



MID-TERM EVALUATION

**BUILDING RESILIENCE THROUGH EMPLOYMENT
PROMOTION (BREP) PROGRAMME (2020-2024)**

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) IRAQ

FINAL REPORT

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ABOUT SREO

SREO Consulting Ltd. (SREO) is an independent monitoring, evaluation and research consultancy committed to serving humanitarian, stabilization and development actors operating in the most challenging environments around the world by providing unbiased and actionable data, analysis and research. Our international team combines local insight with interdisciplinary expertise to deliver information from those in need to those who need it most.

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The views expressed in this evaluation report do not necessarily represent those of UNDP.

Contents

Acknowledgements.....	3
Contents	4
Acronyms and Abbreviations	6
Executive Summary.....	7
1. Introduction	11
1.1. Overview	11
1.2. Description of Intervention	12
1.3. Evaluation Scope and Objectives	15
2. Evaluation Approach and Methods	20
2.1. Data Sources	20
2.2. Sampling Frame.....	21
2.3. Data Collection Procedures and Instruments	24
2.4. Performance Standards.....	25
2.5. Stakeholder Participation	25
2.6. Ethical considerations	25
2.7. Evaluation Team	25
2.8. Challenges and Limitations	26
2.9. Data Analysis	26
3. Findings	28
3.1. Introduction	28
3.2. Relevance	28
3.2. Coherence and Partnerships.....	32
3.3. Effectiveness.....	33
3.4. Efficiency	46
3.5. Impact	48
3.6. Sustainability	59
3.7. Cross-Cutting Themes - Inclusion and Intersectionality, Human Rights, Gender Equality and Disability.....	61
4. Conclusions	64
5. Recommendations	68
6. Lessons Learned	72

Annexes.....	73
Annex 1. TOR for the evaluation	73
Annex 2. Evaluation matrix	89
Annex 3. Data Collection Instruments	93
Annex 4. Individuals Interviewed (Key Informants)	94
Annex 5. Desk Review Documents	95
Annex 6. Summary of Survey Findings	96
Cash for Work Survey	96
Cash Grants Survey	102
House Rehabilitation Survey.....	108
Ramadi Canal Rehabilitation Survey.....	115
Training Survey	119
Annex 7. Theory of Change	123
Annex 8. Qualitative Data Collection Tools	124

Acronyms and Abbreviations

BOQ	Bill of Quantities
BREP	Building Resilience through Employment Promotion
CPD	Country Programme Document
FC	Field Coordinator
FGDs	Focus Group Discussions
FFS	Funding Facility for Stabilization
FR	Field Researcher
GoI	Government of Iraq
ICRRP	Iraq Crisis Response and Resilience Program
IDPs	Internally Displaced Persons
ISIL	Islamic State of Iraq and the Levant
KfW	Kreditanstalt Für Wiederaufbau
KII	Key Informant Interview
MoA	Ministry of Agriculture
Mol	Ministry of Interior
MoLSA	Ministry of Labour and Social Affairs
NGO	Non-Governmental Organization
PPE	Personal Protective Equipment
SDG	Sustainable Development Goals
SME	Small Medium Enterprises
SREO	SREO Consulting Ltd.
SVR	Site Visit Report
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNSCR	United Nations Security Council Resolution

Executive Summary

Since 2020, the United Nations Development Programme (UNDP) has implemented the "Building Resilience through Employment Promotion" (BREP) project, funded by Kreditanstalt Für Wiederaufbau (KfW) (German Credit Institute for Reconstruction). The project consists of two phases, BREP I and BREP II, initiated in 2020 and 2021, respectively. With a focus on employment creation, the program employs short-term cash-for-work and transition livelihoods' interventions in sectors like housing, agriculture, and small-medium enterprises. Targeting internally displaced persons, returnees, and host community members in Diyala, Anbar, Ninewa, Salah-al-Din, and Kirkuk governorates, the BREP programme aims to conclude on December 31, 2024. This mid-term evaluation, conducted by SREO Consulting Ltd, assesses project progress, UNDP's contributions, coordination efforts, partnerships, beneficiary participation, and sustainability. The evaluation seeks to gather lessons learned, identify challenges and good practices, informing decision-making, enhancing implementation in the second phase (2023–2024), and promoting organizational learning and accountability.

The evaluation was structured around four key intervention areas, each consisting of similar activities. These were: 1) Cash for Work, 2) Cash grants (for Small and Medium Enterprises (SMEs) and women), 3) Rehabilitation (including housing, agricultural infrastructure, and municipal infrastructure), and 4) Skills development, training. The evaluation followed a comprehensive mixed methods approach, encompassing both qualitative and quantitative data. To inform the evaluation, SREO conducted a desk review of key project documents; conducted 1,462 beneficiary surveys (of which 37%, or 542 surveys, were conducted with women); 25 Key Informant Interviews (KIIs); and 19 Focus Group Discussions (FGDs).

The evaluation findings show that the BREP programme is highly relevant in the context of Iraq's ongoing economic challenges, including a fall in GDP of 10.4% in 2020 and a sharp rise in unemployment and poverty¹. BREP interventions targeting short-term household financial needs and supporting MSMEs (cash grants), creating employment (cash-for-work) and strengthening employability skills (vocational training) were highly relevant. These interventions aligned well with the financial needs of households and communities and have helped to mitigate economic pressures. The projects also demonstrated adaptability to Iraq's changing landscape and effectively responded to contextual challenges, showcasing a shift towards economic development and infrastructure rehabilitation. Moreover, during the planning and design phase of the activities, deliberate measures were taken to ensure the alignment of the intervention with broader strategic priorities for Iraq. The theory of change underpinning the BREP projects is grounded in a comprehensive approach that integrates well with various key development priorities and international frameworks.

In terms of coherence and partnerships, UNDP's coordination efforts with various entities were deliberate and collaborative. UNDP engaged in collaborative planning, holding regular meetings, and providing reports to synchronize efforts with local government directorates at the governorate level, as well as with the Ministry of Labor and Social Affairs (MoLSA) and the Ministry of Agriculture (MoA). Additionally, a diverse array of stakeholders, including government offices, local religious leaders, and community members, played a vital role in the project's design and implementation through community assessments. Their input and feedback were integral to shaping the project's design and planning. According to government stakeholders interviewed during the evaluation, these

¹ World Bank Economic Outlook, Iraq, April 2021. [Online: https://www.worldbank.org/en/country/iraq/publication/economic-update-april-2021](https://www.worldbank.org/en/country/iraq/publication/economic-update-april-2021)

coordination efforts were widely perceived as effective, with interventions seen as complementary to the work of other agencies and the government itself.

Overall, project management strategies have been effective, and the project is on track to achieve key outputs for the targeted population. Feedback from beneficiaries and key informants regarding the integration of women, men and vulnerable groups was generally positive. Respondents believed efforts had been made to reach all parts of the communities equitably and differentiated needs were considered and largely met. In terms of areas where achievements have been strongest, the training activities appear to have been very well received by beneficiaries, suggesting a high degree of effectiveness in implementation. Satisfaction ratings for the instructors and the information shared during the training were good. Just over half (52%, n=181) of the training participants indicated that the training had helped them to either find a job or start their own business. Some concerns arose regarding the quality of work executed in the housing rehabilitation component of the project, leading to low satisfaction among beneficiaries, arising from negative perceptions of the workmanship and materials used. Over 40% of beneficiaries conveyed dissatisfaction with the quality of the work and materials employed.

The overall implementation arrangements of the project seem to have been efficient. The project management structures are well-established and suitable, involving both national and local staff in planning and execution. Adherence to established timelines has been generally good, and while there were slight delays of around 2 to 3 months in specific components of BREP 1, these setbacks were primarily attributed to the influence of the COVID-19 pandemic. In terms of budgetary considerations, the project has exhibited proficient financial management. It is structured in financial tranches, encompassing five tranches for BREP 1 and four tranches for BREP 2. Despite occasional adjustments related to beneficiaries and resource allocation, these modifications have not resulted in exceeding the budget. The programme's monitoring and evaluation framework have also contributed to transparent communication and accountability.

The impact of BREP I and II projects has been generally positive. Some of the project activities have contributed to longer-term outcomes/results. For example, cash-for-work and cash grants have positively impacted household nutrition, food security, and health. Beneficiaries of cash for work reported positive financial impacts on their households, in terms of improved access to food, reduction and prevention of household debt, and the ability to pay medical bills. The project appears to have stimulated the local economy, with most of the cash-for-work survey respondents reporting that they spent their money in the local community. 72.58% (n=270) spent all their cash-for-work income locally and 10.75% (n=40) spent more than half. Agricultural rehabilitation works also had a positive impact on crop yields and contributed to an increase in land under cultivation in the affected areas. Agricultural cash grant recipients also reported positive changes because of the project, which included the development of their businesses, increased self-confidence, and greater respect from their neighbors and relatives. In terms of the impact of the training activities, just over half (52%, n=181) of the training participants indicated that the training had helped them to either find a job or start their own business.

In terms of sustainability, the project interventions present both short-term and longer-lasting effects. The rehabilitation of physical infrastructure and housing, particularly in public areas, is poised to yield lasting benefits contingent on effective maintenance arrangements, with governmental collaboration helping to ensure local ownership and operation responsibilities. Similarly agricultural and commercial

rehabilitation work should provide lasting benefits, with arrangements in place for local governance. Training initiatives hold the potential for sustained impact, providing participants with valuable skills, although their lasting benefits hinge on opportunities for practical application in the labor market or through entrepreneurship. Cash grants for households and Cash-for-Work activities were primarily focused on providing short-term aid during the COVID-19 crisis and short-term work opportunities, while providing skills and work experience to the participants. Grants for MSMEs exhibit sustainability, contingent on ongoing support, including finance and mentoring. The collaborative approach with the government, such as utilizing MOLSA for vocational training and planning to hire trained beneficiaries for future projects, enhances local ownership and project sustainability.

UNDP's commitment to intersectionality and a human-rights based approach is evident, with a focus on gender equality, diversity, and inclusion. The organization prioritizes gender mainstreaming and diversity, reflecting a conscious effort to account for the varied needs, roles, and experiences of both women and men, as well as diverse groups, throughout project design, implementation, and monitoring. The perspectives and needs of beneficiaries and stakeholders were effectively considered during the planning stage, including at local level, mainstreamed gender considerations effectively and contributed to gender equality and women's empowerment. Survey outcomes suggest good representation of women across all implementation areas, with key informants attesting to the key role of gender considerations during project design, planning, beneficiary selection, and implementation.

The evaluation highlighted several recommendations and lessons learned. These include:

- Ensuring that businesses, especially MSMEs, continue to prosper by providing long-term support such as finance, mentoring, and skills development.
- UNDP should consider how to help beneficiaries transition from reliance on grants to a more mature business, which is able to seek investment and finance independently. This might include financial literacy programs for MSMEs, collaborating with financial institutions, introducing investment readiness programs that guide the most successful MSMEs through the process of attracting external / private investments, and working with the government and other agencies with a long-term mandate (for instance, ILO, World Bank) to develop programs that help sustain these businesses beyond the project's duration.
- UNDP could explore opportunities to offer more substantial financial assistance and resources to support women's businesses or entrepreneurial projects.
- UNDP could strengthen measures to ensure accessibility of training programs, particularly for women, youth, PwD, and vulnerable groups.
- UNDP should continue to work with Vocational Training Centres, to build capacity. Strengthen partnerships with government training institutions to enhance their capacity to deliver sustainable and relevant training programs. Provide support in curriculum development, instructor training, and the integration of market-oriented skills into training modules.
- Future UNDP projects should be designed to support a somewhat wider range of business ideas proposed by the community. This might include expanding the range of TVET options available and supporting a diverse range of ventures.
- UNDP might consider initiatives to provide farmers, especially women, with the necessary resources to enhance agricultural practices. This could involve providing equipment or facilitating access to them through affordable means.

- Rehabilitation activities for housing and infrastructure have had a positive impact. To ensure the sustainability of these benefits, it is recommended that UNDP continue to liaise with municipalities to ensure they establish appropriate maintenance mechanisms for public infrastructure, and for private houses, to provide guidance and support to homeowners for maintenance.
- UNDP should assess the feasibility and appropriateness of cash-based approaches for shelter rehabilitations, perhaps as a mixed-modality alongside contractor-led approaches. Also consider owner-led rehabilitation, whereby partners enter into a contractual agreement with the homeowner to undertake the works on the property.
- UNDP should reinforce awareness of complaints and feedback mechanisms. This should include strengthening comprehensive communication strategies aimed at raising awareness among beneficiaries regarding the existence and importance of feedback and complaints mechanisms.
- Continue prioritizing gender mainstreaming and diversity, and consider the specific challenges faced by marginalized groups. Create opportunities for the participation of all demographics and tailor tasks to accommodate different abilities and demographics.
- A strength of the programme has been ongoing close collaboration with government, municipalities, private-sector organisations, local vocational training organisations, and local communities. UNDP should continue coordinating with governmental and non-governmental organizations, community representatives, and stakeholders to build local ownership.
- Some local level issues were flagged in terms of quality of workmanship, etc. Enhancing regional capacity for quality and contractor management, identifying, and resolving these issues locally, through strong local field presence, qualified local oversight and monitoring of implementation, and positive community relationships, is important.
- To foster employment in Iraq is a long-term objective and there remain important unmet needs. Providing sustained support, including finance, mentoring, and skills development, is crucial for the long-term success of businesses, especially Micro, Small, and Medium Enterprises (MSMEs).

1. Introduction

1.1. Overview

Since 2020, the United Nations Development Programme (UNDP) has been implementing the “Building Resilience through Employment Promotion” (BREP) project, funded by Kreditanstalt Für Wiederaufbau (KfW) (German Credit Institute for Reconstruction). The project is divided into two parts, BREP I and BREP II which began in 2020 and 2021 respectively.

The programme focuses on employment creation through infrastructure rehabilitation using a short-term cash-for-work employment modality as well as transition livelihoods’ interventions (assets recovery grants (cash and in-kind), job placement, and vocational training) in three sectors (housing, agriculture, and small-medium enterprises) and targeting internally displaced persons (IDPs), returnees and host community members, in the newly liberated governorates of Diyala, Anbar, Ninewa, Salah-al-Din, and Kirkuk. The BREP projects are expected to end on 31 December 2024. The project runs in parallel to other UNDP programs in the country such as the Iraq Crisis Response and Resilience Program (ICRRP) and the Funding Facility for Stabilization (FFS).

Overall, the projects aim to improve income security and socio-economic inclusion, through support to create more diversified livelihood opportunities for vulnerable groups in the target areas. They do this by providing and supporting income-generation and sustainable livelihoods and employment opportunities while participating effectively in the rehabilitation of the houses, critical agricultural and Small and Medium Enterprises infrastructure affected during the conflict.

UNDP commissioned SREO Consulting Ltd to undertake this mid-term evaluation of the programme. The overall objective of the mid-term evaluation was to assess the extent to which the project has progressed towards achieving its planned results/outputs; to provide evidence of UNDP’s contribution towards outcome achievements and impact, to assess UNDP’s coordination, partnership arrangements, beneficiary participation, and sustainability of interventions; understand and document lessons learned, challenges, and good practices obtained during the implementation period to inform and improve decision-making, ensure quality implementation during the second phase of the project (2023 – 2024), and promote organizational learning, and accountability.

The key users of this evaluation include UNDP program managers, development partners, governmental entities, and stakeholders involved in similar interventions. This evaluation serves as a critical tool for decision-making, ensuring the quality implementation of the project, organizational learning, and accountability. The evaluation's criteria and questions cover aspects of relevance, coherence, effectiveness, efficiency, sustainability, and impact, along with cross-cutting themes such as inclusion and intersectionality, human rights, gender equality, and disability. The evaluation's findings will be instrumental in shaping future strategies and actions to improve the lives of vulnerable groups in Iraq and contribute to sustainable development.

Based on UNDP evaluation reporting guidelines, this report is structured to offer a clear understanding of the evaluation process and findings. The report begins with this introduction, outlining the evaluation's scope, objectives, and methods employed, including data sources and ethical considerations. The findings section is structured around the OECD-DAC criteria and evaluation questions, examining the intervention's relevance, coherence, effectiveness, efficiency, impact, and sustainability, with a focus on cross-cutting themes like Inclusion and Intersectionality, Human Rights,

Gender Equality, and Disability. The report then concludes with a set of conclusions, recommendations, and lessons learned, offering actionable insights for future programs. The annexes provide additional supporting information for readers seeking in-depth details.

1.2. Description of Intervention

From 2014 to 2017, the Islamic State of Iraq and the Levant (ISIL) occupied large areas of territory in the Governorates of Anbar, Diyala, Ninawa, Salah-al-Din, and Kirkuk, dismantled the Government of Iraq's (GoI) control over resources and public infrastructure, and led to the temporary dissolution of some units of the Iraqi's Security Forces. Some of Iraq's largest cities, notably Mosul, Ramadi, and Tikrit, were controlled by ISIL for over two years, leading to widespread damage to public infrastructure, houses, and businesses. During this period, Iraq faced one of the world's most significant humanitarian crises.

The GoI supported more than six million IDPs and 250,000 Syrian refugees while undertaking a difficult military campaign. The fight to liberate areas occupied by ISIL led by the Iraqi Security Forces, with the support of the Global Coalition to Defeat Daesh, resulted in further damage, taxing the GoI's limited resources at a time when global oil prices drastically dropped, which significantly impacted Iraq's revenue system. In December 2017, the GoI declared victory over ISIL, marking the end of the military operations in the country. In 2018, the Iraqi Ministry of Planning, with support from the World Bank, conducted a Damage and Needs Assessment. The assessment revealed that post-ISIL reconstruction would take at least ten years with an estimated of more than US\$88.2 Billion².

Iraq's political, economic and security (military and public health) situation during the last quarter of 2019 and first quarter of 2020 continued to face significant challenges³. Popular protests began in October 2019 and continued into 2020, while the global pandemic of COVID-19 caused the government of Iraq to declare nationwide curfews and lockdowns. The protests demanding substantial political, economic and social reforms attest to the lack of progress in income equality and the growing disparity between the centre and the periphery, and between urban and rural areas. Moreover, a sharp and sudden oil price drop that began in March 2020, combined with the reduction in Iraq's oil production following the Organization of Petroleum Exporting Countries (OPEC) supply cut agreement, resulted in a significant deficit in Iraq's net income.

This indicated that the already volatile livelihoods of many communities in Iraq, especially vulnerable groups such as women, youth, IDPs and returnees were under serious threat. Even prior to the COVID-19 pandemic, Iraq's labour force participation rate was one of the lowest in the world, with 72% of men and 16% of women⁴, most of whom are either public sector employees or in the informal sector. The COVID-19 pandemic and subsequent lockdown measures led to more layoffs and disruption in businesses. Key job-rich sectors were severely hit, notably services, which constitute half of the non-oil economy⁵.

² World Bank (2018),. Available at [Iraq Damage and Needs Assessment of Affected Governorates](#)

³ World Bank Economic Update, Iraq, April 2020. Available at <https://pubdocs.worldbank.org/en/527001554825517687/mpo-irq.pdf>

⁴ ILO, The ILO in Iraq, January 2016. Data are for 2009.

⁵ IMF, "COVID-19 Pandemic and the Middle East and Central Asia: Region Facing Dual Shock", March 23, 2020

The female labour force participation rate in Iraq is one of the lowest in the world at 13 per cent and the female Labour Force Participation (FLFP) gender gap is ranked at 152nd out of 153 countries⁶. The official unemployment rate among youth (ages 15-24 years) was estimated at 34.6 percent by the World Bank in 2022⁷, which is more than double the total unemployment rate of 15.5 percent⁸. It was noted that their call for jobs and equal opportunities would be hard to meet, as the already strained public resources and services struggled to respond to crises. The lack of socio-economic opportunities or political representation, and a sense of injustice, provide fertile ground for disaffected youth to be prone to radicalization and violent extremism, which were also noted among factors contributing to the emergence of ISIL in 2014-2017.

In this context, UNDP adopted a sustainable livelihoods approach and has been implementing BREP I and II projects since 2020 and 2021 respectively. The projects aim to **improve income security and socio-economic inclusion, through support to create more diversified livelihood opportunities for vulnerable groups in the target areas**. They propose to do this by providing and supporting income-generation and sustainable livelihoods and employment opportunities while participating effectively in the rehabilitation of the houses, critical agricultural and SME infrastructure affected during the conflict.

The proposed rationale under the project assumes that if people gain enhanced economic opportunities and constructive engagement in responding to the urgent needs and development of their local community, which would gradually rebuild sustainable livelihood systems through investing in strategies that are essential for income generation and support local economic recovery, while also encouraging the project beneficiaries to become agents of development, peace and social cohesion in their respective communities, increases sense of belonging and inclusion, and gradually reducing the risk of turning towards violence.

Review of the BREP-I and BREP-II quarterly reports indicate that during 2021 and 2022, all activities under output 1-BREP I were completed and exceeded the set targets for short-term employment opportunities and small grants to female-headed households. Meanwhile the rest of the outputs under BREP I and BREP II are currently being implemented.

