2.2 Extent of readiness and capacity of stakeholders to continue livelihoods programmes 9.2.3 Extent of readiness of governorates and other agencies to continue the provision of support to the most vulnerable groups in host communities	Qualitative analysis

					9.2.4 Extent of readiness of governorates, NGOs and other stakeholders to design and implement Crisis Response Projects	
Impact	10. To what extent the programme contributed to social stability and to the improvement of quality of life and increased benefits to host communities, IDPs and refugees, specifically youths, women and vulnerable people?	10.1 To what extent the project contributed to poverty reduction of the target groups as well as to social stability?	Governorates NGOs Other stakeholders	KII Focus groups	10.1.1 Extent of positive changes achieved by ICRRP on social stability in the host communities 10.1.2 Extent of benefits gained by host communities, IDPs and refugees in terms of improvement of the socio-economic conditions and quality of life	Qualitative analysis Quantitative analysis
		10.2 To what extent the project contributed to empowerment of women?			10.2.1 Extent of contribution of ICRRP to women empowerment	Qualitative analysis Quantitative analysis
UNDP Value added	11. To what extent was UNDP able to take advantage of its unique position and comparative advantage to achieve results, maximize the benefits of the programme and strengthen its leadership role among the donors' community through its coordination and complementarity with relevant programmes/projects of national and international organizations?	11.1 UNDP is recognized as strategic partner by stakeholders in providing crisis response support	Donors International organizations	KIIs	11.1.1 Extent of awareness of, and positive feedback received on the unique support of UNDP among direct indirect and beneficiaries and other stakeholders 11.1.2 Extent to which the project reflects advantages for UNDP interventions through their complementarity with other related programmes and projects of donors/international organizations	Qualitative analysis

Annex 2. List of documents reviewed

Conflict analysis reports: Duhok, Ninewa, Salah Al Din

IOM, Access to durable solutions among IDPs in Iraq: Moving in displacement, 2019

IOM, West Mosul: Perceptions on return and reintegration among stayees, IDPs and returnees, June 2019

JCC Strategic Plan 2017-2020

JCMC Action Plan 2017-2020

OCHA Iraq (2018), Multi-Cluster Needs Assessment

UNDP, Annual reports, ICRRP, 2016, 2017 and 2018

UNDP, Annual report Protection and gender 2017

UNDP, CPD, 2016-2020

UNDP, Donors reports, Progress and final reports: Austria, France, GIZ, KfW, Japan, Kuwait, DFID and UNHCR

UNDP, Final report, November 2016 – November 2017 (GIZ donor's report)

UNDP, Final reports for the following NGO partners: GOAL, IMPACT, Iraqi Al Amal Association, Sanad, UPP, ECCI, Fraternite en Irak, LODO, Oxfam, REACH, ZSVP

UNDP, Iraq Crisis Response and Resilience Programme (ICRRP), Final report to Kreditanstalt für Wiederaufbau (KfW), 5 March 2018