BREP I and II were designed in line with UNDP Global Strategic Plan (2018-2022), UNDP Country Programme Document (CPD) for Iraq (2020 -2024), Iraqi National Development Plan (2018-2022) and Sustainable Development Goals (SDGs) 1, 5 and 8, as shown in the table below⁹.

⁶ UN Women (2021), [Impact of COVID-19 on Women's Economic Participation in Iraq](#)

⁷ World Bank, Unemployment, youth total (% of total labor force ages 15-24) (modeled ILO estimate) – Iraq: <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=IQ>

⁸ World Bank, Unemployment, total (% of total labor force) (13odelled ILO estimate) – Iraq: <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=IQ>

⁹ The alignment between BREP I and BREP II with these strategies and plans is the same for both projects, e.g. they are aligned to the same broad goals and objectives.

Table 1 – Project Alignment with Strategic Plans

<p>UNDP Strategic Plan (2018-2022)</p>	<p>Outcome 1: Advance poverty eradication in all its forms and dimensions.</p>
<p>Programme Outcome/ UNDP Country Programme Document CPDs for Iraq (2020 -2024)</p>	<p>Outcome 2: Improved people-centered economic policies and legislation contribute to inclusive, gender-sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth, and vulnerable populations.</p> <p>CPD Outputs related to BREP I and II:</p> <p>Output 1.1: Infrastructure for basic service delivery improved in locations affected by crisis and vulnerable to conflict.</p> <p>Output 2.2: Access to livelihood and employment creation opportunities increased in locations affected by and vulnerable to conflict.</p> <p>Outcome indicators as stated in the Country Programme (2020-2024): Indicator 2.1. Number of jobs created in productive non-oil sectors out of total jobs by sex and age and persons with disabilities. Indicator 3.1. Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service and governorates.</p>
<p>National Development Plan (2018-2022)</p>	<p>Priority 4: Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector. Priority 7: Reduce unemployment and underemployment rates.</p>
<p>SDGs</p>	<p>Goal 1: End poverty in all its forms everywhere Goal 5: Achieve gender equality and empower all women and girls. Goal 8: Promote inclusive and sustainable economic growth, employment, and decent work for all.</p>

Key stakeholders included government ministries, notably the Ministry of Labour and Social Affairs (MOLSA) and the Ministry of Agriculture (MoA), as well as local municipalities in the targeted communities. These stakeholders were key strategic partners for implementation and to ensure local ownership of the project in the future. In addition, a range of partners implemented activities on behalf of UNDP, including Non-Governmental Organisations (NGOs) and private contractors. These partners were responsible for delivering activities at ground level for assigned sub-projects.

The project actively seeks to address cross-cutting issues, including gender equality, human rights, and the inclusion of vulnerable and marginalized groups. It places a strong emphasis on gender mainstreaming, ensuring meaningful participation of women, addressing the specific needs of female-headed households, and promoting the empowerment of women. It also considers the rights of diverse groups based on characteristics like socio-economic class, political ideology, religious identity, ethnicity, physical ability, and other marginalized factors. The project employs a human rights-based

approach to ensure equal opportunities for all, and it takes into account the needs of persons with disabilities. This comprehensive approach aims to "leave no one behind" and promote inclusive development. Key assumptions underlying the strategy and theory of change include the belief that enhancing economic opportunities, constructive community engagement, and supporting local economic recovery will contribute to sustainable livelihood systems and reduce the risk of radicalization and violence in these communities.

1.3. Evaluation Scope and Objectives

This mid-term evaluation for BREP I and II was undertaken as part of UNDP Programme Management requirements to: a) assess the extent to which the projects progressed towards achieving their planned results/outputs; b) to provide evidence of UNDP’s contribution towards outcome achievements and impact (relevance, coherence /partnerships, effectiveness, efficiency, impact, and sustainability, inclusion and intersectionality, gender equality, human rights and disability); c) assess UNDP’s coordination, partnership arrangements, beneficiary participation, and sustainability of interventions ; d) Understand and document lessons learned, challenges, and good practices obtained during the projects’ implementation period to inform and improve decision-making, ensure quality implementation during the second phase of implementation (2023 – 2024), and promote organizational learning, and accountability.

The evaluation took place in Diyala, Anbar, Ninewa, Salah-al-Din, and Kirkuk governorates – see methodology section for precise locations of data collection. The scope of this evaluation was defined by the Projects’ Results Frameworks in the two Project Documents. The outputs for the two projects are defined in the table below.

- **BREP I** is expected to be implemented from **1 December 2020 to 31 December 2024**. Under BREP I, UNDP aimed to (1) support the vulnerable population to recover from the economic shock of the COVID-19 pandemic through cash assistance and priority housing rehabilitation [Outputs 1 and 2], and (2) support creating more livelihood opportunities by building capacities of individuals and increasing productivity of the selected sectors (housing, agriculture and private (SMEs) sectors [Outputs 2-4]).
- **BREP II** is expected to be implemented from **01 November 2021 - 31 December 2024**. Under BREP II, UNDP aimed to support the most vulnerable population among the IDPs, returnees and non-displaced populations/host communities with short-term employment opportunities in priority infrastructure rehabilitation combined with skills development and grant support to improve the housing [Output 1], agriculture [Output 2] and private sector (MSME) productivity [Output 3].

Table 2 – Project Results Framework

BREP I	BREP II
Overall outcome: Inclusive, gender-sensitive and diversified economic growth, increased income security and more opportunities of decent work for women, youth and vulnerable populations.	Overall outcome: Income security and socio-economic inclusion improved, through support to create more diversified livelihood opportunities for the vulnerable in the target areas.
BREP I - Output 1: Target communities are supported to recover from the economic shock of COVID-19 .	

<p>BREP I - Output 2: Employment opportunities are created in housing sector through support to individuals and priority rehabilitation</p>	<p>BREP II – Output 1: Create employment opportunities in the housing sector through improving employability skills of individuals in the sector and rehabilitate or rebuild priority houses through labour-intensive approach.</p>
<p>BREP I - Output 3: Employment opportunities are created in agricultural sector through support to individuals and priority rehabilitation.</p>	<p>BREP II – Output 2: support employment creation in the agriculture sector through three-pronged interventions; rehabilitation of critical agriculture infrastructure for increasing productivity through labour-intensive approach, improving employability skills in the agriculture sector while targeting women and youth, and support to MSMEs/farmers and Ministry of Agriculture to help in advancing the sector.</p>
<p>BREP I – Output 4: Employment and business opportunities are created in private sector through support to individuals, SMEs and priority rehabilitation.</p>	<p>BREP II – Output 3: improve the private sector in the targeted communities through rehabilitating MSMEs infrastructure through labour-intensive approach and supporting MSMEs with business skills development and access to finance and assets for establishing a MSME or restoring business operations.</p>

As detailed in the evaluation Terms of Reference (ToR), the specific objectives for the evaluation of the two projects are to:

- Assess the relevance of the projects’ results.
- Assess the efficiency of project implementation, including the operations support received so far.
- Assess the effectiveness of the projects in terms of reaching the stated objectives.
- Assess the appropriateness of the project design and management arrangements for achieving the stated objectives.
- Assess the extent to which the projects have progressed towards achieving their planned results/outputs and contribution to the Programme Outcome / UNDP Country Programme Document (2020-2024), Outcomes 1 and 2
- Assess the sustainability of the projects’ results achieved so far, provide constructive and practical recommendations on factors that can contribute to project sustainability that will inform the development of a detailed project exit strategy by the end of 2024.
- Outline lessons learned and good practices to inform any course corrections during the next and final project implementation phase.

To achieve these evaluation objectives, the evaluation of the projects sought to answer the evaluation questions described in Table 2 below. These are based on the Organisation for Economic Co-operation and Development (OECD) / Development Assistance Committee (DAC) evaluation criteria and were the same for both projects. The evaluation questions remained the same from the outset of the evaluation process and were the same for both BREP I and II. Evaluation findings have been disaggregated between the two projects wherever possible.

Table 3 – Evaluation Criteria and Questions

<p>Relevance</p>	<p>To what extent are the projects (I and II) in line with national development priorities (4 &7), UNDP CPD (2020-2024) for Iraq, and UNDP Global Strategic Plan (2018-2022), and the SDGs (1, 5 & 8)?</p> <p>To what extent have the projects contributed/relied on the theory of change for the relevant UNDP CPD (2020-2024) for Iraq, UNDP Global Strategic Plan (2018-2022), and the SDGs (1, 5 & 8)?</p> <p>To what extent have the perspectives of beneficiaries who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results (Responsible Parties, for instance), considered during project design processes?</p> <p>To what extent have the projects contributed to gender equality, women’s empowerment and the human rights-based approach?</p> <p>To what extent have the projects appropriately responded/addressed emerging political, legal, economic, institutional, etc., changes in the country?</p>
<p>Coherence and Partnerships</p>	<p>To what extent have the projects complemented work among different entities, including development partners, Non-Governmental Organizations, with similar interventions?</p> <p>To what extent do other or similar interventions or policies support or undermine the projects?</p> <p>To what extent were the projects’ design and delivery coherent with international obligations?</p> <p>How were stakeholders involved in the projects’ design and implementation?</p>
<p>Effectiveness</p>	<p>To what extent are the projects contributing to UNDP CPD (2022-2024) outcome 1 & 2, the SDGs, UNDP Global Strategic Plan (2018-2022), and national development priorities?</p> <p>Are the projects’ management strategies effective in delivering desired/planned results?</p> <p>To what extent are the projects’ outputs achieved so far, considering the targeted population (IDPs, Returnees, Host communities)?</p> <p>In which areas have the projects had the greatest achievements or progress to achieve the outputs? Why and what have been the supporting factors? How can the project build on or expand these achievements going forward?</p> <p>In which areas have the projects had the fewest achievements, so far? What have been the constraining factors and why? How can or could they be overcome?</p> <p>Have the projects’ objectives and outputs been clear, practical, and feasible within the set timeframe? Did they clearly address the needs of women, men, and vulnerable groups (IDPs, Returnees, Host communities)?</p> <p>To what extent have the projects management and implementation been participatory?</p> <p>To what extent have the projects contributed to gender equality, the inclusion of people with disabilities, and the realization of human rights?</p> <p>To what extent did the COVID-19 pandemic affect the projects’ implementation and delivery?</p>

<p>Efficiency</p>	<p>How efficient is the functioning of the projects’ management, technical support, administrative, procurement, and financial management procedures?</p> <p>To what extent have the projects’ management structure and allocated resources been efficient in achieving the expected results?</p> <p>To what extent have the projects’ structure been able to address challenges arising from the implementation, including the COVID-19 pandemic effect?</p> <p>To what extent have the projects’ implementation strategy and execution been efficient and cost-effective?</p> <p>To what extent have financial and human resources been economically/efficiently used? Were resources properly and strategically allocated to achieve outcomes?</p> <p>To what extent have the project funds and activities been delivered in a timely manner?</p> <p>Do the projects have monitoring and evaluation systems put in place, which allows for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?</p> <p>How are the projects keeping track of project progress on expected outputs and outcomes?</p> <p>Do the projects have functional communication and visibility strategies? Was it cost-effective in terms of promoting the project and its achievements?</p>
<p>Sustainability</p>	<p>To what extent are the benefits of the two projects achieved so far likely to be sustained after the completion of the project?</p> <p>To what extent are UNDP actions posing an environmental threat to the sustainability of the projects’ outputs? Is there a chance that the level of stakeholder ownership is sufficient to allow for the projects benefits to be sustained?</p> <p>To what extent are stakeholders (beneficiaries and responsible partners) supporting the projects’ long-term objectives?</p> <p>To what extent are lessons learned being documented by the projects’ teams on a continual basis and shared with appropriate parties who could learn from them?</p> <p>How are capacities being strengthened and sustained at the individual and institutional level (including contributing factors and constraints)?</p> <p>What are the key factors that will require attention to improve prospects of sustainability of the projects’ outcome and the potential for replication of the approach over the remaining period?</p>
<p>Impact</p>	<p>Does the overall projects’ intervention contribute to longer-term outcomes/results?</p> <p>What are the direct benefits (micro-meso-macro) resulting from the projects, so far?</p> <p>What are the indirect broader benefits resulting from the projects, so far?</p> <p>What real difference have the implemented projects’ activities offered to the beneficiaries, so far?</p>

How many people/institutions/businesses have been affected by the projects' intervention?

What are briefly the multiplier effects resulting from the projects?

In addition, the evaluation of BREP (I and II) assessed the cross-cutting themes noted below:

Inclusion and Intersectionality

- The extent to which the projects are endeavouring to reflect gender mainstreaming for equality and inclusion of all diverse groups to “leave no one behind” through a human rights-based approach.
- The extent to which the projects are being able to apply an intersectional lens.

Human Rights

- To what extent are groups with diverse identities being considered during the design, implementation, and monitoring phase? i.e., persons with different characteristics based on their socio – economic class, political ideology, religious identity / ethnicity, physical ability, and other disadvantaged and marginalized groups.
- To what extent are the projects promoting a rights-based approach for all groups of persons and specially to promote international laws and commitments made by the country?

Gender Equality

- To what extent is gender being mainstreamed, in addition to sufficient consideration provided for its intersectional effects within the design, implementation and monitoring of the projects?
- Is the gender marker being assigned to these projects representative of reality?
- To what extent are the projects promoting positive changes in gender equality and advanced the empowerment of women? Were there any unintended effects, and what were its impact on the projects and the community of engagement?
- Are sufficient resources made available for gender mainstreaming?
- How are the specific needs and priorities of different groups (men, women, boys, girls) within the Iraqi population being identified and addressed?
- In what ways have the projects engaged with local women's groups, organizations, and stakeholders to ensure their meaningful participation and representation in decision-making processes?
- Have the projects conducted a comprehensive gender analysis to understand the specific challenges and opportunities faced by women and girls in Iraq, and how these intersect with other factors such as age, ethnicity, disability, and socioeconomic status?
- What strategies and mechanisms are in place to monitor and evaluate the projects' progress on gender equality indicators? How are the results being utilized to inform adaptive management and improvements?
- How have the projects taken into account the specific needs of female-headed households and women who may face additional barriers to accessing project benefits?

Disability

- Are persons with disabilities consulted and meaningfully involved in project planning and delivery?
- What proportion of the beneficiaries of the activities were persons with disabilities?
- What barriers are persons with disabilities facing during the projects' implementation and delivery?
- What measures are put in place to allow persons with disabilities to meaningfully participate in projects' interventions?
- Is a twin-track approach being adopted?

2. Evaluation Approach and Methods

2.1. Data Sources

In the initial phase of the evaluation, a thorough desk review was conducted by SREO. This entailed a meticulous analysis of project documents, which played a key role in the evaluation design and data analysis. SREO prepared a document checklist during the inception stage to request documents from UNDP, and to guide the desk review. During the inception phase, the desk review provided foundational information about the context, sectors/sub-sectors and key issues and challenges relevant to the evaluation, helping to inform the design of the evaluation and the data collection tools. During the desk review, project documents shared by UNDP helped the evaluation team to understand the state of ongoing project, such as implementation progress, beneficiary targeting and locations, etc. Desk review remained an ongoing process and continued during the data analysis and reporting phases, to help provide additional context, evidence, and nuance around the key findings from the primary data, and to ensure conclusions and recommendations are supported by the broadest evidence base possible. Documents reviewed are listed in **Annex 5**.

For this evaluation, SREO conducted 1,462 beneficiary surveys, with households benefiting directly from the project in Anbar, Diyala, Kirkuk, Ninewa and Salah al-Din. The surveys were structured quantitative survey tools, administered by trained enumerators in Arabic, designed to yield information about beneficiaries' experiences, perceptions and satisfaction with the program activities, suggestions for improvement, and the impact of the program on their lives and livelihoods. Survey tools were pre-tested and the data served to provide structured quantitative information that complemented and enriched the context provided by qualitative data.

In addition, SREO conducted 25 KIIs with actors connected to the project, including donors, government officials, international development partners and national non-governmental organizations (Responsible Parties) that are directly engaged BREP I and II implementation, UNDP project and programme staff. Two interviews with programme staff and donor were online in English while the rest of the interviews were in person, in Arabic. While the evaluation team aimed to include female respondents, all but two of the key informants were male, reflecting the composition of the key stakeholders to the project. Each interview guide included around 15-20 questions (mostly open-ended) and was designed to last no more than 45-60 minutes. They were audio-recorded with the participant's verbal informed consent. The final number and selection of key informants were partly influenced by the availability of suitable Key Informants and their willingness to participate. A list of those who participated is included in **Annex 4** of this report.

The evaluation included **19 Focus Group Discussions (FGDs)** to provide qualitative community-level understanding of the perspectives and priorities of beneficiaries of the BREP I and II projects. The total number of FGDs was distributed equally among the implementation governorates (four in each), except in Diyala where only three FGDs were conducted since cash grants were not implemented there.

2.2. Sampling Frame

To calculate the survey sample, SREO used the combined total BREP I and BREP II beneficiary numbers reported by UNDP for each of the four intervention areas, to the end of June 2023. A 95% Confidence Interval and a 5% Margin of Error was then applied to these figures to identify a target sample size for each intervention area. Each intervention area was covered by a different survey tool, administered by trained enumerators in Arabic in person, to account for the different activities implemented by UNDP.

The sample size achieved in the field, as divided between the four intervention areas, is shown in the table below. The sample size shown is the final number of surveys accepted for analysis, after data cleaning was completed and any surveys which were incomplete or had data quality issues had been removed. This sample provides an overall Confidence Interval (C.I.) of 95% and a Margin of Error (MoE) of 2.5%. The estimated margins of error per intervention area are also listed in the table below, with a mean average MoE of 4.95%.

Table 4 – Survey Sample Sizes

Intervention Area	Total number of beneficiaries reported to June 2023 (pending and achieved)		Sample size achieved	Proportion of women surveyed	Confidence Interval (C.I.)	Margin of Error (MoE)	Number of governorates covered	
1) Cash for Work	BREP I	1,892	372	121 (33%)	95%	4.82	5	
	BREP II	1,811						
	Total	3,703						
2) Cash grants	BREP I	4,084	346	127 (37%)		95%	5.07	4 (no activities in Diyala)
	BREP II	421						
	Total	4,505						
3) Rehabilitation	BREP I	10,131	396	153 (39%)		95%	4.88	5
	BREP II	8,048						
	Total	18,179						
4) Skills development	BREP I	3,028	348	141 (41%)	95%	5.04	5	
	BREP II	1,280						
	Total	4,308						
Totals		30,695	1,462	542 (37%)	95%	2.502	5	




SREO purposively selected locations for the survey, based on where activities have been conducted, to ensure a good distribution across both the BREP I and BREP II programmes, as well as all key intervention areas and governorates. Sub-projects were selected from the lists provided by UNDP based on location, intervention area, activities implemented, and whether they fell under BREP I or BREP II. Not all sub-projects were covered, although all activity types were included. The final sample size for BREP I was 1,051 and for BREP II was 411. The survey instruments explored beneficiary satisfaction with the activities in which they participated. The locations were as follows:

Table 5 – Project Intervention Areas

Intervention Area 1 – Cash-for-Work
The survey was conducted with beneficiaries of cash-for-work activities in the following locations:
<ul style="list-style-type: none"> • BREP I <ul style="list-style-type: none"> ○ Anbar > Ramadi > Ramadi > Ramadi ○ Diyala > Baqubah > Baqubah > Mualmeen ○ Ninewah > Telkaif > Telkaif > Telkaif

<ul style="list-style-type: none"> ○ Salahaldin > Baiji > Baiji > Askary, Sikak and/or Talaljarad • BREP II <ul style="list-style-type: none"> ○ Kirkuk > Hawija > Hawija > Riyadh and/or Hawija
Intervention Area 2 – Cash Grants
<p>The survey was conducted with beneficiaries of cash grants in the following locations:</p> <ul style="list-style-type: none"> • BREP I <ul style="list-style-type: none"> ○ Anbar > Fallujah > Fallujah > Bo Akash ○ Ninewa > Bartilla, Al-Hamdaniya and/or Namroud ○ Salahaldin > Shirqat • BREP II <ul style="list-style-type: none"> ○ Kirkuk > Hawija > Hawija > Hawija
Intervention Area 3 – Rehabilitation
<p>The survey was conducted with beneficiaries of rehabilitation activities in the following locations:</p> <ul style="list-style-type: none"> • BREP I <ul style="list-style-type: none"> • Anbar > Ramadi > Ramadi > Ramadi [with beneficiaries of the rehabilitation of irrigation canals] • Diyala > Al Muqdadiyah > Al Muqdadiyah > Al Muqdadiyah • Ninewa > Mosul > Mosul > West Mosul, Ahmediya, Manqoosha, Mushaheda • BREP II <ul style="list-style-type: none"> • Kirkuk > Hawija > Al Zab and/or Albassi • Salahaldin > Baiji > Baiji > Saniyah > Al Farooq Neighborhood
Intervention Area 4 – Training / Skills Development
<p>The survey was conducted with beneficiaries of BREP I agricultural training activities in the following location:</p> <ul style="list-style-type: none"> ○ Kirkuk > Hawija > Hawija > Hawija <p>The survey was conducted with beneficiaries of BREP I SME training activities in the following location:</p> <ul style="list-style-type: none"> ○ Ninewa > Mosul > Mosul > West Mosul <p>The survey was conducted with beneficiaries of BREP I and BREP II housing vocational skills training in the following locations:</p> <ul style="list-style-type: none"> • BREP I <ul style="list-style-type: none"> ○ Salahaldin > Baiji > Baiji > Baiji ○ Diyala > Baladrooz > Baladrooz > Baladrooz • BREP II <ul style="list-style-type: none"> ○ Anbar > Ramadi > Ramadi > Ramadi

The survey sample was calculated based on beneficiary numbers for the four different intervention areas, with a total of 1,462 surveys conducted. Thirty-seven percent (37%, n=542) of total survey respondents were women and 13% (n=192) were youth (under 24 years of age). A full summary of the survey results, including the demographic composition of the respondents and an overview of their responses, is included in **Annex 6**.

Total sample	Women	Youth
 1,462	 37%	 13%

SREO endeavored to include a diverse sample, adequately representing age, gender, ethnoreligious identity, and education levels. Within each location, households were selected for participation by random selection from UNDP beneficiary lists. To avoid unnecessary sharing of beneficiaries’ personal data, UNDP shared anonymised lists available with SREO in each selected location, from which a random sample was drawn. Contact details were then shared for the selected sample.

The evaluation included **19 Focus Group Discussions (FGDs)**. They were conducted with the targeted beneficiaries – with around 5 to 8 participants per group – with open-ended and probing questions, to explore the “how” and “why” of key issues and experiences. Some of the FGDs were conducted with women only, to allow women to speak more openly about their experiences. The FGDs provided a richer understanding of the needs, challenges and capacities of beneficiaries, their experiences of the program, and helped to assess the impact of the activities on their lives and livelihoods, as well as providing nuance and triangulation to findings drawn from the other data sources. Each FGD included two field researchers with one note taker and one facilitator. The interviews were in Arabic. Each FGD included no more than 5-10 topics and ran for a maximum of 45 minutes to prevent participant fatigue. They were audio-recorded with each participant’s verbal informed consent.

The distribution of the FGDs per governorate and output is shown in the table below.

Table 6 – Focus Group Distribution

	Intervention Area 1 Cash for Work	Intervention Area 2 Cash Grants	Intervention Area 3 Rehabilitation	Intervention Area 4 Training
Anbar	1 FGD with beneficiaries of cash for work in Fallujah (project code 22010)	1 FGD with beneficiaries of cash grants in Fallujah, Bo Akash (project code 4605)	1 FGD with beneficiaries of rehabilitation of irrigation channel in Ramadi (project code 22011)	1 FGD with beneficiaries of vocational skills training in Ramadi (project code 5522)
Diyala	1 FGD with beneficiaries of cash for work in Baquba (project code 22023)	No cash grants activity was implemented in Diyala.	1 FGD with beneficiaries of housing rehabilitation in Al	1 FGD with beneficiaries of agricultural sector training in Baladrooz (project code 22030)

			Muqdadiya (project code 5953)	
Kirkuk	1 FGD with beneficiaries of cash for work in Hawija (project code 22017)	1 FGD with beneficiaries of small business grants in Hawija (project code 22026)	1 FGD with beneficiaries of housing rehabilitation in Al-Zab or Abbasi (project code 22039)	1 FGD with beneficiaries SME training in Kirkuk (project code 22034)
Ninewa	1 FGD with beneficiaries of cash for work in Til Kaif (project code 6336)	1 FGD with beneficiaries of cash grants in Bartilla, Al-Hamdaniya or Namroud (project code 6812)	1 FGD with beneficiaries of housing rehabilitation in West Mosul (project code 4524)	1 FGD with beneficiaries of SME training in West Mosul (project code 22033)
Salahaldin	1 FGD with beneficiaries of cash for work in Baiji (project code 5526)	1 FGD with beneficiaries of cash grants in Baiji (project code 5896)	1 FGD with beneficiaries of housing rehabilitation in Siniyah, Baiji (project code 22006)	1 FGD with beneficiaries of vocational skills training in Baiji (project code 22021)

2.3. Data Collection Procedures and Instruments

For further details of the data-collection instruments (e.g., interview protocols), see **Annex 3**.

During data collection, the following Data Quality Assurance measures were incorporated into the tools and processes.

Pre-Field Data Collection Measures

- **Staff Structure:** SREO’s outcome-based management and payment structure incentivizes Field Researchers (FRs) to follow data collection methodologies and do their best to collect valid and reliable data. Field Researchers are not paid based on the time they spend on a project but on their completion of tasks after UNDP approves a product, the same as SREO as a company. It is therefore in the whole project team’s interest to collect quality data according to UNDP’s specifications on time. Field team training and data review reinforce this structure.
- **Training:** Field Staff training prepares FRs to carry out each task effectively, efficiently and ethically. Field Coordinators train Field Supervisors on: How to Conduct surveys/interviews, Do No Harm principles applied to data collection; data collection software needed (audio recording and upload); and the specific sampling methodology. Supervisors then organize and cascade trainings to FRs in each region in person or by Skype.
- **Piloting:** Tools are tested in all relevant languages by researchers, Field Coordinators and Researchers prior to deployment. They are tested for content and question sequencing, translation accuracy / clarity, length and appropriateness for intended participants.

Field / Post-Field Data Collection Measures

- Review / Translation on Rolling Basis: Field Supervisors checked the completeness of all datasets including tool conducted and length. This was done quickly by looking at the recording timestamp and the field researchers site notes. The translators also detected errors in quality by flagging skipped or incomplete questions, poor group dynamics, participation drop-out or other discrepancies.
- Stagger Fieldwork: When working in multiple locations, SREO staggered fieldwork when time allowed such that translators and researchers could check data more thoroughly to catch errors in methodology or particular field challenges not identified before.
- Site Visit Reports: FRs note sampling methodology and field challenges in SVRs, the first pieces of data reviewed by researchers.
- Translation by native speakers of the source language: All SREO translators on this project speak / write fluent Arabic, Kurdish and English languages.

2.4. Performance Standards

The evaluation was based on the OECD-DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, sustainability, and impact), along with cross-cutting themes such as inclusion and intersectionality, human rights, gender equality, and disability. An evaluation matrix is included in Annex 2.

2.5. Stakeholder Participation

Key stakeholders at UNDP were engaged through a series of inception meetings and regular email communication. External stakeholders, including beneficiaries, were engaged through the data collection process, participating as key informants, and in surveys and focus group discussions. Their input helped inform the findings of the evaluation. Wherever possible, gender balance was sought between men and women to help ensure the credibility of the results (see sampling above).

2.6. Ethical considerations

In conducting this evaluation, the evaluators aimed to act with integrity and professionalism and to uphold and promote the United Nations' principles and values, aligning with the goals of the 2030 Agenda for Sustainable Development. The evaluation process aimed to inform decisions and actions by contributing to organizational learning and accountability, and SREO strives to be independent, impartial, and rigorous. During the evaluation, the evaluation team took all appropriate measures to protect the rights and confidentiality of respondents and followed UNEG's 'Ethical Guidelines for Evaluators'.¹⁰

SREO's work is also underpinned by the Do No Harm principles that are essential to conflict-sensitive settings. SREO follows the Do No Harm principles throughout every step of the reporting process, from tool design to data collection. The Do No Harm principles cover informed consent, confidentiality, child protection and gender sensitivity, and were agreed with UNDP during the inception stage.

2.7. Evaluation Team

The evaluation was conducted by SREO Consulting Ltd, an independent monitoring, evaluation and research consultancy. SREO has been working in Iraq since 2015 and has conducted a wide range of

¹⁰ UNEG, 2020, Ethical Guidelines for Evaluation. Available at <http://www.unevaluation.org/document/detail/2866>

evaluations for UN agencies and NGOs. The evaluation team comprised three primary evaluators (two male and one female), with university degrees in relevant subjects, and experience in conducting evaluations and thematic research in the shelter, cash and livelihoods sectors. The lead evaluator has over a decade of experience in the sector. This team was supported by a data analyst (male) and Senior Field Coordinator (male), as well as local field teams and field coordinators in Iraq. The team’s nationalities included Iraqi, British, Syrian and Turkish citizens. The field coordinators and data collection teams were all Iraqi nationals, based in Ramadi, Baghdad and Mosul.

2.8. Challenges and Limitations

Field teams encountered two main challenges during data collection. First, it took considerable time to obtain approvals from local authorities, with significant variance ranging from one to three weeks which delayed data collection for 2-3 weeks. Secondly, some of the focal points initially identified to support the evaluation process at the local level did not provide effective assistance. This was because of expired contracts with UNDP, outdated contact information, or they were unresponsive. In some cases, SREO field teams needed to spend significant time following up, persuading, and seeking out alternative contacts. Similarly, there were difficulties in scheduling KIIs due to postponements and the unavailability of some of the informants. These challenges highlight the importance of maintaining up-to-date records and communication channels with local partners and focal points. Although these issues affected the timeline of the evaluation, they did not affect data quality.

2.9. Data Analysis

The analysis for the evaluation was structured around four key intervention areas, each consisting of similar activities. These intervention areas cut across different outputs and locations. They are listed in the table below, together with the outputs to which they relate, and the locations (governorates and districts) where activities under each implementation area were conducted.

Table 7 – Locations, Projects and Beneficiary Numbers per Intervention Area

Intervention Area	Related Outputs	Locations (Governorate > district)	Projects reported	Beneficiaries reported
1) Cash for Work	BREP I Outputs 1 and 3	<ul style="list-style-type: none"> • Anbar > Ramadi • Diyala > Baquba, Khanaqin, Muqdadiya • Kirkuk > Hawija • Ninewah > Hatra, Telkaif • Salahaldin > Baiji 	13	1,892
	BREP II Outputs 2 and 3	<ul style="list-style-type: none"> • Diyala > Baladrooz, Baquba, Muqdadiya • Kirkuk > Hawija 	11	1,811
2) Cash grants (for SMEs and women)	BREP I Outputs 1, 3 and 4	<ul style="list-style-type: none"> • Anbar > Anah, Fallujah, Heet • Ninewah > Hamdaniya, Hatra, Mosul, Sinjar, Tel Afar, Tel Kaif • Salahaldin > Baiji, Shirqat 	10	4,084
	BREP II Output 2	<ul style="list-style-type: none"> • Kirkuk > Hawija 	2	421
3) Rehabilitation (including housing, agricultural)	BREP I Outputs 2, 3 and 4	<ul style="list-style-type: none"> • Anbar > Ramadi • Diyala > Muqdadiya, Khanaqin • Ninewah > Mosul, Tilkaif, Tel Afar 	11	10,131

infrastructure, and municipal infrastructure)		<ul style="list-style-type: none"> • Salahaldin > Baiji 		
	BREP II Output 1	<ul style="list-style-type: none"> • Diyala > Khanaqin • Kirkuk > Hawija, Multaqa • Salahaldin > Baiji 	6	8,048
4) Skills development, training	BREP I Outputs 1, 2, 3 and 4	<ul style="list-style-type: none"> • Anbar > Ramadi • Kirkuk > Hawija, Kirkuk • Ninewah > Hamdaniya, Mosul 	6	3,028
	BREP II Outputs 1 and 2	<ul style="list-style-type: none"> • Diyala > Baladrooz, Khanaqin • Kirkuk > Hawija • Salahaldin > Baiji 	4	1,280

The mixed-methods data collected to inform this evaluation was analyzed using a semi-systematic and comprehensive process. First, the datasets were processed and verified. For quantitative data, this involved cleaning, organizing, and coding for analysis, and checking for consistency, errors and unusual values and outliers. Metadata (such as survey times and locations) were checked for accuracy. Meanwhile, the qualitative data was transcribed and translated, and the transcripts reviewed for completeness and fluency, and organized thematically for further examination.

These two data types were then segmented for distinct analysis processes. Quantitative data analysis (surveys) involved first calculating descriptive statistics to summarize the data into tables and charts. Quantitative data was statistically analyzed using R Studio to determine emergent themes, and broad patterns disaggregated by relevant variables (location, gender, urban/rural, employed/unemployed, education levels etc.). Data visualization, including graphs and charts, was used to help illustrate quantitative findings, and illustrate relationships between variables. Quantitative analysis helped to identify trends in response to key questions, as well as to highlight differences across age and gender groups and location. Meanwhile, qualitative data analysis (KIIs and FGDs) focused on identifying common themes and patterns through thematic analysis. This analysis helped to triangulate and validate quantitative findings and provide nuance and depth.

After both data types were analyzed separately, the evaluators aimed to integrate and combine findings from both quantitative and qualitative analyses. This step is crucial for drawing connections and comparisons, as well as for triangulating data to validate or enrich conclusions. The mixed-methods synthesis phase was built on the integrated data to merge findings, demonstrating how quantitative and qualitative results relate to each other. Drawing conclusions was the next critical step, where the evaluators assessed how the combined data contributes to answering the evaluation's key questions and objectives. They considered the overall consistency or inconsistency between quantitative and qualitative findings, helping to form well-rounded conclusions.

3. Findings

3.1. Introduction

The findings section sets out the key findings of the evaluation. The sections are organized around the OECD-DAC criteria of relevance, coherence and partnerships, effectiveness, efficiency, impact, and sustainability. It also includes a section focused on intersectionality, covering cross-cutting themes like inclusion, human rights-based approach, gender equality, and disability.

3.2. Relevance

Overall, the activities were very relevant to the needs and context of the intervention. The economy contracted significantly in 2020, with GDP falling 10.4%, because of the impact of COVID-19 and a downturn in global demand for oil. This contributed to increases in unemployment and a rise in poverty¹¹. In this context, the BREP interventions targeting short-term household financial needs and supporting MSMEs (cash grants), creating employment (cash-for-work) and strengthening employability skills (vocational training) were highly relevant. Key informants described the process of project design, which set priorities based on community-level needs assessments, to identify the main needs and the most relevant activities to support those needs. The findings also suggest the projects have appropriately responded to emerging political, legal, economic, institutional, etc., changes in Iraq.

There were also careful efforts during the planning and design stage of the activities to ensure alignment with wider strategic priorities for Iraq. The theory of change for the BREP projects is rooted in a comprehensive approach that dovetails with several key development priorities and international frameworks. It is designed to contribute to the overarching goal of achieving a stable and sustainable Iraq while strengthening resilience, governance, and pro-poor economic growth for sustainable livelihoods. Key informants close to the project stated that the design of the BREP I and II activities was informed by careful consideration of national development priorities (4 & 7), the UNDP Country Programme Document (CPD) (2020-2024) for Iraq, and the SDGs (1, 5 & 8). Some of the key linkages and areas of alignment are noted in the table below. Reporting mechanisms were also designed to help ensure reporting focused on the key outputs and outcomes, which are aligned with these broader considerations.

Table 8 – Relevance of project to key development priorities

Goal / priority area	Definition	Alignment of the BREP projects
National development priority 4	Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector.	Cash-for-work, cash grants for MSMEs and vocational training all contributed to stimulating the private sector, particularly through small-scale locally based enterprise.
National development priority 7	Reduce unemployment and underemployment rates.	Cash-for-work provided short-term employment opportunities directly to local communities, while vocational training and grants for enterprise help to promote the conditions for employment generation. Rehabilitation of housing and infrastructure helped

¹¹ World Bank Economic Outlook, Iraq, April 2021. [Online: https://www.worldbank.org/en/country/iraq/publication/economic-update-april-2021](https://www.worldbank.org/en/country/iraq/publication/economic-update-april-2021)

		promote durable returns. There is some evidence that the cash grants helped to promote employment, with some small businesses reporting they recruited additional employees.
UNDP Country Programme Document (CPD) (2020-2024) for Iraq and UNDP Global Strategic Plan (2018-2021)	Output 1.1. Infrastructure for basic service delivery improved in locations affected by crisis and vulnerable to conflict. Output 2.2. Access to livelihood and employment creation opportunities increased in locations affected by and vulnerable to conflict.	The BREP projects have contributed most notably to CPD outputs 1.1 on infrastructure, through the housing and infrastructure rehabilitation activities, and to output 2.2. through the cash-for-work, cash grants and training activities. The CPD was drafted in 2019, when the focus of UNDP Iraq was stabilisation.
SDG 1	End poverty in all its forms everywhere	The projects align with SDG 1 on poverty reduction, through cash transfer and promotion of livelihoods
SDG 5	Achieve gender equality and empower all women and girls	Under SDG 5 on gender equality, the BREP activities included gender targets and steps to ensure women's participation across all activities.
SDG 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	The BREP activities promote inclusive and sustainable economic growth, employment, and decent work (SDG 8) through grants and infrastructure improvement for employment creation.

UNDP provided several cash-for-work interventions under BREP I and II. This included cash-for-work activities linked to housing and infrastructure rehabilitation activities, creating short- to medium-term employment opportunities such as daily laboring for rubble removal, and undertaking construction work. The cash-for-work was intended to support three sectors that include Construction (housing), Agriculture and Small and Medium Enterprise sectors. These activities were also linked to training and capacity-building approaches, to help provide skills to these workers for the longer term. Cash-for-work activities were also provided to support communities recovering from the economic shock of the COVID-19 pandemic, under BREP I. The cash-for-work construction sector includes activities focused on rehabilitating conflict-damaged housing and infrastructure. UNDP aimed to create short-term employment opportunities in the housing and construction sector and stimulate local markets, by using a labor-intensive approach, including both deployment of local cash-for-work laborers and the use of local contractors.

In order to respond to the country context and ensure that local population’s perspectives were considered during intervention design, UNDP worked in collaboration with local community members and local authorities, assessed the housing and infrastructure needs, based on socio-economic and vulnerability criteria to identify and prioritize the interventions. UNDP engineers conducted technical assessments to define the rehabilitation works required. For housing units, the rehabilitation works could include structural repairs to walls and roofs, repair or replacement of doors and windows, rehabilitation of electrical systems and/or plumbing, waterproofing to flat roofs, etc. Infrastructure

works also included rehabilitation of agricultural infrastructure, notably the irrigation canal system in Ramadi, and rehabilitation of damaged commercial premises, such as shops.

Overall, the surveyed beneficiaries were positive about the relevance of the cash-for-work activities in the construction sector. 372 cash-for-work participants were surveyed, with 33% (n=121) female and 67% (n=251) male respondents. Of these, 90% (n=338) were returnees to their area of origin. Twenty-four percent (24%, n=88) of survey respondents were youth (aged 24 years or under) and 62% (n=230) were aged 18 to 29 years. Participants were selected for the cash-for-work activities due to specific vulnerabilities, such as lack of adequate household income, the presence of elderly or people with disabilities, or large households with many children. The provision of cash-for-work opportunities addressed the immediate economic needs of the beneficiaries during providing a direct and tangible source of income for participants, offering financial support to households. Survey respondents reported that one person per household participated in the cash-for-work, receiving 30,000 IQD per day which corresponded to 20-23 USD¹². All but one survey respondent stated they received the amount they expected to receive. The number of days worked per beneficiary ranged from 45-48 days with the minimum being 15 days and 100 days as maximum and the average working day was 8 hours. Six respondents reported working long days of 10-12 hours. The duration of the cash-for-work program allowed for a sustained period of income generation, contributing to the beneficiaries' financial stability. 98% received tools for their work and were satisfied with the provision.

UNDP also conducted housing rehabilitation work. This intervention was intended to both rehabilitate priority housing and infrastructure, while also promoting employment, cash liquidity and economic recovery in local communities. UNDP's project manager in Anbar described how the housing rehabilitation projects were selected at local level to help ensure relevance to local needs. The activities had two groups of beneficiaries – those who benefitted from having their houses rehabilitated and those who worked in the rehabilitation and gained new livelihood opportunities. The house rehabilitation started by selecting zones that were damaged due to conflict, in coordination with the local government. The team conducted an initial assessment of the houses in the selected locations, directing engineers to inspect houses and select those for rehabilitation according to the agreed selection criteria. During the location selection, UNDP prioritized areas not served by government initiatives to avoid duplication and to improve the living conditions of people in underserved regions. Furthermore, while selecting the houses, women-headed households were prioritized, in line with the project's focus on equality. After the houses were selected, UNDP posted an announcement to select contractors, and the selected contractor met with the project manager to introduce them to the work. Once the work started, UNDP supervised the project through weekly visits by an engineer, and weekly reports were sent to the project manager. The contractor worked with beneficiaries selected by UNDP. As a result, many house owners found job opportunities in addition to getting their houses rehabilitated.