UNDP, Project document, ICRRP, 2014

UNDP, Project document, ICRRP, 2019

Annex 3. LIST OF KEY INFORMANTS AND FOCUS GROUPS PARTICIPANTS

Organization	Name	Position
UNDP	Zubair Murshed	Programme Manager ICRRP
	Ni Komang Widiani	Monitoring & Evaluation Specialist
	Amanthi Wickramasinghe	Head- Programme Management and Support Unit
	Marley Tinnock	
	Aala Ali	Social Cohesion & Community Mobilization Specialist
	Piero Emanuele Franceschetti	Head Service Center / Operation Manager
	Ijaz Hussain	Head of Procurement
	Azeez Adesina	Finance Specialist
	Shawqi Younis	Representative, Duhok
	Ibrahim Baba Ali	Representative, Sulaymaniyah
Government agencies		
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JCC, KRG	Hoshang Mohamed	Director General, Erbil
	Sarhad Omar	Director of Administration and Finance
E-JCC	Vian Rasheed	Head, Erbil
	Sartip Khalid	Deputy Head, Erbil
Governorate office, Sulaymaniyah	Haval Abu Baker	Governor
	Baba Rasul	Head of JCC
Governorate office, Duhok	Ismail Mohammed	Assistant Governor
DCVAW shelter, Duhok	Dakhaz Fatah Ali	Director
DCVAW, Erbil	Ferman Mohammed	Director
Community center		
Kurani Anikawa Multi-purpose Center (KAMPC)	Gzeng Saeed Hamad	Manager
	Kalthum Mohammed	Secretary
	Rahma Sleman	Deputy Manager
	Mahdia Xalel	Project Director
NGOs		
Fraternite en Irak	Caroline Dumont St Priest	Program Manager
L'Oeuvre d'Orient	Loys de Pampelonne	Directeur Pays Irak
REACH	Hero Anwer	Deputy General Director
	Brwa Abdulrahman	Program Manager
	Zirek Ahmed	Head of Dhok office
Goal	Hazan	Project Manager
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DHRD	Kardo Raza	Focal Point
	Shadman Ahmed	Lawyer
	Talar Kamal	Focal Point- Social worker
CDO	Xawla Safa Aldeen	Coordinator
	Ayad Hamed	Focal Point
	Sara Mohammed	Facilitator
	Halala Othman	Facilitator
UPP	Bahman Hasan	Project Manager
	Zryan Yassin-UPP	Facilitator
	Kanal Salem	Educator
	Hawkar Omer	Coordinator
	Mufeq Hussen	PB Officer

Sanad	Omer Faruq	Program manager
Al Tahreer	Abdulazeez Al Jarba	Director-
IRD (Blue Mount)	Rawa Sdiq	Program Coordinator
	Ali Thahir	Director)
ZSVP (Zakho small village Project)	Abid Al Hssaïen	Director
	Khunav Awni Abdi	Project Manager
	Zahar Shamal Abdulah	Project officer-
	Maryam Abdulaziz Ismail	Project officer
	Dilshad Tahir	Religious leader
	Jalal Rashid	Religious leader
Duhok Organization for Youth Volunteers	Ahmed Sadun	Director
Parwar organization (IRD partner)	Abdulkhaliq Sultan	Director
Duhok University		
Department of Peace and Conflict studies	Jutiar Mohamed	Director
	Zeravan Sleman Sdiq	Monitoring and Evaluation Specialist
Private sector		
Erbil Chamber of Commerce& Industry	Omer Khider	Director of Relationships
	Zaneer Jabbar Rashid	Business Development Consultant and Trainer
Enterprises / Erbil chamber of Commerce& Industry	Farhad Berzinjy	MAP group CEO
	Darawan Surchi	MAP Group HSE, Erbil
	RabiYousif	Owner of Furniture, Erbil
	Diman Siad	Owner Nursery garden, Erbil
	Bahman Jamal	Owner of “Dost company” - Digital Operating System Technology”, Sulaymaniyah
Private firm /Kesta Company, Duhok	Nizar Taha	Owner of the company
Private firm /Alko Company, Duhok	Hishyar Ramazan Taha	General Manager

Skype call

Organization	Name
UNDP	Karima Nehme, Deputy Country Director
	Mizuho Yokoi, Former ICRRP manager
	Mohammed Mudawi Former head of stabilization
	Haiz Abdullah, Component 2: Basic Service Infrastructure
	Sara Eliasi, former Component Lead: Govt coordination
ADPC	Aslam Perwaiz, Component 1: Govt Coordination
IAS (International Advisory Services)	Abigail Helm, Former UNDP PM and JCC Consultant
Austrian Development Agency	Daniela Krejdl
Ambassade de France en Irak	Jean-Noël BALEO

Focus groups

Component 1: JCC Erbil	
Ali Amir Ali	HR Officer
Ayat Abdulkhalig	Monitoring and evaluation
Shanaz Taha Ahmed	Reporting officer
Avan Mirkhan Ahmed	Data exchange officer