Contractors described how UNDP provided detailed project explanations and jointly planned the work before starting. Initial meetings were conducted at the UN compound in Baghdad. As the company gained more experience with similar projects, their understanding improved, and there was a clear consensus on the action plan and work program. Contractors described how obtaining equipment and materials for the work requires authorization letters from the relevant governor and ongoing cooperation with security authorities. Communication is established with security authorities to agree

¹² Exchange rate: <https://exchangerate.guru/iqd/usd/30000/>

on matters such as workflow, worker background checks, operation of machinery, and working hours. The identities of the workers and technical personnel are verified. The local workforce is preferred, with additional workers brought in if needed in case of a lack of local skilled workers.

UNDP also provided several diverse types of cash grants under the BREP I and BREP II project. These included cash grants to both startups and small businesses (MSMEs) to support their growth and asset replacement of lost or damaged assets. Cash grants targeted SMEs in the agriculture sector as well. Providing cash grants to startups and small businesses, particularly those in the agriculture sector, was very relevant, supporting economic growth, local employment, and helping in replacing lost or damaged assets. Grants were also made to women-headed households under BREP I to support them during the economic shock of the COVID-19 pandemic. These grants were intended to prevent vulnerable families from falling below the poverty line, enabling them to meet immediate financial needs, without depleting household capital. This approach is aligned with the broader goal of poverty alleviation and ensures that vulnerable groups, in this case, women-headed households, receive targeted support to meet their immediate financial needs.

UNDP also supported several training and skill development activities. These included Technical and Vocational Education and Training (TVET) provided to cash-for-work beneficiaries, to support development of their skills for longer-term employment in the housing sector. This included practical skills, such as plumbing, carpentry, and air conditioning maintenance. Training was also provided to women and youth to support job creation in the agricultural sector, including technical skills (e.g. irrigation, use of fertilizers, operating agricultural machinery, etc) and business skills (e.g. financial management, etc). Training was also provided to SMEs in business skills to help promote the growth of small businesses, covering topics such as marketing, book-keeping, sales, packaging and customer service. Survey respondents provided positive feedback, suggesting that the information provided in the sessions was clear, relevant and valuable to the participants. A key informant based at a Vocational Training Centre (VTC) in Anbar believed that the provided training workshops were relevant to the needs of the community particularly in a region such as Anbar that faced damage due to military operations. The training focused on skills that are vital for the reconstruction process, such as carpentry, blacksmithing, water and electricity installation, aluminum work, and sewage systems. Additionally, the informant highlighted that there was an emphasis on skills that empower women in the job market helping them to find work or establish small businesses, such as tailoring and hairdressing. According to a key informant working on the implementation of skills development and training interventions in Salahaddin, beneficiary selection criteria for the training activities included family size, the presence of PWDs, pregnant or lactating women in the household, households in rented accommodation, households supported by women, and all-female households. This process ensured that the most vulnerable were chosen as trainees. The potential beneficiary list was provided by MOLSA and trainers were provided by MOLSA. This meant MOLSA was key to the delivery of the vocational training component of the project, helping ensure the relevance and local ownership of the project according to the local context.

3.2. Coherence and Partnerships

Key informants described efforts to coordinate with and complement the work of other entities, including both governmental and non-governmental organizations. UNDP engages in joint planning, regular meetings, and reporting to coordinate with local government directorates at governorate level, as well as with Ministry of Labor and Social Affairs (MoLSA) and Ministry of Agriculture (MoA). Moreover, a wide range of stakeholders, including government offices, local religious leaders, and community members, were involved in the design and implementation of the project through community assessments. Their input and feedback informed the project design and planning. Government stakeholders interviewed for the evaluation generally believed these coordination efforts were appropriate and that the interventions complemented the work of other agencies and the government itself.

Key informants from contractors who worked on the housing rehabilitation activities described their collaboration with UNDP positively. The projects primarily involved finishing and rehabilitating damaged house sections, including plastering, restoration, painting, door and window installation, and flooring. The same contractors had also undertaken cash-for-work activities in many cases, implementing activities such as garden planting, street cleaning, tree trimming, and irrigation system installation, and rehabilitation to infrastructure and commercial premises. Some of the contractors have collaborated with UNDP, and other international agencies, in the past. The contractors believed that the collaboration with UNDP had several positive aspects, including strong ethical practices, technical competence, sound engineering practices, favorable organizational interactions, prompt financial transactions, and effective project management.

Key informants also described the process of consultation with beneficiaries, responsible parties and other stakeholders during the design, planning and implementation of the activities. They explained how UNDP consulted and coordinated locally with local authorities, community representatives, municipality engineers and other relevant stakeholders, to plan activities, identify potential obstacles, obtain permissions, and develop strategies for a smooth implementation. In particular, UNDP liaised closely with government officials, including departments responsible for water, health, education, etc., at governorate level. Moreover, the process of selecting sites and beneficiaries was participatory, with committees working to assess and prioritize needs in specific localities. Local community leaders and mukhtars participated and provided inputs into the selection process. Vulnerable groups were identified in liaison with local authorities, for example via the migration and social care authorities. Surveys were also conducted to help identify households in need, while specific approaches were used to ensure the participation of women and girls, the elderly, and people living with disabilities. This included reaching out to these groups through local organizations and centers working to support them, and through home visits.

As noted in the relevance section above, the project activities were designed to align with national and international priorities, including the SDGs and UNDP's global strategy. As such, the activities overall appear to conform to international obligations.

3.3. Effectiveness

Key results against the main outputs of both BREP I and II are summarized in the results framework below¹³:

BREP I	BREP II
<p>Overall outcome: Inclusive, gender-sensitive and diversified economic growth, increased income security and more opportunities of decent work for women, youth and vulnerable populations.</p>	<p>Overall outcome: Income security and socio-economic inclusion improved, through support to create more diversified livelihood opportunities for the vulnerable in the target areas.</p>
<p>BREP I - Output 1: Target communities are supported to recover from the economic shock of COVID-19.</p> <p>Results: As of 31 March 2023, 1,890 (112.3%) beneficiaries (489 women, 856 youth) completed 40 days or more of cash for work, and 1,667 (101.03%) small grants were provided (6,758 family members) to women-headed households.</p>	
<p>BREP I - Output 2: Employment opportunities are created in housing sector through support to individuals and priority rehabilitation.</p> <p>Results: As of 31 March 2023, 1,565 houses (97.5%) were rehabilitated, benefitting 9,188 people (95.4%) (4,457 women, 2,492 youth). 743 beneficiaries (7 women, 387 youth) completed 40 days or more of short-term labour opportunities in the housing sector. 438 beneficiaries (106.8%) (124 women; 302 youth) received skills training for the housing sector.</p>	<p>BREP II – Output 1: Create employment opportunities in the housing sector through improving employability skills of individuals in the sector and rehabilitate or rebuild priority houses through labour-intensive approach.</p> <p>Results: As of 31 March 2023, 3 assessments had been conducted in targeted areas. 209 people (42 Women, 173 youth) benefitted from skills training for housing / construction sector. 777 houses were rehabilitated, benefitting 5,505 people (2,825 women, 1,236 youth). 368 beneficiaries (1 women, 244 youth) completed 40 days or more of cash for work in the housing sector.</p>
<p>BREP I - Output 3: Employment opportunities are created in agricultural sector through support to individuals and priority rehabilitation.</p> <p>Results: As of 31 March 2023, 1 key agricultural infrastructure was rehabilitated, benefitting 325 people (156 women, 96 youth). 48 people (0 women, 25 youth) completed 40 days or more of cash for work. 680 people (202 women, 210 youth) received skills training for the agricultural sector.</p>	<p>BREP II – Output 2: support employment creation in the agriculture sector through three-pronged interventions; rehabilitation of critical agriculture infrastructure for increasing productivity through labour-intensive approach, improving employability skills in the agriculture sector while targeting women and youth, and support to MSMEs/farmers and Ministry of Agriculture to help in advancing the sector.</p> <p>Results: As of 31 March 2023, 3 assessments had been conducted in target areas. 8 key agricultural infrastructure were rehabilitated, reaching 11,501 beneficiaries (5,241 women, 3,271 youth). 1,423 people (319 women, 669 youth) completed 40 days</p>

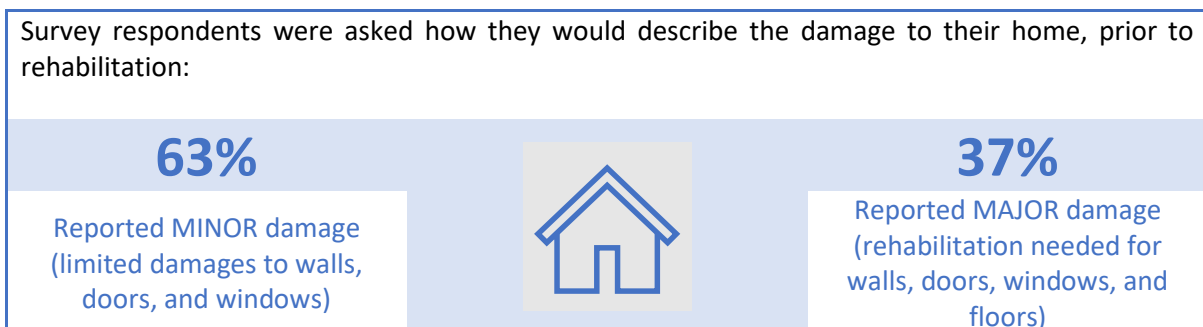
¹³ Data is taken from UNDP's quarterly narrative reports for March 2023.

	<p>or more of cash for work in the agriculture sector. 327 people (140 women, 181 youth) benefitted from skills training for agricultural sector. 146 farmers (77 women, 70 youth) received in-kind /grant support.</p>
<p>BREP I – Output 4: Employment and business opportunities are created in private sector through support to individuals, SMEs and priority rehabilitation.</p> <p>Results: As of 31 March 2023, 2 community infrastructure projects were completed, benefitting 1,873 people (833 women, 307 youth). 185 people (1 woman, 116 youth) completed 40 days and more of cash for work. 500 people (210 women, 429 youth) received skills training for increased employability in the private sector. 378 SMEs (127 women, 265 youth) received training, coaching, in-kind support and/or grants.</p>	<p>BREP II – Output 3: improve the private sector in the targeted communities through rehabilitating MSMEs infrastructure through labour-intensive approach and supporting MSMEs with business skills development and access to finance and assets for establishing a MSME or restoring business operations.</p> <p>Results: As of 31 March 2023, 2 assessments had been conducted in target areas. 2 community infrastructure rehabilitations had been conducted, benefitting 644 people (531 women, 520 youth). 197 people (8 women, 111 youth) benefited from short-term labour opportunities in SMEs.</p>

Overall, project management strategies have been effective, and the project is on track to achieve key outputs for the targeted population. The objectives and outputs were somewhat clear, although the outputs could be mapped to the activities (implementation areas) more clearly in some of the planning documentation.

There were some issues with the quality of work conducted under the housing rehabilitation component of the project, with low satisfaction among beneficiaries and complaints about the quality of workmanship and material. More than 40% of beneficiaries expressed dissatisfaction with the quality of the work and materials used. Most rehabilitation beneficiaries would have preferred to receive cash or vouchers to rehabilitate their own homes. To overcome these issues, UNDP may consider strengthening contractor-management arrangements, and introducing a cash-voucher system for rehabilitation of less badly damaged houses. However, given that the project’s primary goal was employment promotion, a voucher approach may be less effective in creating paid work.

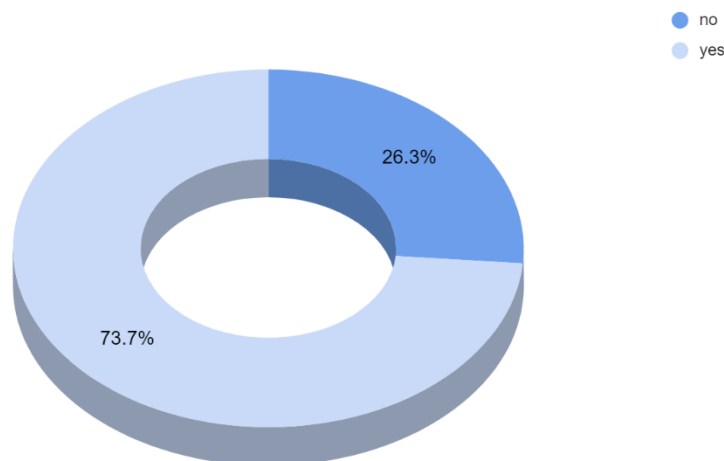
SREO surveyed 353 beneficiaries of housing rehabilitation in Diyala (Muqdadiya), Kirkuk (Hawija), Ninewa (Mosul), and Salahaldin (Baiji). 57% of the respondents were men and 43% were women, with an average age of 44 years. The youngest respondent was 20 and the oldest was 85 years of age. 91% owned their own home, and 9% were tenants. In addition, FGDs were conducted with housing rehabilitation beneficiaries in Diyala, Kirkuk, Ninewa and Salahaldin.



In terms of planning, coordination and documentation of the work, most survey respondents had received a visit from UNDP staff, 80% had signed a document describing the work and the process to be followed and 78% understood what work would be conducted, prior to the work starting. A minority (41%) also signed a document accepting the repairs upon completion. Most respondents (73.7%, n=260) also felt the work was timely and efficient – see **Chart 1** below.

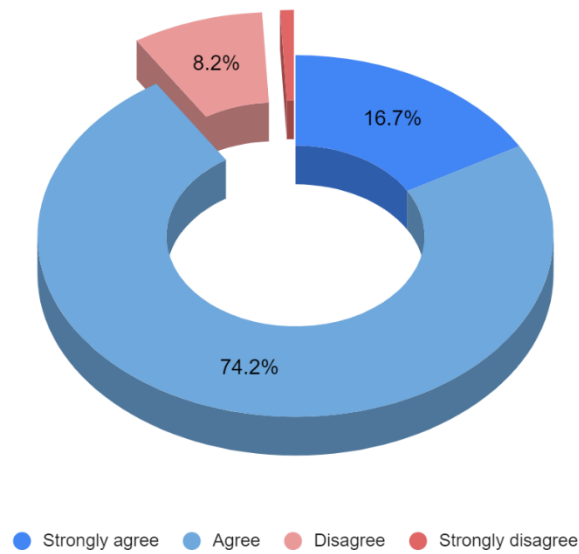
UNDP staff visited household before work started	Beneficiary signed document related to repairs before project started	Beneficiary knew what type of repairs would be done before project started	Beneficiary signed document agreeing to the completion of the planned repairs.
91% (n=318)	80% (n=283)	78% (n=277)	41% (n=146)

Chart 1. From the time of first engagement with UNDP, was the repair work timely and efficient?



Overall, the beneficiaries surveyed had positive perceptions of the staff and community-based workers involved in the project, with a large majority (90.9%, n=321) agreeing or strongly agreeing they were qualified and helpful. However, a significant minority of 9.1% (n=32) disagreed or strongly disagreed, suggesting an important degree of dissatisfaction among some respondents. See **Chart 2** below. Reasons for giving a negative rating focused on a lack of training and competence among the workforce and contractors that conducted the rehabilitation work and the poor standard of workmanship. One respondent noted “they were not punctual, and their work was not clean”.

Chart 2. Staff and Community based workers involved with this project were qualified and helpful.



When asked about the quality of the housing rehabilitation work conducted, many of the respondents gave negative responses. A large minority of respondents (43%, n=153) rated the overall quality of supplies, installations, and repairs at their house as bad or very bad (e.g. an overall rating for the work, including both workmanship and materials). When asked specifically about the quality of materials and fixtures used, 42.21% (n=149) rated them as bad or very bad. See **Charts 3 and 4** below. Reasons for negative ratings included various complaints about materials and workmanship, including poor quality of materials, low-quality ceramic tiles, doors, windows, and electrical appliances; incomplete sections of work; peeling paint and cracking plaster; and roof leaks.

Chart 3. How do you rate the quality of supplies/installation/repairs conducted at your house?

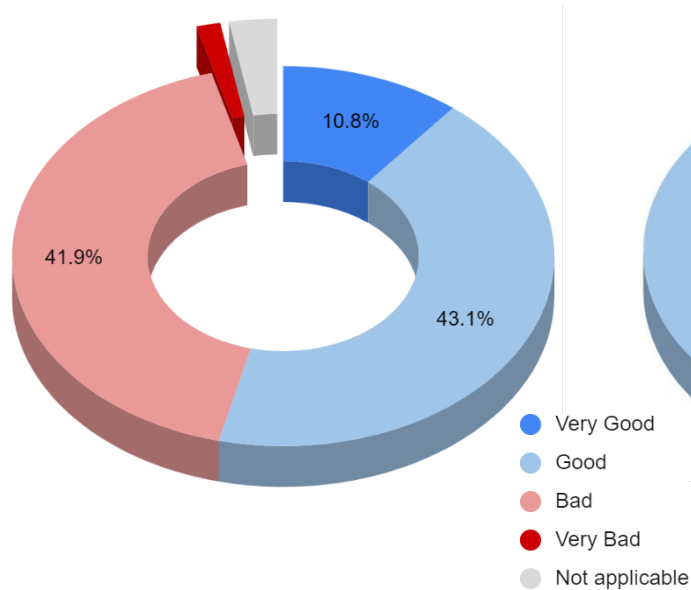
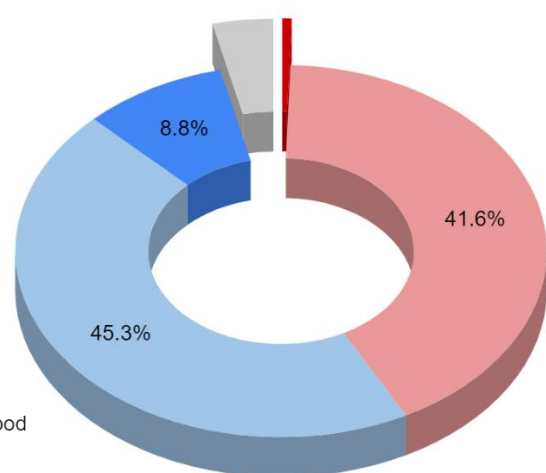


Chart 4. Were the materials and fixtures used of good quality?



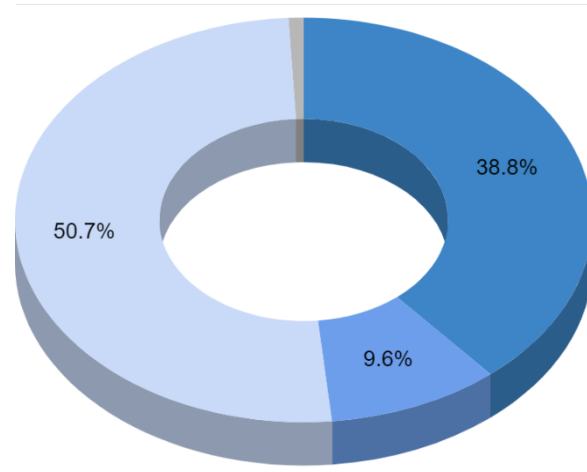
Similarly to the survey respondents, FGD participants noted some inconsistencies with the quality of the rehabilitation. FGD respondents also expressed concerns about subpar materials and workmanship. Participants felt that not all houses received full rehabilitation, and in some cases, only parts of the houses were rehabilitated. They reported issues with the quality of materials, doors, lights, and electrical work. The implementing contractors cited budget constraints, but the specific amount was not disclosed to beneficiaries. According to FGD respondents, the contractors relied on a "points system" to allocate resources, allowing only 10 points for each house, often leading to incomplete rehabilitation. Some houses received full rehabilitation as initially requested in the contracts, including ceramic tiles, new doors, windows, and electrical maintenance. However, participants were surprised in some cases that the allocated quantities were limited, for example, receiving only 30-40 square meters of ceramic tiles. Some participants mentioned they had to borrow money to complete the renovation of their houses. They also noted that the contractor made decisions about the materials used, and the participants felt that their preferences were not considered. Overall, while there was some improvement in security and quality of life, the participants felt that the support fell short of their expectations and needs.

There were also criticisms about inconsistent work, unfinished work in some houses and some houses getting rehabilitated when they did not need it. One FGD participant noted that houses whose owners were present during the rehabilitation received more thorough repairs compared to those where the owners were absent. The same participant noted that he was pleasantly surprised by the high quality of the rehabilitations in his house, meanwhile in the same interview another participant explained that he had to purchase doors and windows to complete his house's rehabilitation. One beneficiary thought this was due to favoritism, stating that: *"There were people who didn't need this assistance, but their names were registered. I know a person from the organization who registered houses of people because he knows one of those people."* They explained that the field monitoring and verification could be improved to ensure no favoritism and that the rehabilitation works were consistently high quality.

When asked about the contractor-led modality for housing rehabilitation work, more than half of surveyed beneficiaries (50.71%, n=179) stated they would have preferred to receive cash and arranged the work themselves directly. 38.81% (n=137) were satisfied with the contractor-led approach, while small minorities would have preferred alternative approaches, such as receiving kits with materials and conducting work themselves. See **Chart 5** below. Considering that many of the respondents (63%) reported only minor damage to their homes, for future housing rehabilitation projects, UNDP may consider a voucher system for households with only minor rehabilitation requirements, such as painting, plastering, fixtures and fittings. This should normally exclude houses with structural, electrical, or plumbing issues, which for safety reasons may be better handled by qualified contractors.

Chart 5. In your opinion, how would you have preferred these repairs to be completed?

- I liked the way things were done - using contractors to complete the repairs was the best way
- I would have preferred to receive a shelter kit with materials and arrange the repairs myself
- I would have preferred to receive cash vouchers and arrange the repairs myself
- Another way.



The project team from UNDP was invited to comment on the negative feedback received from beneficiaries. The team observed that homeowners often request extensive repairs and rehabilitation. However, due to budget constraints, the allocated funds per house are limited, to reach the maximum number of beneficiaries. Therefore, the scope of rehabilitation is focused on essential repairs only and excludes some cosmetic items. Houses assessed to have more than 60% damage, according to UNDP's criteria, will not be included in the project as they require more extensive and costly work, such as structural repair or complete reconstruction of building elements. UNDP engineers conduct pre-assessments of houses and create a Bill of Quantities (BoQ) for each home. The BoQs include material specifications, and contractors provide samples to ensure compliance with requirements. They also perform regular inspections during construction and upon completion to monitor the quality of workmanship and materials. During assessments, UNDP follows beneficiary selection criteria based on the guidance of the Iraq Shelter Cluster. They transparently explain the selection process and scope of work to the beneficiaries. UNDP has social organizers and engineers in addition the governorate has for each project supervision committee who will monitor the work before, during and after, these different layers in place to ensure collaboration and communication with beneficiaries and ensure quality and timely management of the project. However, despite these efforts, some members of the community may disagree with the selection criteria and implemented scope of work. UNDP has successfully rehabilitated over 37,000 homes in Iraq in the past five years, earning a good reputation in the sector and the communities they serve.

As noted under 'coherence and partnerships' above, the project implementation was generally participatory, with efforts made to consult and coordinate with diverse stakeholders, including communities, government, other agencies, and beneficiaries themselves, during the design, planning and implementation of the project. Gender equality and inclusion were mainstreamed throughout the project (as discussed under 'intersectionality' later in this report). As noted under 'relevance' above, BREP I included specific activities intended to support households struggling with the economic impacts of COVID-19 (cash grants to households). Some respondents suggested some specific components and activities may have been slightly delayed in some locations by public health measures related to the pandemic. Otherwise, when considered at national level, COVID-19 does not appear to have had a major impact on implementation.

Regarding cash grants to women-headed households under BREP 1, the women headed household cash grants appear to have met their objective of providing short-term financial assistance to women headed households struggling to meet immediate household needs during the COVID-19 pandemic. Household grant recipients reported how they spent the grant money they received. The large majority spent the money on household essentials, such as food needs (34.97%), health (22.54%), shelter/housing improvements (13.87%) and education (7.23%). This is in line with the intent of the activity. See **Chart 6** below. Only 6.5% of the recipients reported being able to save some of the money, although this is not surprising since the primary goal of the grants was to support households with immediate necessities during the economic impacts of COVID-19 pandemic. See **Chart 7** below.

Chart 6. How household grant recipients reported spending the cash grant

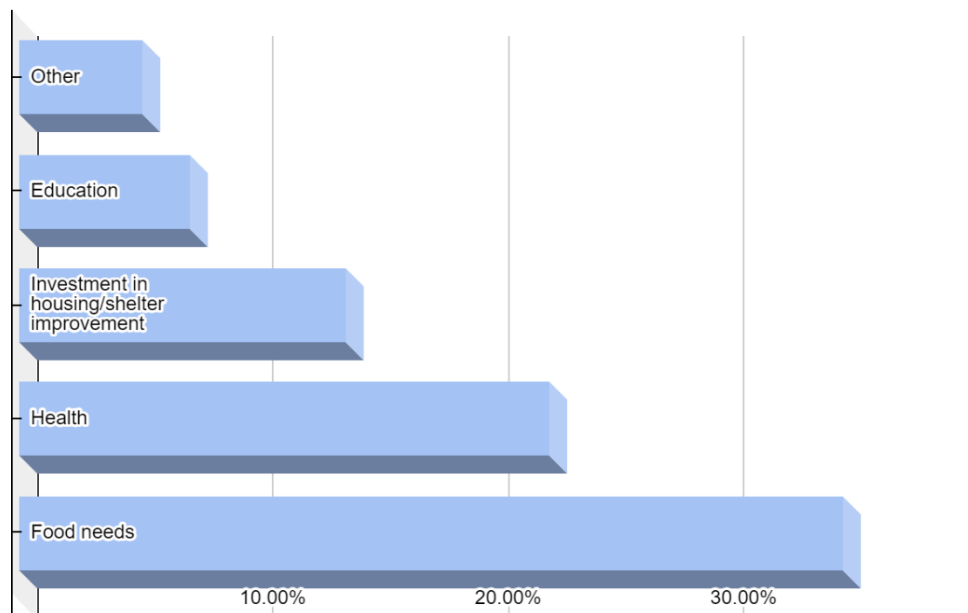
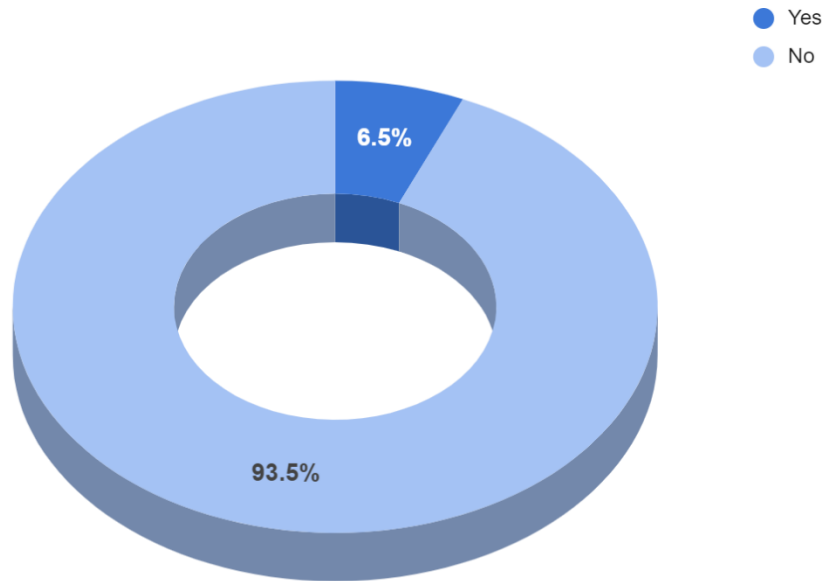


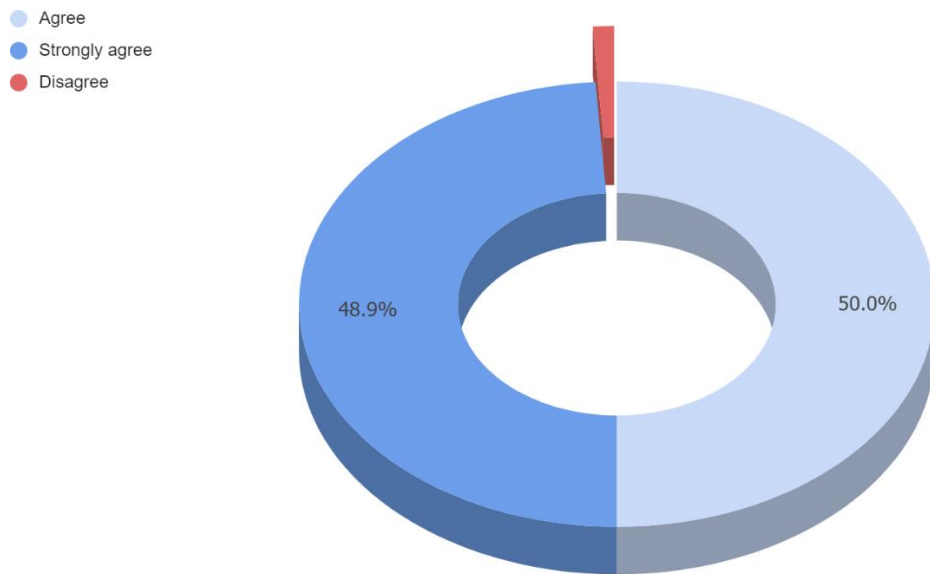
Chart 7. The percentage of household grant recipients who were able to save.



In terms of health and safety, a large majority (98.66%, n=367) of cash-for-work beneficiaries surveyed felt safe during the cash-for-work activities. Among women, this figure rose to 100% (n=121). Similarly, cash-for-work beneficiaries who participated in an FGD in Salahaldin praised some of the occupational health and safety measures, such as the presence of first aid kits, the insistence on using Personal Protective Equipment (PPE), and the effective responses to injuries. Participants acknowledged that the cash-for-work activities were physically demanding and suggested they were generally less well-suited for women, people with disabilities, or elderly individuals in their community. However, there may have been some localized gaps in terms of the monitoring of cash-for-work contractors on the ground, to ensure they are following good practices in occupational health and safety and labor management. There were some concerns flagged by male cash-for-work beneficiaries in Anbar. These respondents highlighted negative aspects of the behavior of the cash-for-work contractor, the long work hours, and the demanding nature of the work that they participated in. One participant explained: *“They allegedly brought an excavator machine to do the digging, but they only operated it for a short time and then asked us to continue digging manually. Also, the work time was long as well, we’re supposed to work from 7 AM to 12 PM, but they were keeping us until 2 PM!”* Another noted that it was unsafe for them to dig that deep manually: *“We were requested to dig a 4 m deep hole (which should be done by the excavator) using shovels...! Not to mention the places they required us to dig were around canals and such, and these spots contain snakes and other dangerous hazards.”* However, it appears this may be an isolated issue.

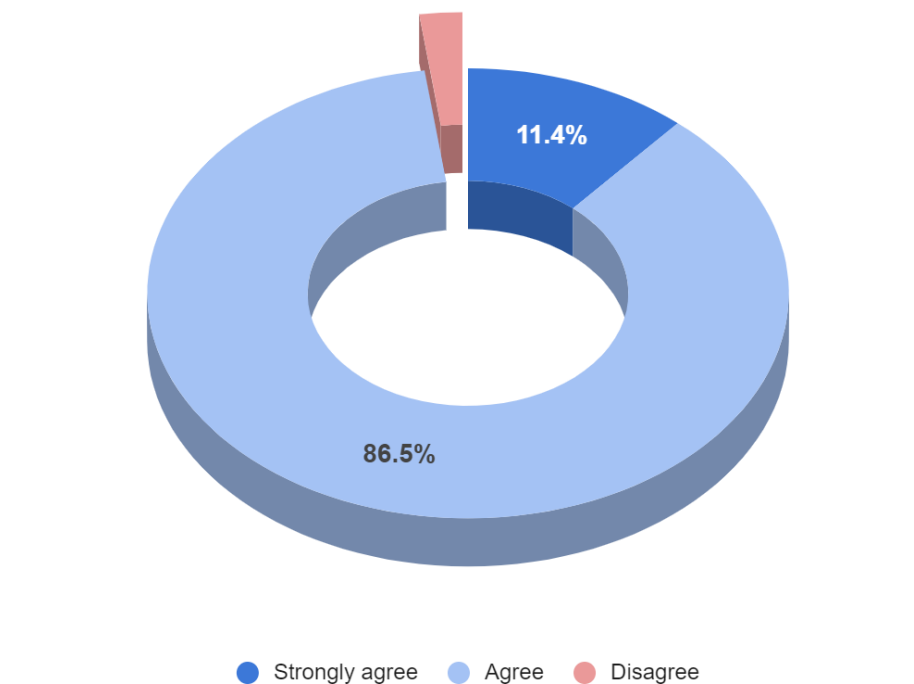
The effectiveness of implementation is also supported by the large majority of cash for work beneficiaries who had a positive view of local staff involved in the project activities. A large majority of respondents agreed that the staff and community-based workers involved with the project were qualified and helpful, as shown in **Chart 8** below.

Chart 8. The percentage of survey respondents agreeing or disagreeing that the staff and community-based workers involved with this project were qualified and helpful – Cash-for-Work



Household grant recipients also had a moderately positive view of local staff involved in project implementation. A large majority of respondents agreed that the staff and community-based workers involved with the project were qualified and helpful, although only a small proportion strongly agreed, and 2.1% disagreed, as shown in **Chart 9** below.

Chart 9. The percentage of household grant recipients agreeing or disagreeing that the staff and community-based workers involved with this project were qualified and helpful



To provide insights into the agricultural rehabilitation activities, SREO surveyed 43 beneficiaries of the Ramadi irrigation canal rehabilitation project, conducted 1 FGD with male beneficiaries who participated in cash-for-work for cleaning irrigation canals in Fallujah, and 1 KII with the head of the Anbar Water Resources Directorate.

The 43 survey respondents were farmers benefitting from the water supplied by the canals in Ramadi district. Their responses regarding the project were very positive. All respondents stated that the rehabilitation of the canal had improved the quality and availability of water for their crops, showing both the positive impact and effectiveness of the project activities. See **charts 10, 11 and 12** below.

Chart 10. How has the rehabilitation of the irrigation canal affected the availability of water for your crops?

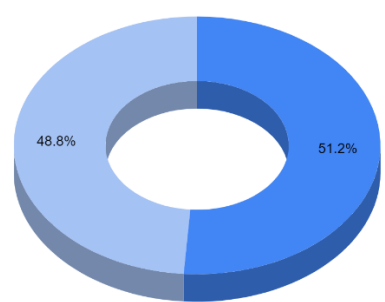


Chart 11 How has the rehabilitation of the irrigation canal affected the quality of water for your crops?

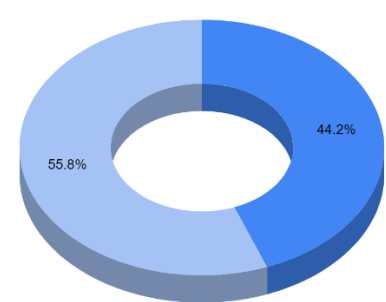
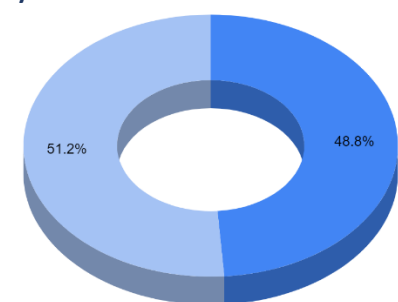


Chart 12. How has the rehabilitation of the irrigation canal influenced the timing and regularity of water supply for your fields?

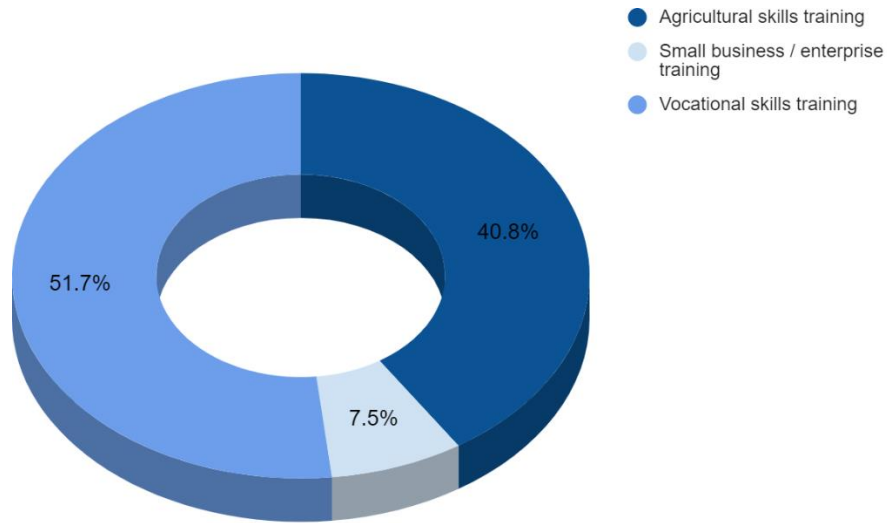


● Much improved
● Somewhat improved

In terms of areas where achievements have been strongest, the training activities appear to have been very well received by beneficiaries, suggesting a high degree of effectiveness in implementation. Satisfaction ratings for the instructors and the information shared during the training were good. Just over half (52%, n=181) of the training participants indicated that the training had helped them to either find a job or start their own business.

SREO conducted a survey with 348 training participants in Anbar, Diyala, Kirkuk, Ninewa and Salahaldin. 41% (n=141) of the respondents were female, and 59% (n=207) were male, with an average age of 32 years. The youngest respondent was 19 years and the eldest was 96 years of age. Most of the respondents were returnees (62%, n=214) and members of the host community (29%, n=100), while a minority were IDPs (8%, n=29). The survey respondents had participated in UNDP-supported training under the BREP project, with an average duration of 40 days. The training they attended is shown in **Chart 13** below.

Chart 13. Percentage of survey respondents participating in different types of training.



Participants gave positive ratings for the training overall. 71% (n=247) of respondents rated the attitude of the instructors as very good, and those giving negative ratings (bad or very bad) totaled less than 1% (n=2). See **Chart 14** below. The participants were also positive about the quality of the information provided during the training sessions, with 69% (n=238) rating it as very good, and 29% (n=102) rating it as good. Less than 2% (n=6) of the respondents gave a negative rating. Positive feedback suggested that the information provided in the sessions was clear, relevant and valuable to the participants. Instructors conveyed the information so that it was easy for participants to understand, covering a mix of practical and theoretical skills. Trainers were respectful, supportive, and professional, and understood the material they were teaching. Respondents indicated that the goals and objectives of the training were clear and realistic, and 85% (n=296) reported that the objectives were met. While most respondents found the level of the training appropriate, 35% (n=123) found it too easy, and 2% (n=7) found it too difficult. See **Chart 15** below.

Chart 14. Please rate the attitude of the instructors.

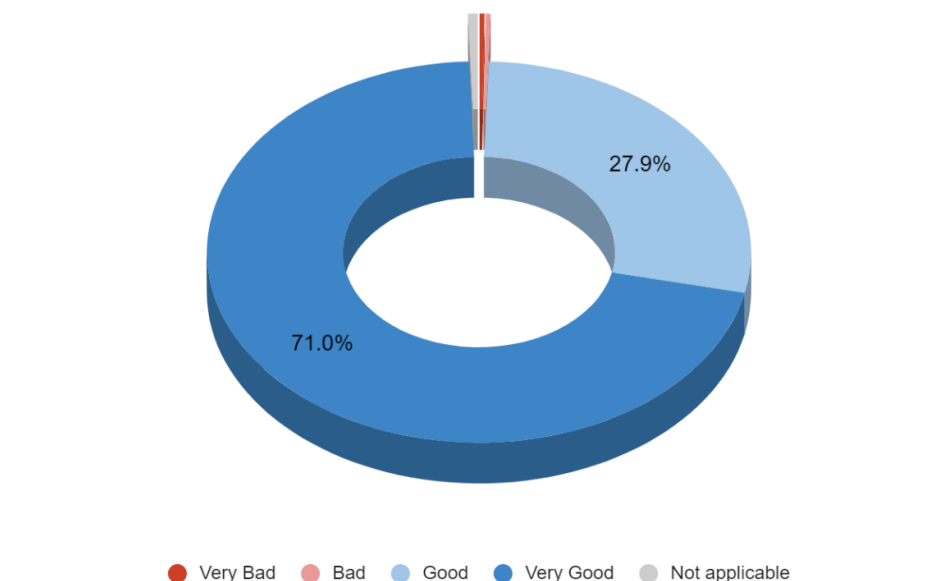
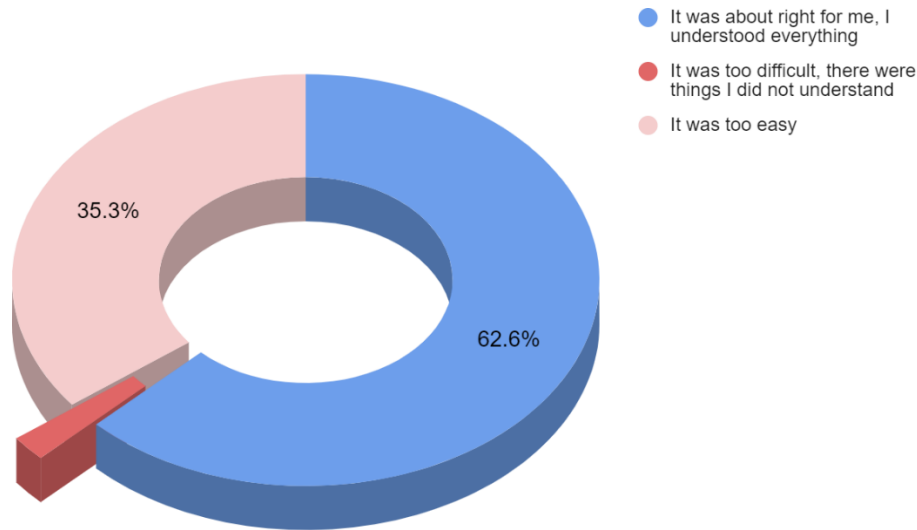


Chart 15. Was the training appropriate to your educational level?