Javhed Omar	Director
Avan Wrya Manaf	Donor relations
Srwa Rasul	Director
Component 2: Beneficiaries of Cash for Work, Duhok	
Saado Sharif Saado	
Sabri Ali Khano	
Ismail Sharif Saado	
Hamze Mohamed Sadeek	
Component 2: Beneficiaries of Cash for Work, Duhok	
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Hafi Ismail Shafik	
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Alfer Nohman Ahmed	
Amad Dlovan Shafik	
Component 2: Beneficiaries of basic services projects, Erbil	
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Srud Tahsin Aziz	
Twana Sherzad	
Abdulsatar Zrar Huseain	
Masud Tabn Aziz	
Fraz Fadel Muhamed	
Component 2: Beneficiaries of basic services projects, Duhok	
Asaad Ahmed Younis	
Mostapha Ibrahim AbdelRahman	
Mohsen Said Sulaiman	
Harbi Mohammed Younis	
Hakar Haji Rachid	
Ameer Mohamed AbdelRahman	
Component 3: Asset Replacement /REACH – Erbil	
Taha Mahmud Jarjes	Farmer
Maryam Mahmuad	Sewing
Fras Fadil	Grocery shop
Dawd Abas	Car Mechanic
Ruqaya Mahmud	Sewing
Muntaha khalef	Sewing
Raed Ali	Cloth shop
Amer gali	Poultry
Jalela Ibrahim	Sewing
Ashraq Ahmed	Women clothes shop
Component 3: Asset Replacement /REACH – Duhok	
Fahad Ahmed	Ice Cream
SamerSaeed	Satellite installation shop
Nayef Abas	Mobile repairing shop
Zahma aldeen Hussien	Market shop
Sherwan Hasan	Photocopy shop
Kahlud Ibrahim	Accessories shop
Feryal Shukri	Hairdressing
Rana Abas	Sewing
Vian Abdulla	Sewing
Shaha Sabri	Shoes shop
Component 3: Assets replacement /ZSVP	
Samer Mohammed	Market shop
Abdulhameed AbdulRaheem	Clothes shop

Alham Abdullah	Sewing
Media akeed	Clothes shop
Dunya Shexmos	Clothes
Samia Aziz Mohamed	Women clothes
Salah Xalel	Sale representative
Rand Mohammed	Accounting
Component 3: Job placement/ZSVP, Duhok	
Ali Rakan	
Mqdad Hasan	
Farhan Qasem	
Ryaz Muhanad	
Dyar AbdulAzez	
Sabafd Sabri	
Component 3: Job placement/Toyota, Erbil	
Taghrid Hassan	Customer Service
Mustaf Fatehi	Car Mechanic repairing
Inas Qasem	Customer Service
Component 3: Vocational training/KAMPC beneficiaries/Erbil	
Ahmed Ismael	
Huda Ageed	
Tafga Mohammed	
Xarman Mustafa	
Shilan Xaleed	
Mohammed Ismael	
Mohammed Othman	
Othman Gazi	
Components 4/5: Arbat Sociocultural Center/Social &Legal Courses for women	
Sheren Hasan	
Kazhal Akrem	
Awaz nameq	
Hero Mohammed	
Runak Mahmud	
Nasek Omer	
Fareda Hama Saeed	
Vian Hama Saeed	
Gulbahar Abdulrahman	
Neyaz Anwar	
Nashmel Sabir	
Component 5: Peace building and social cohesion, Duhok	
Abdulrhaman Tahsin	Youth
Amad Taha	Youth
Haval Sabur	Youth
Jumana Kmarsh	Youth
Hanifa Abas	Youth
Iman Mohamed	Youth

Annex 4. Guiding questions for Key informant interviews (KIIs)

JCMC and JCC directors and/or staff: Strengthening National and Regional Crisis Management Capacity in Iraq