A vocational training center informant in Ramadi, Anbar, explained that 14 training workshops were completed in the center as well as UNDP providing equipment and furniture. The program included 240 trainees in eight training workshops that cover a range of housing and construction trades, including welding, carpentry, aluminum work, electrical and water installations, air conditioning installation, as well as training on other vocational topics such as agriculture, tailoring, and hairdressing. The trainings targeted particularly women and youth, including those working in agriculture for the agricultural trainings, and young graduates seeking skills to help them find employment. The program encompassed not only Ramadi city but also nearby districts, such as Fallujah, Habania, Heet, Ramadi, and Khaldia, further expanding its reach and impact. The Vocational Training Center was affiliated with the Ministry of Labor and Social Affairs and the Ministry provided curricula ensuring the relevancy and usefulness of the training. There were two program methodologies: the standard method where the trainer explains and the trainees implement, and competency-based training (CBT), which involves the trainee applying the curriculum with correction from the trainer.

A key informant working on the implementation of skills development and training interventions in Salahaddin was also interviewed. They described the implementation of both the vocational and agricultural training programs at the local level. The vocational training was coordinated with MOLSA and aimed to equip beneficiaries with skills in construction fields such as carpentry, blacksmithing, painting, and decoration. After the training, beneficiaries received certificates from MOLSA, with the goal of increasing job opportunities in the target areas. The training programs were structured to last for 40 days, with a fixed curriculum provided by MOLSA. Attendance was closely monitored by attendance sheets, to ensure active participation. Participants attended lectures and then learned by doing where the trainers corrected their mistakes. To ensure the sustainability of the vocational training programs beyond the project's duration, UNDP collaborated with Community Mobilization Centers affiliated with organizations such as DRC and IOM. Qualified training participants were guided to these centers for registration.

There were some issues with participants dropping out of training courses after a few days, as well as some challenges identifying suitable venues in more remote and rural areas. The key informant thought providing more comprehensive information to beneficiaries during selection about the

training and consequences of absence could reduce dropout rates, and conducting more rigorous checks on available resources in the target community could help avoid issues related to the lack of suitable lecture halls. Encouraging women's participation, especially in conservative rural areas where traditional gender roles are prevalent, was another challenge. The UNDP informant suggested on-the-job training as an alternative option especially in areas where MOLSA isn't present. He noted that organizations such as UNDP could collaborate with local businesses and pay them fees to train beneficiaries. This method would allow beneficiaries to learn directly from professionals, providing more effective, hands-on training. It would also encourage immediate supervision and reporting on the beneficiaries' work habits, allowing for timely replacements if necessary.

There were also some success stories, such as a female trainee who participated in training for electrical installations, eventually working in the field and supervising electrical works at a company. Among survey respondents, 21 women (15% of the women surveyed) received training in fields that might be considered traditionally male dominated, such as construction trades, technology and computing. This indicated the program's effectiveness in empowering individuals with practical skills and providing support to women hoping to work in non-traditional sectors. Furthermore, one trainee's experience in repairing electrical extensions led to the introduction of the program to other family members who were seeking employment opportunities. This shows the potential for the program to create a ripple effect in providing skills and employment prospects. The informant noted one challenge, in that trainees may not inform the organization if they secure employment out of concern that they might lose assistance in the future. To track the project's impact on employment rates it would be useful to monitor the trainees while reassuring them that their employment will not eliminate them from becoming beneficiaries of future projects.

FGDs were also conducted with beneficiaries of UNDP's agricultural training, where participants discussed their involvement in the activities, which included a combination of cash-for-work and training. The activities lasted about 40 days, with participants receiving financial support every ten days, amounting to US\$ 200. They were selected for the activity through the Agricultural Directorate, where they received training in modern agricultural methods. The directorate provided information about the opportunity and the conditions of participation during their first contact with the participants.

They learned about planting and tending crops, pests and diseases, proper use of chemicals, fertilizers, and pesticides. Some participants also discussed their training on modern irrigation techniques, including surface irrigation, drip irrigation, and sprinklers. The participants, who were already familiar with traditional agriculture due to living in a rural area, found the training valuable because it introduced them to modern farming techniques, they were unaware of. They also emphasized the importance of water conservation, particularly in regions facing water shortages. The new irrigation methods provided more efficient ways to irrigate plants, which was crucial as traditional water sources like rivers and wells have been depleted – a problem which stands to get worse in Iraq due to climate change and it is not permitted to use the water network for plant irrigation. The FGD participants believed they benefitted significantly from the training program. They acquired skills in using modern irrigation systems efficiently, understanding plant needs, managing farms remotely via mobile phones, crop management, weed control, and identifying plant diseases. These activities met their expectations and helped them transition from traditional farming techniques to modern methods.

Regarding awareness of feedback mechanisms, only 11.4% of the household grant recipients and around half of the survey respondents who benefited from training (52%, n=181) were aware of any feedback or complaint mechanism. However, the MSME grant beneficiaries had very high levels of awareness of the existence of complaints and feedback mechanisms, with 93.2% saying they were aware of how to use the complaints mechanism, and 85.38% believing it was effective. Among cash for work beneficiaries, awareness levels were also somewhat good, with 70% of respondents reporting they were aware of the existence of a complaints mechanism by which they could provide feedback. FGD respondents also suggested implementing a complaints phone number or a complaints box that would allow them to report and address the issues they encountered during the project. Overall, the findings suggest that more efforts may be needed to adequately publicize the complaints mechanisms available across all activities and geographic areas.

3.4. Efficiency

Project implementation arrangements overall appear to have been efficient. Project management structures are in place and appropriate, with national and local level staff engaged in planning and implementation. In terms of project efficiency, it's evident that the adherence to established timelines has been quite robust for the most part. Although there were minor delays of approximately 2 to 3 months within certain components of BREP 1, these setbacks were mainly attributed to the impact of the COVID-19 pandemic. The initial project timeline aimed for completion by December 2021 but extended into the first quarter of 2022 due to the pandemic's resurgence. However, it's worth noting that these delays were largely contained within specific components and did not cause a significant ripple effect across the entire project. The project's activities are inherently independent of each other, which served as a buffer against any potential bottlenecks resulting from delays in one component.

From a budgetary perspective, the project has demonstrated effective financial management. It's organized into distinct tranches, with five tranches for BREP 1 and four tranches for BREP 2. While there have been occasional adjustments related to beneficiaries and resource allocation, these adaptations have not led to budget overruns. Rather, key informants report that the project has stayed within the allocated budgets and achieved its predetermined targets. To save time and staffing costs, the project has also consolidated assessments and conducted joint evaluations for project phases and streamlined staff expertise to focus on specific areas of the project.

The contractors described how they keep detailed records, including contract documents, bills of quantities, completion records, payment invoices, and financial transaction records for its rehabilitation projects. Payment and work completion certification involves progress reports, review by supervising committees, governor or deputy governor approval, and final Finance Department review before fund transfers. The company is paid in USD for completing specific tasks, and the payment process involves verifying completed work and processing administrative documentation. The payment model while paying contractors has evolved to include monthly payments based on progress. While the contractual payment duration is 30 days, delays can occur due to auditing procedures for processing within various departments to maintain financial liquidity for project operations.

There were some localised concerns reported by cash for work beneficiaries in the FGD in Kirkuk, regarding the timeliness of payments. The FGD participants had engaged in cash-for-work activities to rehabilitate shops in Al-Hawija and reported delays in receiving their wage payments. They also stated

that the payment frequency varied, occurring every five days, every ten days, or every week. However, this seems to have been a relatively minor local complaint, and despite this, the participants found the experience valuable and expressed their eagerness to participate in future projects.

One key informant suggested that the overall contracting structure of the project was somewhat inefficient, since the donor enters into a contract with UNDP, which in turn enters into various contracts with implementing partners to conduct the works at local level, leading to an additional layer of overhead costs. However, this remark overlooks the value added by UNDP, in terms of having the capacity to scale the programme across five governorates, leveraging international expertise to support implementation, providing risk mitigation and administration across the project activities as a whole, and potentially achieving economies of scale in terms of certain costs (resources, materials, staffing, etc). As such, the approach of having the project centrally coordinated by UNDP broadly appears to be appropriate.

The BREP projects have established a comprehensive monitoring and evaluation framework to track progress and ensure the achievement of expected results. This framework includes outputs, outcomes, indicators and various tools for measurement and monitoring, such as progress trackers, monitoring tools, post-distribution monitoring, and mid-term evaluations. These efforts are focused on maintaining the quality of project delivery and staying on course to achieve set indicators. Contractors described that technical aspects of the work, especially construction, were supervised by both the contractor company engineers and UNDP engineers, furthermore, UNDP engineers conducted weekly field visits. However, the quality issues raised by some housing rehabilitation beneficiaries (see below) suggest that this system of site monitoring would benefit from reinforcement.

The findings of the monitoring and evaluation activities are essential for decision-making, course correction, and communication purposes. They help in identifying areas where targets are not being met and where overachievement occurs, allowing for resource realignment. Gender mainstreaming and timely project delivery are two key areas where M&E findings have played a crucial role in improving the project's outcomes and keeping it aligned with its objectives – for instance, by identifying areas where insufficient numbers of women have been reached with specific project activities, allowing for this to be corrected during implementation. The donor's representative (KfW) mentioned they receive reports from UNDP on a quarterly and annual basis, as well as shorter monthly summary reports focused on key achievements.

3.5. Impact

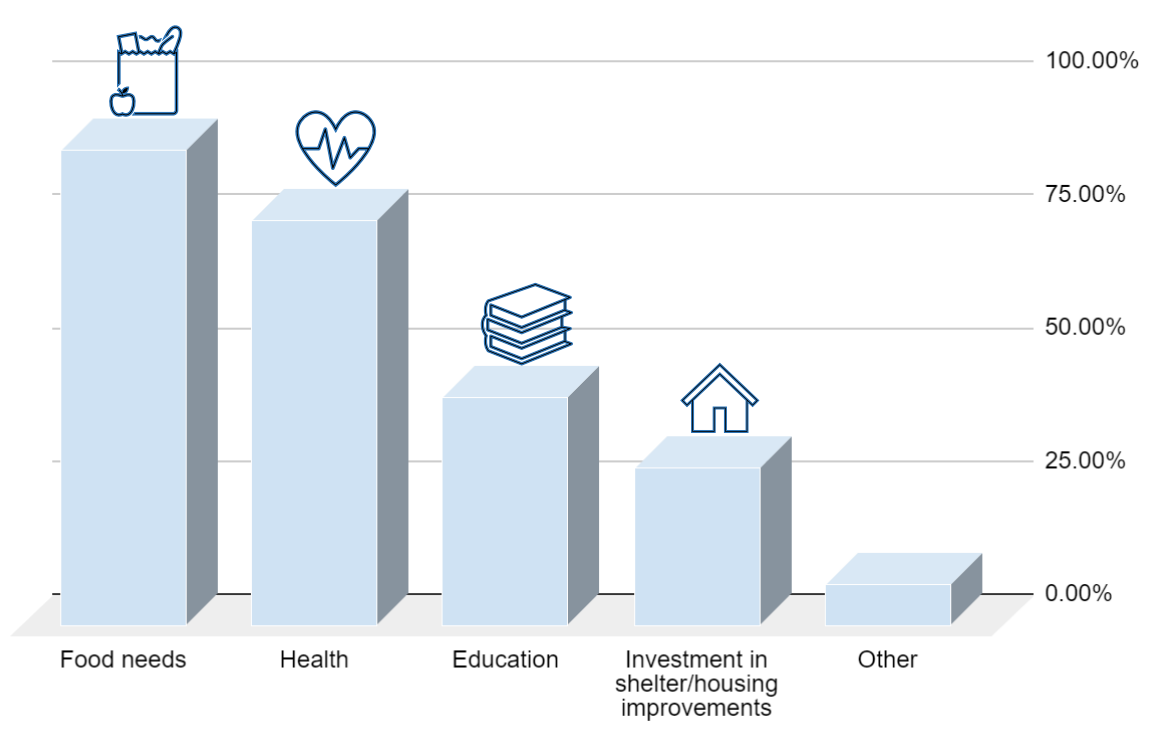
The overall impact of BREP I and II was found to be positive across different aspects.

The cash-for-work beneficiaries reported positive financial impacts on their households, in terms of improved access to food, reduction and prevention of household debt, and the ability to pay medical bills. Most cash-for-work beneficiaries reported spending the money they received on food (89.25%), health (76.08%), education (42.74%) and housing/shelter improvements (29.57%) – see **Table 10** and **Chart 19** below. These views were largely echoed by the cash-for-work beneficiaries who participated in Focus Group Discussions (FGDs). They expressed positive views overall, acknowledging the benefits provided by the project for households in their communities. FGD participants agreed that the project met or exceeded their expectations and helped them to meet their financial needs.

Table 10. How did the cash you received benefit your household?

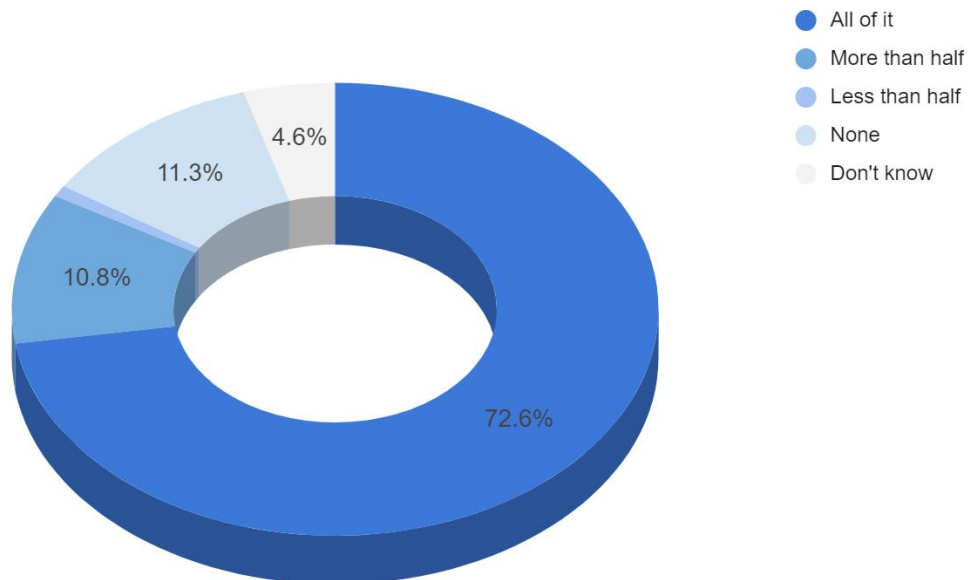
	Count	Percent
Improved access to food	303	81.45%
Debt reduction	227	61.02%
Ability to pay medical bills	183	49.19%
Prevention of debt	139	37.37%
Re-starting livelihood	73	19.62%
Other	23	6.18%

Chart 19. How did beneficiaries spend their cash-for-work income?



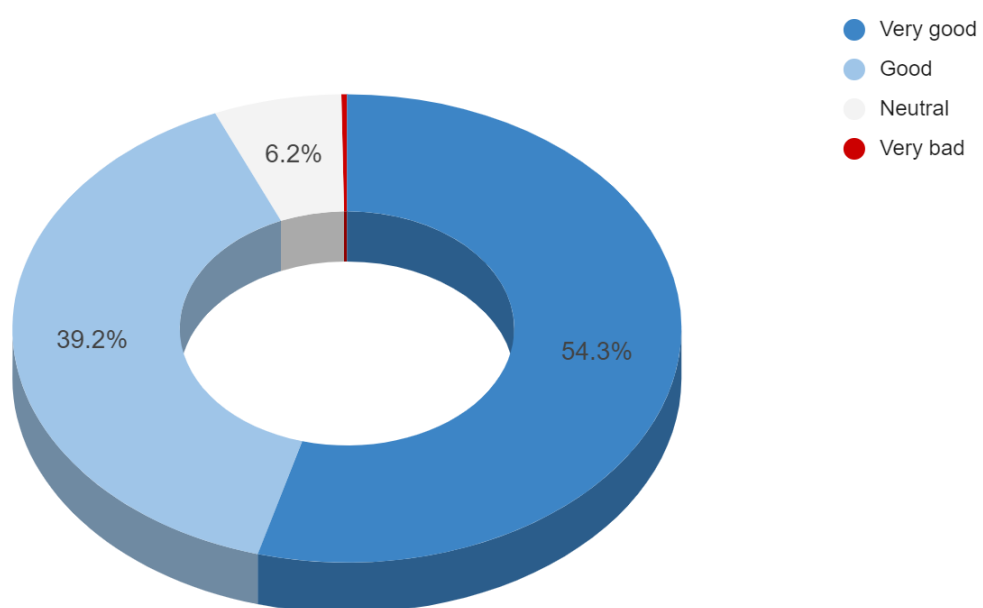
The project appears to have stimulated the local economy, with most of the respondents reporting that they spent their money in the local community. 72.58% (n=270) spent all their cash-for-work income locally and 10.75% (n=40) spent more than half. Almost all the beneficiaries (98.39%, n=366) were able to find all the goods/commodities they needed nearby. See **Chart 20** below.

Chart 20. How much of the money received by beneficiaries was spent in the local community?



Beneficiaries were positive regarding the overall quality of work implemented under the cash-for-work activities, with more than 93% of beneficiaries giving favorable ratings (good/very good). See **Chart 21** below.

Chart 21. How do beneficiaries rate the quality of the work implemented under the cash-for-work activity?



SREO conducted five Focus Group Discussions (FGDs) with cash-for-work beneficiaries, in Anbar (Fallujah), Diyala (Baquba), Kirkuk (Hawija), Ninewa (Til Kaif) and Salahaldin (Baiji). The overall opinion of UNDP's cash-for-work activities was positive among these participants. They appreciated the employment opportunities it provided, especially in areas with limited job prospects. The educational value of the projects, which provided knowledge about topics such as appropriate working hours and occupational health and safety measures, was highlighted. Participants reported gaining new skills and knowledge in areas like plastering and painting, and the training they received expanded their abilities, closing existing skills or knowledge gaps, and provided skills that could be applied in their work.

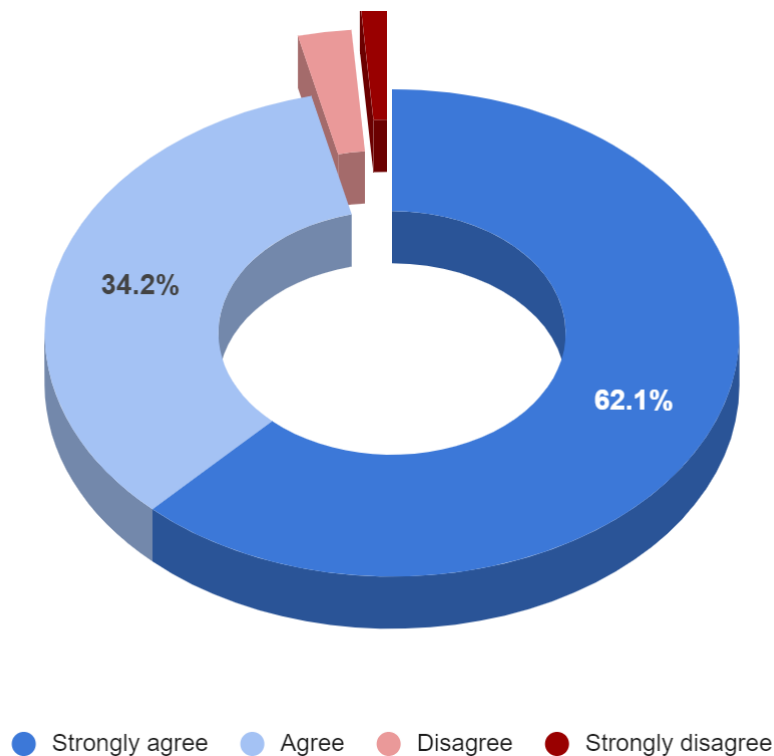
Echoing the findings in the survey, the cash-for-work activities also appear to have had a significant impact on the financial situation of participant households. It provided job opportunities, increased their motivation to work, improved their household cashflow, and allowed them to clear debts. The income gained had positive effects on their living conditions, enhancing access to necessities like food, medical services, and education. Participation in the project also positively influenced how their community perceived the beneficiaries, resulting in feelings of pride, respect, and support. Their communities viewed them as productive members of society, who had made tangible contributions to their households and communities. More broadly, the cash-for-work beneficiaries believed that the activities had facilitated job opportunities for the local population, increased commercial activity in the region, and contributed to the overall recovery and improvement of living conditions in their local area.