1. How do you assess UNDP's support for JCMC and JCC in building capacity of crisis management in Iraq? And why?
2. Are UNDP support in line with the needs of your community? Would you explain?
3. Is there any other service provider in enhancing capacity in crisis response management?
4. Did you participate in trainings provided by UNDP? If yes, how did you find the trainings in terms of: Importance of the topic for you, quality of the training, training duration and performance of the trainer
5. Did you participate in study / exposure tour abroad? If yes then how useful was the study tour?
6. Have you participated in identifying and prioritizing the needs of your community? Through assessments and workshop? Please explain how?
7. How do you assess the coordination between JCC in the governorates and JCMC? What was UNDP's role?
8. How do you assess the role of UNDP intervention in supporting returnees, recovery and IDP management process that is managed by your department?
9. How different are the reports that you are producing today in comparison to previous years? What is the role of UNDP?
10. What is the impact of UNDP trainings on: Staff performance, Crisis management, Identifying priority needs of different community segment, Responding to the crisis?
11. Have you worked on developing national strategy for crisis management? Where the process is standing?
12. What are the most successful aspects of the project?
13. What are the less successful aspects of the project? What are the challenges faced?
14. What are your priority needs for the coming period?
15. What are your recommendations to improve such programmes?

Basic services - Local authorities

1. What approach do you use in the identification and prioritization of infrastructural projects?
2. To what extent do you involve the local community (NGOs, community leaders, etc..) in the identification and prioritization of projects?

3. In case you are involving local NGOs, how do you assess their capacity and performance?
4. To what extent the most vulnerable are benefitting from the interventions? Give examples.
5. What are the criteria for the selection of communities to be targeted in the interventions?
6. To what extent the interventions selected are conflict-sensitive and contribute to social cohesion and stability?
7. To what extent are you taking into consideration the environmental impact of your interventions?
8. What kind of partnership did you establish with community organizations and private sector entities in the implementation of projects?
9. To what extent you are involving women organizations in the process of identification and selection of projects?
10. How long it takes between the selection of the intervention and the implementation?
11. Were you able to meet the urgent demand for infrastructural projects? How?
12. Could you elaborate on the direct and indirect benefits of the projects for the host communities, IFDPs and refugees?
13. Do you have any role in the execution of the projects? What was your role?
14. Will you be able to manage execution of projects without UNDP/donors support?
15. Are these projects part of the governorate planning system? Elaborate
16. Are you receiving grievances from the community? How do you deal with them?

Livelihood

NGOs

Job creation/placement

1. Livelihood assessment carried out: Main findings
2. How did you use the assessment to design the interventions?
3. What criteria do you use in the selection of beneficiaries?
4. What steps are you taking to ensure that at least 50% of employed are women (wage-employment placement)?
5. How do you ensure that vocational training courses are responding to the needs of the beneficiaries, as well as on the needs of the private firms? Duration of the course; practical and/or theoretical?

6. How do you approach the employers? What advantages the NGO has over the firm in facilitating employment of beneficiaries? Do the firms have easy access to beneficiaries directly or through employment service centers?

7. Do the beneficiaries have social security and health insurance?

Business restoration/start-ups

1. Livelihood assessment carried out: Main findings

2. How did you use the assessment to design the interventions?

3. What criteria do you use in the selection of beneficiaries?

4. What steps are you taking to ensure that at least 50% of beneficiaries (self-employed) are women?

5. Duration of business training course and training approach; quality of training

6. How do you ensure that grants are used effectively by the beneficiaries, or the in-kind assets provided to them are not sold?

7. Any other support to beneficiaries during the process of the establishment of the business?

8. Are you extending the support to those who have not lost assets, but wish to start a business?

Interview of Private firms

1. Satisfaction of employers with the skill level of job seekers

2. Reasons for employing through the NGOs

3. What kind of training is provided by the firm to the beneficiaries?

4. Do the beneficiaries have social security and health insurance?

5. Percent of job retention in your company?

Legal aid clinics

1. Is there a law that regulates jurisdiction support? Is it effective and useful for all concerned people?

2. What are the reasons that prevent vulnerable people to access justice? is it their legal illiteracy? Or because of ineffective response of governmental institutions to the needs of vulnerable people?

3. What kind of legal cases vulnerable people needs assistance and intervention by legal aid providers? Are those cases resolvable resolved or neglected or resolved by other means?

4. Are the concerned actors including courts and official government department take into consideration the specific situation of the beneficiary? For example, resolve the case in a short period of time?

5. How do you assess the services of the legal aid clinics for vulnerable people? do you think the existence of legal aid clinics are necessary? Please elaborate
6. Based on your information, are those cases always resolved at the court? Are vulnerable people approaching other means to resolve the case or ending the conflict amicably? is it because of time consuming process or expenses or other reasons?
7. What is the best approach to resolve the conflict without the vulnerable person incurring any loss?
8. Is there possibility of collaboration between courts, government departments and the supporting actors to work together on resolving a case when a vulnerable person is one of the actors.
9. Do you support collaborative means for conflict resolution such as negotiation, mediation, arbitration, as a speedy, useful and effective way of resolving cases? Or do you prefer the court to resolve them?
10. In your opinion, how can legal support providers develop their services to be more effective and reach as many as possible beneficiaries in a short time?
11. In case you (or your staff) attended training on Gender Based Violence (GBV), to what extent the training was useful? Were you involved in awareness raising of women on SGBV? How? Please elaborate.
12. How do you assess the training provided to Legal aid clinics on case management?

Civil society organizations

Strengthened Social Cohesion through dialogue and capacity building of local and national actors and communities

1. How do you assess UNDP's support for enhancing social cohesion and dialogue efforts in Iraq? Please elaborate
2. Are UNDP support in line with the needs of your community? Would you explain?
3. Please elaborate on the initiatives you took to support social cohesion. What was the results of such initiatives? Did they make any difference on the social cohesion of the community?
4. Is there any other service provider in enhancing capacity or engaged in social cohesion and peace building?
5. Have you had opportunity to look at the conflict study reports funded by UNDP? If yes, how it identified the key issues and priority needs of vulnerable people?
6. Did you participate in trainings on conflict mapping studies? If yes, how do you assess the trainings in terms of importance of the topic for you, quality of the training, training duration and performance of the trainer
7. Have you been or are you able to conduct conflict mapping exercise?
8. How do you assess the role of religious leaders in promoting peace building today? What progress was made since 2014?

9. How do you assess the role of youth in promoting social cohesion in your community? What progress was made since 2014?
10. How do you assess the role of universities and academics in promoting social cohesion in your community? What progress was made since 2014?
11. Are there books and/or guidelines in Arabic on peace building and conflict resolution that available and you are aware of today? if yes, then how useful are they?
12. How do you assess the collaboration between universities and civil society organizations in enhancing social cohesion and peace building in Iraq?
13. How do you assess the impact of community-based initiatives (sport, theater, cultural activities) in promoting social cohesion and peace building?
14. What are the current gaps and priorities today in promoting social cohesion?
15. Do you have any recommendations?

Annex 5. GUIDING QUESTIONS FOR FOCUS GROUPS

JCC staff: Strengthening National and Regional Crisis Management Capacity in Iraq

1. How do you assess UNDP's support for JCC in building capacity in crisis management in Iraq? And why?
2. How did you find the trainings in terms of importance of the topic for you, quality of the training, training duration and performance of the trainer?
3. Did you participate in study / exposure tour abroad? If yes then how useful was the study tour?
4. Have you participated in identifying and prioritizing the needs of your community? Through assessments and workshop? Please explain how?
5. How different are the reports that you are producing in comparison to previous years? What is the role of UNDP?
6. What is the impact of UNDP trainings on: Staff performance, crisis management, identifying priority needs of different community segment, responding to the crisis
7. What are the most successful aspects of the project?
8. What are the less successful aspects of the project? What are the challenges?
9. What are your priority needs for the coming period?
10. What are your recommendations to improve such programmes?

Job placement

1. Did you have a job before the crisis?
2. What was the process to apply to get a job? Any requirement?
3. Did you get vocational training? It was your choice of the skills to be trained in?
4. To what extent did you benefit from the vocational training course?
5. Did you get other trainings (soft skills, ...)? How beneficial were these trainings?
6. How was your selection made in the private firm?
7. What training was carried out by the private firm (on-the-job training, soft skills)
8. Since when are you working? Will you stay in your job or do you have other plans?
9. What benefits, other than the salary, are you getting?
10. How the job changed your life and your socio-economic conditions?