In Fallujah district, SREO conducted an FGD with five male beneficiaries who participated in cash-for-work for cleaning irrigation canals. They reported that the cash for work for cleaning canals lasted 45 days, and beneficiaries applied through a link shared on social media. The criteria for beneficiary selection were provided in the link, and the beneficiaries reported that this information was clear. While participants noted that they did not receive training, they explained that the nature of the work was simple, and they received a clear briefing before starting work. While the presence of women in cleaning the canals was noted by the Water Resources Directorate informant, the five interviewed male beneficiaries noted they worked with only men, stating that customs and traditions do not allow women to participate in such works. The most significant benefit of the project for these beneficiaries was the financial support paid every ten days in cash. Apart from helping the beneficiaries improve their economic condition by providing cash for their work and allowing them to meet their immediate financial needs, the project also contributed to local agricultural development and the availability of irrigation water by cleaning the canals, as the participants noted their communities did not have adequate access to water before this project was initiated. Furthermore, they expressed a positive perception of their community for working in the development of water canals, stating that people admired their work. Participants explained that they were able to plant crops with improved access to water. However, some water canals still needed to be cleaned, since the main water canals were cleaned but not all of the sub-canals were cleaned.

The participants learned about the opportunity to join these cash-for-work activities through various channels, including registration with their local Mukhtar, social media advertisements, and referrals from friends or neighbors, and being informed by a relative who was a supervisor. They found the information about participation conditions and activity specifics to be clear.

Recipients of cash grants for MSMEs and agricultural MSMEs had a positive view of local staff involved in project implementation. A large majority (62.1%) of respondents strongly agreed that the staff and community-based workers involved with the project were qualified and helpful, while 34.2% agreed. See **Chart 22** below.

Chart 22. The percentage of MSME grant recipients agreeing or disagreeing that the staff and community-based workers involved with this project were qualified and helpful.



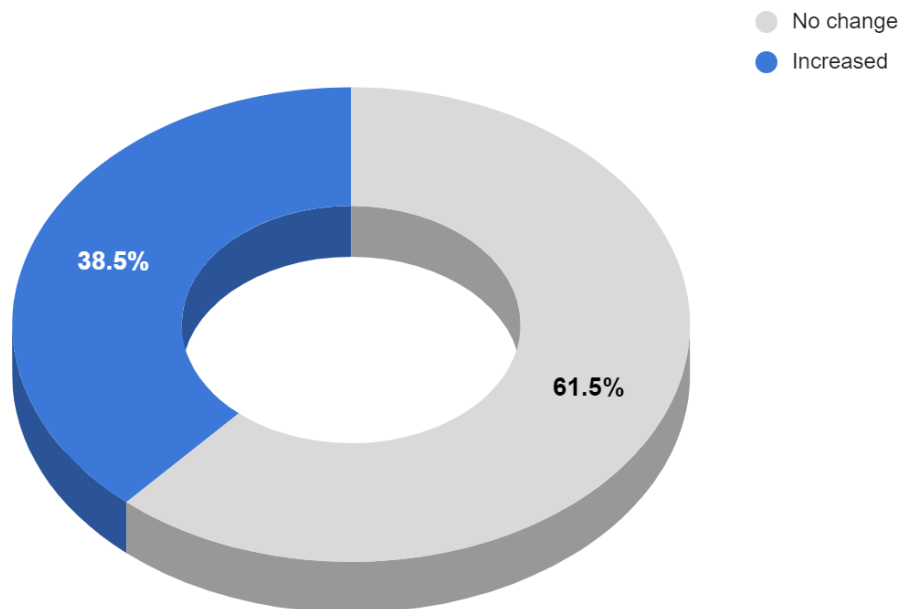
There were also some negative responses to this question (primarily in Shirqat district, in Salahaldin). 2.48% (n=4) of respondents disagreed and 1.24% (n=2) strongly disagreed that project staff were qualified and helpful. However, when asked to describe their reasons for giving a negative rating, it is clear that these respondents had all received in-kind assistance for their businesses, rather than cash. Their concerns related not to the conduct of the staff primarily, but rather they mentioned that the quality of the materials and equipment provided did not meet their requirements and specifications. Two of these respondents had provided feedback via the complaints mechanism and stated they did not receive a satisfactory response, while several of them also suggested they would have preferred a cash grant, rather than in-kind assistance, so they could purchase materials that met their needs.

Some of these concerns were echoed by FGD participants in Salahaldin. They noted that 20 days after finishing the training course, which lasted for two weeks, they received the materials. However, they stated that none of the requested items arrived matching the specs they listed, and when they brought this up with the program staff, they were told these were the only materials they could receive. Participants explained that the materials they received were broken, some pieces were missing, and

the quality was poor. As one participant explained: *“it didn’t provide us with anything useful... It didn’t add to our experience or knowledge, nor did it help us gain anything...”*

The majority of the MSME grant recipients reported they work alone, with only 8% (n=13) reporting they had employees. Among those MSME grant recipients who reported they have employees, 38.5% (n=5) reported they had increased the number of people they employ since receiving the grant. Some MSMEs had recruited as many as three new people. The remaining respondents indicated there had been no change in the number of people they employ. None of the respondents had reduced the number of employees. See **Chart 23** below. This suggests that the grants had a modest positive effect on employment, creating around 10 new jobs within the survey sample. This is in addition to the direct impact of the cash grant on the business owners themselves.

Chart 23. The percentage of MSME grant recipients with employees who increased the number of people they employ since receiving the grant (excludes sole traders)



Housing rehabilitation survey respondents were also asked for their opinions regarding the wider impact of the rehabilitation work in their community. Most respondents (more than 80% in each case) believed the rehabilitations contributed to a moderate or large extent to: creating new employment (see Chart 24), the local economy (see Chart 25), and displaced people returning to the community (see Chart 26). This suggests that the wider impact of the project on the community and local economy was positively viewed by the beneficiaries, even if there were quality issues for many individual houses. However, FGD participants expressed mixed views on the level of improvement in their living conditions resulting from the housing rehabilitation projects. While some acknowledged that the projects had provided job opportunities and helped the local community to some extent, others felt that the improvements were minimal and mentioned shortcomings related to the contractors' practices, including price manipulation and worker exploitation. Overall, FGD participants suggested that the biggest change because of the project was the fact that the rehabilitation works helped IDPs to return to their houses.

Chart 24. To what extent do you think the rehabilitations contributed to creating new employment in the local area?

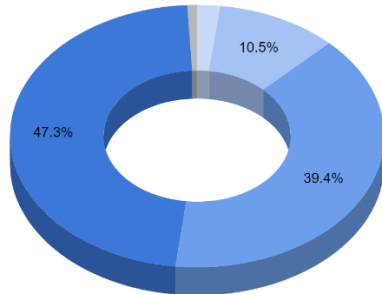


Chart 25. To what extent do you think the rehabilitations contributed to the local economy?

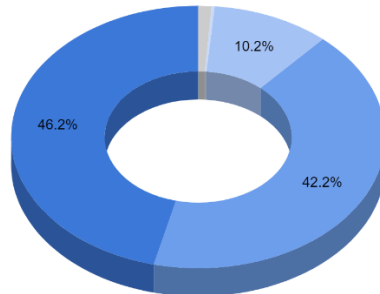
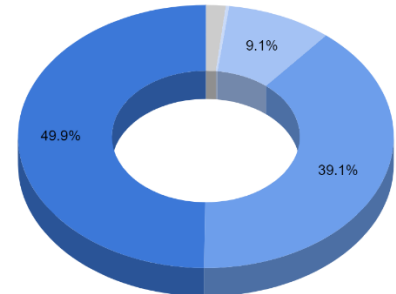



Chart 26. To what extent do you think the rehabilitations contributed to displaced people returning to the community?



- Not at all
- To a small extent
- To a moderate extent
- To a large extent
- I don't know

The Ramadi canal rehabilitation work also had a positive impact, notably on agricultural output. 100% of survey respondents (who were all farmers benefitting from irrigation water served by the canal) stated that their crop yields had somewhat improved (62.79%, n=27) or much improved (37.21%, n=16). When asked to estimate by how much they had improved, 69.77% (n=30) said their yield had increased by around 25-50%, while 30.23% (n=13) said their yield had improved by 50-75%. 93.35% (n=41) of the farmers surveyed said that the canal rehabilitation had allowed them to cultivate more land than before, with 92.68% (n=38) saying they were able to cultivate 1 to 4 additional dunams and 7.32% (n=3) saying 4 to 10 additional dunams. Farmers also indicated that their financial situation or income had somewhat improved (93.02%, n=40) or much improved (6.98%, n=3). None of the farmers has employed new staff as a result of the rehabilitation.



- 100% of farmers said yields increased
- 70% said their crop yields had increased by 25-50%
- 93% were able to cultivate 1 to 4 dunams more land
- 93% said financial situation has somewhat improved

The key informant from the Water Resources Directorate in Anbar also discussed the impact of rehabilitation works. He noted that UNDP undertook the rehabilitation of water canals and bridges, including the reconstruction of 12 box arches that had been previously destroyed. Furthermore, UNDP funded the cleaning of irrigation canals through the employment of workers, contributing to the

development of the area. The key informant confirmed that UNDP effectively coordinated the activities with the Water Resources Directorate and the Governors' office, and consulted the right people and authorities. Apart from the rehabilitation of destroyed water canals and bridges that contributed to the community's development, UNDP also created job opportunities lasting 45 days by including them in the rehabilitation project. The project gave priority to marginalized groups who relied on agriculture as their primary means of livelihood and did not receive salaries from the Iraqi Government, and in line with project's focus on inclusion of women, female workers were reported to also participate in the cleaning of irrigation canals. The informant expressed high satisfaction, noting the importance of UNDP's activities to improve the agricultural landscape, enhance economic conditions and rehabilitate the region. As a recommendation, the Water Resources Directorate noted that it would be advantageous to consider upgrading the irrigation systems and introducing modern irrigation technologies that promote water conservation, particularly given Iraq's financial challenges and water scarcity issues.

A key informant from the local authority in Baiji district in Salahaldin also discussed the impact of UNDP-funded rehabilitation work to commercial and institutional premises in the area, which included a police station, shops, and houses. He believed that UNDP was one of the most active organizations in the region implementing projects that responded to the needs of the local community. According to the informant, Baiji district was a disaster area with almost 80% of the district being in ruins, with many returnees living in caravans and tents. The informant explained that initiating work in the area inspired many displaced individuals to return to Baiji, eager to avail themselves of these services to rebuild their homes and businesses. The IDPs had expended most of their savings during their displacement and returned with very little. The informant noted:

“When you stroll through the market, you'll notice numerous rejuvenated shops and houses. Before these rehabilitation projects, people were fatigued and residing in inadequate conditions. These rehabilitation initiatives have rekindled people's motivation to engage in work and revive commercial activities. The district has undergone a dramatic transformation, with up to 90% of the population returning to the area as a result of these endeavors.”

Focus on UNDP’s Cash Grants for Agricultural MSMEs in Hawija, Kirkuk

Four female beneficiaries of cash grants for agricultural MSMEs participated in an FGD in Hawija, Kirkuk. They had benefitted from financial support for their businesses and training to enhance their agricultural activities. They felt that the activities met their expectations and provided significant benefits to the community. The training and knowledge gained were applied to enhance their project management, customer relations, and marketing skills, allowing them to improve their projects and extract more value from the financial grants. The participants also believed the training activities were well-suited for women, PwDs, and elderly individuals in the community. There was an overall sense that women, PwDs, and elderly members of the community were treated equally, and the training initiative contributed positively to their inclusion and participation.

Some women faced barriers to benefiting from the project, particularly cultural norms that limited their participation. Transportation issues also posed a challenge, preventing some women from attending the training. However, the training was successful in helping participants address skill deficiencies and enhance their capabilities, overcoming these barriers to a certain extent.

The participants experienced positive changes as a result of the project, which included the development of their businesses, increased self-confidence, and greater respect from their neighbors and relatives. They report their businesses improved, customer numbers increased, and their financial stability improved. The projects had a positive impact on their skills and overall community well-being and some businesses were able to hire additional workers after their participation in the programme. While the grants they received were beneficial, they hope for larger grant amounts in future and additional support, such as provision of insecticides and pesticides, to develop their businesses further.

The participants believed that the project has improved their resilience. They are committed to sustaining their businesses in the face of various circumstances, recognizing that their endeavors benefit not only themselves but the entire community. They believe that the knowledge and skills acquired through the project empower them to overcome potential conflicts or disruptions.

The grants have led to positive changes in both the participants' families and their community's economic conditions.

Participant A was able to provide support for her family and buy school clothing for her children.



Participant B now has more experience in making optimal investments in her land and derives maximum benefit from it, such as purchasing insecticides and sprinklers.



Participant C’s income improved, and her household situation became better. Her family gained mutual respect and trust, and she learned proper cultivation techniques.



Participant D’s reliance on summer and winter crops in the past has likely diversified due to the grant, improving her overall economic situation.

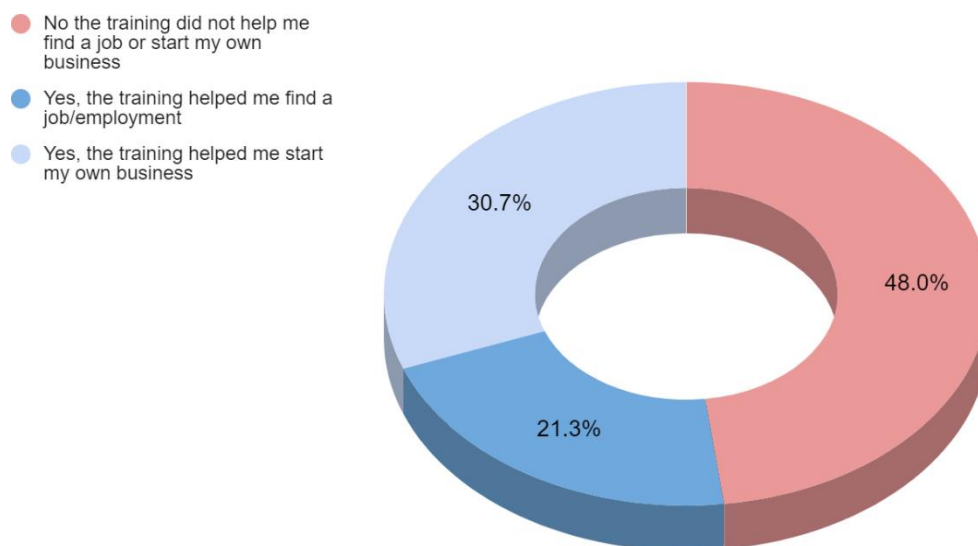




The participants highlight the positive aspects of the activities, particularly praising the effectiveness of the trainer who provided comprehensive explanations and demonstrated flexibility in addressing their questions. They express a need for future projects to continue offering training courses, with a focus on diversifying fields of training to target farmers and various professions. They believe that marketing training and support for small business owners are essential. Additionally, the participants emphasize the importance of establishing food processing plants in their region to create job opportunities, especially given the region's agricultural nature, which could lead to the production of items like tahini, marmalade, molasses, and tomato paste, improving overall living conditions.

The respondents believe that the gains and impacts of the project activities will be sustained over time. They express confidence that the grants received will help them maintain and grow their businesses, emphasizing the importance of utilizing the grants for business development and sustainability.

In terms of the broader impact of the training activities, just over half (52%, n=181) of the training participants indicated that the training had helped them to either find a job or start their own business. See **Chart 27** below. This suggests that the training sessions were comparatively well aligned to the needs of the market. Among those who were unable to find work or start a business, many mentioned that the lack of job opportunities was a significant challenge they faced. Some expressed that they couldn't find a job even after completing their training due to high unemployment rates. Several respondents noted the relevance of the skills they had learned and stated that the training helped them find work in their field of specialization. Despite this benefit, some participants noted that the short duration of training was a limiting factor in fully grasping all aspects of their field. Similarly, among those who indicated that they opened their own businesses or projects after the training, the lack of adequate equipment and financial support was mentioned as a hindrance. This suggests – despite the cash grants component of the BREP project – there is a continued demand for financial assistance to start-ups.

Chart 27. Did the training help you to find employment or start your own business?



<p>During the survey, training beneficiaries were asked to identify positive aspects of the training and provide suggestions for improvement. A summary of their key suggestions is provided below.</p>	
<p>Positive Aspects of the Training</p> 	<p>Suggestions to improve the Training</p> 
<ul style="list-style-type: none"> • Relevant valuable information: The participants found the topics covered and the information provided during the training to be relevant and valuable. 	<ul style="list-style-type: none"> • Review material quality: Some limited concerns were raised about the poor quality of training materials and equipment. • Consider providing transport: Several participants mentioned challenges with

<ul style="list-style-type: none"> • Instructors: Respondents appreciated the performance of the trainer and how information was conveyed clearly. • Supportive learning environment: Many mentioned a good sense of teamwork, respect and cooperation among trainers and trainees. • Practical application: Practical training and hands-on experience were appreciated. 	<p>transportation to the training locations and suggested making transport available.</p> <ul style="list-style-type: none"> • Extend training period: Extend the training periods. Some participants thought the duration of the training was too short for a full understanding of the topics. • Diversify Training Topics: Participants recommended offering a broader range of training topics to cater to different interests. • Expand financial support: Some participants mentioned a lack of financial grants or support for starting businesses and suggested expanding grant programming for MSMEs. Participants also suggested expanding post-training follow-up, support and assistance to business owners.
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The most significant barrier reported by the participants was the cost of transportation. They had expected the project to cover daily wages, transportation, and meals, but these expectations were unmet. The FGD participants mentioned that the transportation costs were around \$8 to \$10 per trip, and the lack of provided meals led them to spend their wages on food, which was \$20. The most significant barrier reported by the participants was the cost of transportation. They had expected the project to cover daily wages, transportation, and meals, but these expectations were unmet. The FGD participants mentioned that the transportation costs were around \$8 to \$10 per trip, and the lack of provided meals led them to spend their wages on food, which was \$20. Some even left their jobs to join the training, hoping for more significant benefits. They estimated that families required \$200 to \$250 per week, which the project's earnings did not adequately cover. Some of the respondents also suggested that the training did not close their skills or knowledge gap as expected, and some expressed disappointment with the project's overall impact. They had hoped for more significant financial support and lasting benefits from the training, like those provided for women participating in sewing and tailoring courses. Other challenges included the time commitment required to attend the courses, which made it difficult to attend to other matters – particularly a challenge for women with childcare responsibilities.

A key informant managing the vocational training center in Ramadi district was interviewed to provide insights into the vocational training program for SME's run by the UNDP. The program comprised eight training workshops that target unemployed men and women. These focus on vocational training for micro and small businesses and vocations, emphasizing employability skills. The beneficiaries of the program were selected based on specific criteria from their applications. Training opportunities were announced through social media and posters to reach a broad audience. The informant reported that training had a positive impact on graduates, with many of them managing to enter the labor market. Graduates found employment in factories and plants (e.g., aluminum works factories), or worked in sewing/tailoring workshops that related more to female graduates. Some graduates started their businesses at their homes, such as hairdressers and beauty shops. This demonstrates the program's success in providing market-relevant skills. Graduates received certificates from the training courses, including credit certificates or participation certificates.

To discuss the impact of the project locally, the Mayor of Ramadi was interviewed. The impact and importance of the capacity building projects aimed at the youth were highlighted by the informant. The goal of the training activities was to equip young people with the skills and knowledge needed to become self-reliant and to break the pattern of seeking government employment as the primary path to success, according to the mayor. He acknowledged UNDP's project as successful despite its limited budget. It was credited with changing the mindset of the youth, encouraging them to explore self-employment and entrepreneurial opportunities. A significant challenge was the prevailing belief among the youth that government employment is the only path to a secure income and a decent life, according to the mayor, and convincing them to develop their skills and start their own businesses was seen as a difficult but vital task. The respondent suggested increasing the scale and budget of the program to reach a larger number of youth. The possibility of providing grants for microprojects and businesses was mentioned as an incentive for the continuation of the project. This could encourage more young people to embrace entrepreneurship.

Five female beneficiaries who participated in vocational training also discussed their experience during an FGD. Three learned hairdressing and make up skills, while two learned sewing, tailoring and designing clothes. They noted that the training lasted about 40 days up to two months. All five noted that they had learned new skills and had the opportunity to work thanks to the project, and the activities had met their expectations. They were using the skills they learned to start their own business at home or provide services in a salon. They reported that the training led to increased income-generating opportunities, improved economic situations, and skill development. Furthermore, participants believed that the skills gained from the training have positively impacted gender equality and women's empowerment in their community by providing opportunities specifically tailored towards women. This led to more women participating in local economy. For instance, out of the surveyed beneficiaries, xx% of the trained women were found to have acquired employment or started their own businesses. The participants also mentioned improved self-esteem, increased motivation to work, and more ability to provide for their households due to increased access to income. Some of the women initially faced challenges from their families, reflecting the role of conservative cultural and social norms related to women's mobility and work outside the home. However, they reported that some of these attitudes and perceptions began to change positively because of the project. Participants suggested continuing the trainings with new topics in future projects.