Asset recovery and start-up businesses

1. What kind of business are you running now?
2. What was the support provided to you by the project: grant, business training, etc...?
3. To what extent the support enabled you to start or recover and run your business? Was it sufficient?
4. What additional support do you need to run your business?
5. To what extent the business training has improved your performance in the business and helped in securing income? Is your business profitable? If not, why?
6. What are the challenges you are facing in running the business? (social tensions, competition, etc...)
7. How has the business changed your socio-economic conditions?
8. How the business brought changes in your personal life (for women in particular)

Women beneficiaries of Protection component

First: Questions related to human rights

1. What are the causes for not having a decision on your case? Are there any external reasons such as: ineffectiveness of government departments, or administration corruption, or gaps in the laws or unequal implementation of the laws?
2. Were you aware of the legal aspects of your case from the beginning? Did you need legal support to explain to you about your rights and responsibilities?
3. Did you attend legal and rights awareness raising sessions? To what extent they were beneficial to you?

Second: Questions related to provision of the legal support

4. How did you know about availability of legal support? Are you aware of the institutions or non-profit organizations that provide legal support?
5. Are they useful and supportive until the case is resolved? Are you satisfied with the legal aid provided?

Third: Questions related to the legal cases

6. what is your legal case? And who is responsible to resolve the case?
7. Do you know how to resolve your case at the court? Are your family members, friends supporting you? Are the authorities including courts, police, security supporting you?

Fourth: questions related to resolving legal conflicts

8. Do you approach the courts to resolve a conflict or Do you use others measures, such as negotiation, mediation or you give up on a complaint or request to your opponent?
9. Why do you opt for mediation/cooperation means to resolve conflict? Is it because of faster process? Less expensive? The opponent is strong? Other reasons?

Youth volunteers and university teachers

Strengthened Social Cohesion through dialogue and capacity building of local and national actors and communities

1. Is UNDP support in line with the needs of your community? Would you explain?
2. How did you assess the trainings that you participated in terms of importance of the topic for you, quality of the training, training duration and performance of the trainer
3. What training did you take? To what extent the training was useful?
4. Are you able to use the knowledge gained in the training to raise awareness and promote social cohesion
5. What was your role in promoting social cohesion in your community? Give example of initiatives undertaken
6. Did you participate in community-based initiatives (sport, theater, cultural activities) to promote social cohesion and peace building? What was their impact?
7. What are the current gaps and priorities today in promoting social cohesion? What are the challenges?
8. Do you have any recommendations

Annex 6. On-line Questionnaire: Strengthening National and Regional Crisis Management Capacity in Iraq

Background information

Select your organization

Name:		
	JCMC	1
	JCC	2

Select your office location

Office Location	
Baghdad	1
Erbil	2
Duhok	3
Halabja	4
Sulaymaniyah	5
Ninawa	6
Kirkuk	7
Salahdeen	8
Dyala	9
Al Anbar	10
Basra	11
Wasit	12
Deqar	13
Muthna	14
Babil	15
Kut	16
Najaf	17
Karbala	18
Maissan	19

Gender

Male	1
Female	2

What is your age?

18 – 20	1
21 – 30	2
31 – 45	3

46 – 60	4
More than 60	5

Your current occupation

Supervisor/director	1
Staff	2

Did you participate in any study/ exposure tours abroad?

Yes	1
No	2

If yes, then

	Yes	No
Did the visit respond to your learning needs and provided you with enough knowledge and information	1	2
Have you used the knowledge in your work after return	1	2
Did you share the knowledge with your colleagues after return	1	2

Please indicate the training course/workshop did you attend? Please select all the relevant responses.

	Yes	No
Executive Leadership	1	2
Disaster and Crisis Response Planning	1	2
Crisis and Recovery Coordination	1	2
Problem Analysis and Project Design	1	2
Monitoring and Reporting	1	2
Information Management, Analysis and Reporting (IMAR)	1	2
Needs and Gaps Analysis	1	2
Gender	1	2

Did the training respond to your learning needs?

Yes, to a great extent	To some extent	Very little	Not at all	N.A.
1	2	3	4	5

Please indicate the extent to which the following courses provided you with enough knowledge and information

	Yes, to a great extent	To some extent	Very little	Not at all	N.A.
--	------------------------	----------------	-------------	------------	------

Executive Leadership					
Disaster and Crisis Response Planning					
Crisis and Recovery Coordination					
Problem Analysis and Project Design					
Monitoring and Reporting					
Information Management, Analysis and Reporting (IMAR)					
Needs and Gaps Analysis					
Gender					

Please assess your current capacity only in the subjects where you received training

	Excellent	Good	Weak	Unacceptable	N.A.
Executive Leadership					
Disaster and Crisis Response Planning					
Crisis and Recovery Coordination					
Problem Analysis and Project Design					
Monitoring and Reporting					
Information Management, Analysis and Reporting (IMAR)					
Needs and Gaps Analysis					
Gender					

Which of the following areas have you used the most in your work after receiving the training

	Yes	No
Executive Leadership	1	2
Disaster and Crisis Response Planning	1	2
Crisis and Recovery Coordination	1	2
Problem Analysis and Project Design	1	2
Monitoring and Reporting	1	2
Information Management, Analysis and Reporting (IMAR)	1	2
Needs and Gaps Analysis	1	2
Gender	1	2

Did you face difficulties in applying what you have learned to your day to day work?

	Yes, to a great extent	To some extent	Very little	Not at all	N.A.
Executive Leadership					
Disaster and Crisis Response Planning					
Crisis and Recovery Coordination					
Problem Analysis and Project Design					
Monitoring and Reporting					
Information Management, Analysis and Reporting (IMAR)					
Needs and Gaps Analysis					
Gender					

In case you got training in one or more of the above fields and didn't benefit from it, indicate one or more of the following main reasons:

	Yes	No
Training duration was short	1	2
Performance of the trainer was not up to your expectation	1	2
Low quality of training	1	2
Absence of relations between training and the needs of the community	1	2
Difficulty to implement what we have learned in the training	1	2
Other (please specify):		

Performance assessment

	Much better	To some extent better	Same as before the training	N.A.
A. How do you assess your individual performance after the training	1	2	3	4
B. How do you assess your office performance in coordinating work with UN agencies and NGOs	1	2	3	4

Please indicate your current training needs or areas for improvement

	Yes	No
Executive Leadership	1	2
Disaster and Crisis Response Planning	1	2
Crisis and Recovery Coordination	1	2
Problem Analysis and Project Design	1	2
Monitoring and Reporting	1	2
Information Management, Analysis and Reporting (IMAR)	1	2
Needs and Gaps Analysis	1	2
Gender	1	2
Other (please specify):		

Annex 7. Questionnaire on livelihood: Business restoration/start ups

Questionnaire No.: _____

Date of interview: _____

Name of interviewer: _____

I. BACKGROUND INFORMATION

Name of respondent			
Name of business			
Legal status of respondent		IDP	1
		Returnee	2
		Refugee	3
		HC	4
Location of respondent		Erbil	1
		Duhok	2
		Sulaymaniyah	3
		Halabja	4
		Ninewa	5
		Salah Al Din	6
		Anbar	7

II. PROFILE OF RESPONDENT

What is your level of education?

Primary level	1
Intermediate level	2
High school	3
Vocational school	4
University (Bachelor)	5
Master's degree or higher	6
Illiterate	7

What is your age?

18 – 20	1
21 – 30	2
31 – 45	3
46 – 60	4
More than 60	5

Gender

Male	1
Female	2

Do you prefer to continue as a self-employed/small business or look for an employment?

Continue as self-employed/small business	1
Look for an employment	2

In case you would like to continue as a self-employed, state the reasons:

	Yes	No
To survive and ensure an income for my family	1	2
To increase my income	1	2
To become independent	1	2
To enhance my self-confidence	1	2
To obtain a social status	1	2
Other (specify):		

In case you would like to look for an employment, state the reasons:

	Yes	No
My business is not profitable	1	2
I prefer a secure job	1	2
I need a stable income for my family	1	2
I feel isolated in view of the social tensions in the community	1	2
Other (specify)		

III. BUSINESS PROFILE

In which kind of business were you involved before the crisis (2014)?

Sector	Sub-sectors	
Agriculture	Farming	1
	Animal husbandry	2
	Beekeeping	3
	Poultry farms	4
	Other (specify):	5
Manufacturing	Food processing	6
	Homemade bakery, sweets and cakes	7
	Sewing/weaving	8
	Other (specify):	9
Trade and services	Grocery and vegetable shops	10
	Other trading shops/ Retail	11
	Catering/rest	12
	IT/computing	13
	Health and nutrition (excl. nurse and midwifery)	14

Vocational skills	Nurse	15
	Midwifery	16
	Secretariat/ Administrative work	17
	tailoring	18
	Handicraft	19
	Electrician	20
	Car Mechanic	21
	Plumber	22
	Cell phone repair	23
	Hairdressing	24
	Carpentry	25
No business	Construction	26
	Other (specify):	27
		28

What is your business today?

Sector	Sub-sectors	
Agriculture	Farming	1
	Animal husbandry	2
	Beekeeping	3
	Poultry farms	4
	Other (specify):	5
Manufacturing	Food processing	6
	Homemade bakery, sweets and cakes	7
	Sewing/weaving	8
	Other (specify):	9
Trade and services	Grocery and vegetable shops	10
	Other trading shops/ Retail	11
	Catering/rest	12
	IT/computing	13
	Health and nutrition (excl. nurse and midwifery)	14
	Nurse	15
	Midwifery	16
	Secretariat/ Administrative work	17
Vocational skills	tailoring	18
	Handicraft	19
	Electrician	20
	Car Mechanic	21
	Plumber	22
	Cell phone repair	23
	Hairdressing	24
	Carpentry	25
	Construction	26
	Other (specify):	27
No business		28

Is it the same type and size of business as before the crisis?

	Yes	No
Same type	1	2
Same size	1	2

What is the status of your business premises?

Owner	1
Rent	2
Use of space in the house	3
Use of space provided by relatives	4
Use of public space	5
Use of space provided by UNDP project	6
Other (specify)	7

Indicate number of workers, including family members' workers

Number of workers	
0	1
1	2
2	3
3	4
4	5
5	6
More than 5	7

Indicate the number of female workers

Number of workers	Females
0	1
1	2
2	3
3	4
4	5
5	6
More than 5	7

IV. ASSESSMENT OF UNDP SUPPORT: TRAINING AND GRANTS

Are you satisfied with the business training provided?

Extremely satisfied	1
Satisfied	2
Not satisfied	3
Extremely not satisfied	4

If not satisfied, please give the reasons

	Yes	No
The training provided do not meet my priority needs	1	2
The training provided is boring and theoretical	1	2
The service provider is not cultural-sensitive	1	2
The service provider is not qualified	1	2
Other (specify)		

To what extent the business training has improved your performance in the business and helped in securing income?

To a large extent	1
To some extent	2
Little	3
Not at all	4

Did you get any technical training related specifically to your business from the UNDP project?

Yes	1
No	2

If yes, please specify the kind of technical training**If yes, then to what extent the technical training helped you to run the business and secure an income?**

To a large extent	1
To some extent	2
Little	3
Not at all	4

Which year did you get the financial support from UNDP project?

2015	1
2016	2
2017	3
2018	4

Please indicate the problems faced in starting and/or running the business

	Yes	No
The grant was too little to enable us to start or run the business	1	2
Difficulty to compete in the market	1	2
Difficulty faced in production in view of my technical skills	1	2

Business management problems faced in running the business	1	2
Existing tensions/conflict resulting in discrimination against my business	1	2
Security issues	1	2
Other – please specify:		

To what extent the business enabled you to:

	Yes	No
Secure basic needs of my family	1	2
Purchase new assets for the business	1	2
Purchase new assets for the households	1	2
Enhance my business and management skills	1	2

Question to female: How the business brought change in your personal life?

	Yes	No
Became more independent	1	2
Increased self-esteem and self-confidence	1	2
More respected by husband/family	1	2
Have a voice in the community	1	2
Participation in decision-making in the family	1	2