However, not all respondents spoke so positively about the project. Male FGD participants in Salahaldin were dissatisfied with the training they received. While some noted that the course was good, overall they believed it did not really benefit them. They complained they had to close down their shops to attend the training which negatively impacted their business and income. One noted, *“my business was affected tremendously by the training course... the course lasted for two weeks, and during those two weeks, the entire morning period was wasted every day on the course...”*

3.6. Sustainability

The sustainability of the projects interventions is somewhat mixed. While several aspects of the projects can be expected to have longer-lasting sustainable effects over time, others were intended to provide short-term support in an emergency context. Therefore, it is not realistic to expect all parts of the project to have long-term sustainability.

Cash-for-Work is largely a short-term approach, although the impact of activities such as rubble clearance and cleaning of public spaces and community infrastructure will last into the future. For example, some cash-for-work participants, while grateful for the 40 days of work they benefited from under the project, also expressed the need for more long-term job opportunities in their communities and regarded the short duration of the project as a key limitation. While they believed that many of the gains and impacts of the project activities would be sustained over time (for example, rehabilitated houses and shops), the participants also emphasized the continued pressing need for infrastructure restoration in the area. While CfW is an approach to creating short term employment, it was largely implemented in a sustainable manner. First, it targeted beneficiaries from the local community, to help ensure that daily wages received by workers were spent within the local economy. The expenditure from workers should have spurred local demand within the economy. Secondly, it provided a potential entry to employment for many young people including women who had never participated in such activities. This allowed such new entrants to search for more employment given the acquired experience. Cash-for-work beneficiary FGD participants also expressed the need for more sustainable long-term job opportunities in their communities and regarded the short duration of the project as a key limitation. While they believed that many of the gains and impacts of the project activities would be sustained over time (for example, rehabilitated houses and shops), the participants also emphasized the continued pressing need for infrastructure restoration in the area.

Cash grants for households were short-term in nature, providing much needed financial relief and assistance during the COVID-19 pandemic and related economic crisis in Iraq. Some of the immediate impacts in areas such as household financial stability, food security, education, and health, may last. Moreover, these beneficiaries also received training and capacity-building, which will have longer term benefits. Grants for MSMEs are sustainable to the extent that the supported businesses prosper. MSME grant recipients believed that the gains and impacts of the project activities will be sustained over time. They expressed confidence that the grants received will help them maintain and grow their businesses, emphasizing the importance of utilizing the grants for business development and sustainability. However, much depends on availability of long-term support to those businesses (finance, mentoring, skills development), which will need to be provided by government as UNDP exits the project, as well as wider macro-economic factors. However, the sustainability of SMEs in the project is contingent on their ability to continue benefiting from business financing independently of UNDP's support. Respondents expressed the need for support in the future, suggesting they have doubts about their ability to independently secure investment, credit and support. UNDP should continue exploring the financing landscape for SMEs in Iraq, which is extremely challenging. The inadequate availability of finance poses a significant challenge for SMEs across various sectors in Iraq, particularly impacting businesses in the agricultural sector. Agricultural incomes are often seasonal, and many businesses struggle to cover capital costs for bulk purchases of farm inputs or the replacement of damaged equipment. Conventional bank borrowing is challenging due to stringent criteria and the common requirement for applicants to secure backing from an employee of the Iraqi state as a guarantor. An alternative avenue involves local money lenders, offering small sums with

demanding repayment schedules and high-interest rates. Despite unfavorable terms, many Iraqi businesses perceive these loans as the sole available option. Charging explicit interest is uncommon, especially in rural areas, due to the Islamic prohibition of *riba* (usury). Nevertheless, some businesses manage to profit from lending while adhering to Islamic principles by employing alternative mechanisms such as charging higher prices for goods bought on credit or making equity investments instead of debt investments. For instance, certain agricultural input suppliers extend credit to trusted farmers, charging a higher price for inputs, which is repaid after the harvest. In this context, UNDP should work broadly with stakeholders to advocate for simplified and broader access to credit for SMEs.

The rehabilitation of physical infrastructure and housing should continue to provide benefits for many years to come. However, this is dependent on appropriate maintenance arrangements being put in place. In the case of public infrastructure, UNDP has worked closely with government (for example, MOA and local municipalities) who should take ownership of the operation and maintenance into the future. Benefits such as improved water availability and crop yields from repaired irrigation systems should last, as long as those systems are maintained. In the case of private houses, maintenance will fall upon the owners. The sustainability of the rehabilitation efforts in the project is closely tied to the engagement of key stakeholders, particularly the government and local communities. The extent of government and community contributions towards the rehabilitations for enhanced ownership is crucial for long-term sustainability and UNDP appears to have made considerable efforts to engage these stakeholders. For housing rehabilitation work, the agreements with contractors include acknowledgment that the project is being led by the local municipality and that contractors must maintain positive collaboration with them, as well as requiring that labour be sourced from the local community to help foster economic recovery. A well-structured handover mechanism for completed works also helps to ensure that the benefits of the rehabilitation efforts continue beyond the project duration, contributing to the long-term sustainability of the infrastructure improvements. Contractors working in rehabilitation highlighted that some unmet rehabilitation needs still exist in affected communities, with further homes needing repair or improvement, and work prioritized depending on budget availability. The rehabilitation activities supported communities, including those in unsafe areas, by providing jobs and financial stability, including for women. Training should also have lasting benefits, by providing new skills that will hopefully be relevant and retained by the participants. Those who have further opportunities to expand their knowledge and use it in the labor market or their own businesses will maximize the long-term benefits of the training. Those who do not find such opportunities may find new skills and knowledge fade with time. Training beneficiaries in FGDs were optimistic about the long-term impact of the training. They believed that the knowledge and skills acquired would continue to benefit them and that starting their businesses or workshops would help them sustain the project's positive impacts. They also discussed how participating in the training had allowed them to share knowledge with others, with community members now turning to them for advice and guidance.

The sustainability of training initiatives in the project hinges on the active involvement of key stakeholders in various stages of the training process. UNDP engaged key stakeholders, such as vocational training centres, in designing the training curriculum, delivering the training, monitoring the training progress, and providing follow-up support, such as mentorship or coaching. The VTCs have a mandate and capacity to continue these roles independently of UNDP's support, to help support sustainability. UNDP should commit to building the capacity of the VTCs and ensuring their competency in sustaining the training initiatives. This could involve establishing a dedicated training or

capacity-building scheme, in partnership with other agencies and government, to secure the necessary resources and support the long-term sustainability of training efforts delivered via the VTCs in the long term. Based on feedback from key informants, UNDP has worked closely with the government during the project, which should help ensure that they are able to take over aspects of the project upon completion. For instance, MOLSA was key to the delivery of the vocational training component of the project, with UNDP using MOLSA staff and venues to deliver the training. Similarly, local municipalities were engaged and aware of work conducted under the housing rehabilitation component of the programme. UNDP also collaborated with Community Mobilization Centers affiliated with organizations such as DRC and IOM. Qualified training participants were guided to these centers for registration. Furthermore, UNDP planned to hire these trained beneficiaries for future projects, giving them a higher priority due to their qualifications. This was well received by local communities and will help ensure the local ownership and sustainability of the project according to the local context. Working through existing government institutions and structures in this way is a positive feature of the projects.

3.7. Cross-Cutting Themes - Inclusion and Intersectionality, Human Rights, Gender Equality and Disability

The cultural context in Iraq has traditionally posed significant challenges for women seeking to overcome societal norms and barriers in pursuit of broader participation in public and economic domains. Traditional gender roles confine women to domestic responsibilities. Key informants described how conservative cultural norms have traditionally discouraged and limited women's active participation in various spheres. For instance, these norms have created barriers to women's involvement in public initiatives and leadership roles, hindered their entry into business ventures, and imposed restrictions on their engagement in specific male-dominated job functions. Some educational and training opportunities for women and girls may also be curtailed by cultural norms, and women who challenge traditional gender norms may face social stigma. This societal pressure can act as a deterrent, discouraging women from actively participating in certain initiatives or pursuing non-traditional roles.

Within this context, the project has demonstrated some efforts to integrate inclusion and intersectionality, a human rights-based approach, and gender equality and disability. Meaningful efforts were made to engage and tailor interventions to various demographic groups and to ensure project benefits reached women, youth, individuals with disabilities, and the elderly. For example, gender equality and inclusion have been expressly considered in the design, monitoring and evaluation of the programme. Key informants described how gender considerations were emphasised in all stages of project design, planning, beneficiary selection, and implementation. Key informants also noted how gender and human rights requirements were embedded in contracts and terms of reference for external partners, to ensure they also were aware of and complied with these objectives. One key informant described how UNDP's M&E unit has worked to refine its tools and methodologies to better measure gender equality, through its development of gender-sensitive tools and the establishment of specific gender targets. Targets include a minimum requirement of 40% female participation in specific projects, and similar targets are established for PwDs. These targets are enforced through tools such as vulnerability assessment tools. These tools assign higher scores to women and vulnerable groups, employing affirmative action to bridge gender gaps and promote equitable project benefits. UNDP's

own M&E data illustrates an increase in women's participation between BREP 1 and BREP 2, reflecting a commitment to improvement in this area.

Broadly, the project design was informed by an understanding of the specific challenges faced by marginalized groups, and a recognition that individuals may experience multiple forms of discrimination based on various factors such as socio-economic class, political ideology, religious identity, ethnicity, physical ability, and other characteristics. Feedback from beneficiaries and key informants regarding the integration of women, men and vulnerable groups was generally positive. Respondents believed efforts had been made to reach all parts of the communities equitably and differentiated needs were considered and largely met. Additionally, a range of stakeholders, including government offices, local and religious leaders, and community members, were actively involved in the design and implementation of the project. This community engagement ensures that diverse perspectives are considered and incorporated into the project.

However, there were some significant limitations. For example, the cash-for-work activities predominantly involved manual labour, with certain tasks being physically demanding. This created a gender disparity, as women were slightly underrepresented in these activities due to social and cultural norms that pose barriers to their participation in strenuous roles. While efforts were made to promote inclusivity by tailoring tasks to the abilities of various demographics, including women, individuals with disabilities, and the elderly, some activities were deemed unsuitable for these groups. Consequently, the majority of cash-for-work beneficiaries were younger men, highlighting a notable gap in the inclusion of diverse demographic segments. This is reflected in the lower-than-average participation of women in the cash for work survey under this evaluation (33% women for cash for work, as compared to 37% women on average across all four intervention areas).

Participation of women appears to have been stronger within the training activities and MSME grants, where deliberate efforts to engage women were evident. 41% of training survey respondents were women, compared to the average of 37%. Overall female training participants believed that the skills gained from the training positively impacted gender equality and women's empowerment in their community by providing opportunities specifically tailored towards women. The female participants also mentioned improved self-esteem, increased motivation to work, and more ability to provide for their households. However, trainers noted that encouraging women to attend training intended to promote women's participation in enterprise and the labour market was sometimes challenging, especially in conservative rural areas where traditional gender roles are prevalent. Some of the women also reported challenges from their families, reflecting the role of cultural and social norms related to women's mobility and work outside the home. However, they reported that some of these attitudes and perceptions began to change positively because of the project, suggesting that the project may have had some positive effects in this respect. Some respondents also noted that training activities could be more accessible for women and vulnerable groups if the courses were shorter (making it easier to plan for childcare and work) and if transportation was provided. Among agricultural training beneficiaries, FGD participants believed the activities were accessible and suitable for women, people living with disabilities, and older people. They believed that women had gained experience and acquired new skills which would benefit them financially as a result of the activities. They also noted some difficulties for people living with disabilities (PWD) and elderly individuals, as practical fieldwork was challenging for them.



Cash grants during COVID-19 focused on women and female-headed households, who were likely to have been more vulnerable to the economic impact of the pandemic at that time. This targeted approach was driven by an understanding that these groups were particularly vulnerable to the economic consequences of the pandemic. Women, in general, may face unique economic challenges, and female-headed households often bear additional responsibilities, potentially making them more susceptible to financial hardships during crises. Similarly, within the rehabilitation component of the project, female-headed households were intentionally prioritized to help ensure equality and address the specific shelter vulnerabilities of those families.

4. Conclusions

The BREP interventions demonstrated high **relevance** to the economic challenges faced by Iraq, particularly the significant contraction in the economy (10.4% GDP fall) due to the impact of COVID-19 and decreased global demand for oil in 2020. The activities were well-aligned with short-term household financial needs and aimed at mitigating the rise in unemployment and poverty. The project design process was characterized by meticulous consideration of community-level needs assessments and alignment with wider strategic priorities for Iraq. The theory of change underlying the BREP projects was comprehensive and in harmony with key development priorities, the UNDP Country Programme Document (CPD) for Iraq (2020-2024), and Sustainable Development Goals (SDGs). The projects adapted effectively to changes in Iraq's political, legal, and economic landscape, with the BREP I component specifically addressing the economic impacts of COVID-19. Notably, the BREP projects responded to the evolving context, including challenges like delays in government formation after the October 2021 election, demonstrating flexibility in project implementation. Overall, the BREP projects contributed to longer-term stabilization and sustainable development, aligning with UNDP's broader shift from emergency humanitarian response towards economic development and infrastructure rehabilitation in Iraq.

In terms of **coherence and partnerships**, the evaluation findings highlight UNDP's deliberate efforts to coordinate with various entities, both governmental and non-governmental, ensuring a collaborative approach. Key informants emphasized joint planning, regular meetings, and reporting to coordinate with local government directorates, the Ministry of Labor and Social Affairs (MoLSA), and the Ministry of Agriculture (MoA). Stakeholders, including government offices, religious leaders, and community members, actively participated in the project's design and implementation through community assessments, providing valuable input that informed planning. Government stakeholders generally perceived these coordination efforts as appropriate and saw the interventions as complementary to the work of other agencies and the government. The consultation process with beneficiaries, responsible parties, and stakeholders was thorough, involving close coordination with local authorities, community representatives, and relevant stakeholders at the governorate level. UNDP's engagement with government officials responsible for various sectors, such as water, health, and education, was highlighted. The participatory approach extended to site and beneficiary selection, with committees assessing and prioritizing needs. Local community leaders and mukhtars played a role in the selection process, and vulnerable groups were identified in collaboration with local authorities and social care authorities. Surveys and targeted approaches ensured the inclusion of women, girls, the elderly, and people with disabilities, demonstrating a commitment to diversity and inclusivity. Importantly, the evaluation noted that the project activities were designed in alignment with national and international priorities, including the Sustainable Development Goals (SDGs) and UNDP's global strategy. This alignment suggests a conscientious effort to adhere to international obligations. Overall, the findings underscore the project's coherence and robust partnerships, reflecting a well-integrated and inclusive approach to implementation.

In terms of **effectiveness**, the project management strategies have generally been successful, and the project is progressing well toward achieving key outputs for the targeted population. While the objectives and outputs were mostly clear, there could be improvements in mapping outputs to specific activities in some planning documentation. Feedback from beneficiaries and key informants indicated positive perceptions of the project's integration of women, men, and vulnerable groups. Respondents believed that efforts were made to reach all parts of communities equitably, addressing differentiated

needs effectively. However, concerns were raised about the participation of women in physically demanding cash-for-work activities, suggesting potential areas for improvement, such as shorter training courses and transportation assistance. Among the project's strengths, training activities received high praise from beneficiaries, indicating a high degree of effectiveness in implementation. Satisfaction ratings for instructors and the information shared during training were positive, with over half of the participants indicating that the training had helped them find employment or start their own businesses. However, challenges were identified in the rehabilitation component, with low satisfaction among beneficiaries and complaints about the quality of workmanship and materials. More than 40% of beneficiaries expressed dissatisfaction with the quality of the work and materials used, indicating a need for improvement. Some beneficiaries would have preferred cash or vouchers for rehabilitating their homes. To address these issues, recommendations include strengthening contractor-management arrangements and considering the introduction of a cash-voucher system for the rehabilitation of less severely damaged houses. The project's implementation demonstrated participatory approaches, with active efforts to consult and coordinate with communities, government, other agencies, and beneficiaries throughout the design, planning, and implementation phases. Gender equality and inclusion were mainstreamed throughout the project, aligning with positive feedback from stakeholders. Regarding the impact of COVID-19, specific activities in some locations may have experienced slight delays due to public health measures. However, at the national level, COVID-19 did not appear to have a major impact on the overall implementation of the project. In summary, while the project showcased notable effectiveness in certain areas, identified challenges in the rehabilitation component call for targeted improvements to enhance overall project outcomes.

Efficiency in project implementation appears to be a notable strength. The project management structures are deemed appropriate, and both national and local-level staff are actively engaged in planning and implementation. Timelines have been generally adhered to efficiently, with minor delays of approximately 2 to 3 months in certain components attributed to the impact of the COVID-19 pandemic. Despite these delays, the project activities, which are independent of each other, prevented significant ripple effects across the entire project. From a budgetary perspective, the project has demonstrated effective financial management. Organized into distinct tranches for both BREP 1 and BREP 2, occasional adjustments related to beneficiaries and resource allocation have not led to budget overruns. The project has stayed within allocated budgets, achieved predetermined targets, and avoided substantial concerns in financial management. The consolidation of assessments and joint evaluations, along with streamlined staff expertise, has been employed to save time and staffing costs. The financial management of the project is overall on solid footing. While one key informant raised concerns about the contracting structure's perceived inefficiency, noting an additional layer of overhead costs, this perspective may overlook the value added by UNDP. Centralized coordination by UNDP allows for the program's scalability across five governorates, leverages international expertise, provides risk mitigation, and potentially achieves economies of scale. The monitoring and evaluation framework established by the BREP projects is comprehensive, incorporating outputs, outcomes, indicators, and various measurement tools. Monitoring and evaluation activities focus on maintaining project quality, ensuring progress, and aligning with set indicators. Findings from these activities are crucial for decision-making, course correction, and communication purposes. Gender mainstreaming and timely project delivery have particularly benefited from monitoring and evaluation findings, allowing for corrective actions during implementation. Regular reports provided to the donor (KfW) on a quarterly and annual basis, along with monthly summary reports, contribute to transparent

communication and accountability. Overall, the project demonstrates efficiency in its implementation, financial management, and monitoring and evaluation practices.

The **impact** of the BREP I and II projects has been overwhelmingly positive across various dimensions. Notably, cash-for-work and cash grants have positively influenced household nutrition, food security, and health. Beneficiaries reported improved access to food, reduced household debt, and the ability to pay medical bills. The projects contributed to longer-term outcomes such as supporting education for children and addressing financial objectives like debt reduction and savings. Training participants found employment or started businesses, indicating a positive impact on long-term livelihoods. The training sessions were well-aligned with market needs, with over half of the participants indicating that the training helped them find jobs or start businesses. However, challenges were noted, such as high unemployment rates and some participants feeling the training did not sufficiently address their skills or knowledge gaps. Rehabilitation works for agricultural and commercial premises contributed to community regeneration, resulting in lasting effects. Agricultural irrigation system rehabilitation led to improved water availability and quality, with farmers reporting increased yields. Rehabilitation of commercial premises revitalized damaged areas, supporting the return of displaced persons. At various levels, the projects had direct benefits, including improved financial stability, skills development, and the ability to meet basic needs for individual beneficiaries. MSMEs experienced growth, increased customer numbers, and greater financial stability, leading to positive changes in business development, self-confidence, and community well-being. At the macro-level, community regeneration positively influenced the local economy, employment, and the return of displaced persons. Indirect broader benefits were also observed, such as improved community well-being, increased respect for beneficiaries (especially MSME owners), and shifting attitudes among youth and women regarding entrepreneurship and labor market participation. The projects contributed to gender equality and women's empowerment, fostering opportunities tailored for women and creating more inclusive and supportive communities. In addressing immediate needs, providing skill development opportunities, and contributing to community development, the projects made a significant difference in the lives of beneficiaries. The potential multiplier effects, such as the growth of MSMEs stimulating local economic activity and positive shifts in attitudes contributing to economic growth, suggest ongoing support and local governance may lead to broader community development and economic improvement. Overall, the projects have demonstrated substantial positive impact, particularly in enhancing livelihoods, community development, and economic well-being.

The **sustainability** of the BREP I and II projects exhibits a mixed picture, reflecting the varied nature of interventions designed for both short-term emergency support and longer-term impacts. The rehabilitation of physical infrastructure and housing is expected to have enduring benefits, contingent on the establishment of appropriate maintenance arrangements. Public infrastructure projects, in collaboration with government entities like MOA and local municipalities, aim to transfer ownership for operation and maintenance to ensure lasting benefits. Private housing maintenance, however, relies on individual owners. Training initiatives are anticipated to have lasting benefits by imparting skills relevant to participants. The sustainability of training outcomes depends on participants' opportunities to apply acquired knowledge in the labor market or their businesses. Training beneficiaries expressed optimism about the long-term impact, believing that the knowledge and skills acquired would continue benefiting them. The ability to share knowledge with others in the community enhances the potential for sustained positive impacts.

Cash grants for households and Cash-for-Work are considered less sustainable due to their short-term nature. While providing critical assistance during the COVID-19 pandemic, immediate impacts on household financial stability, food security, education, and health may persist. Cash-for-Work activities like rubble clearance and cleaning of public spaces will have lasting effects. However, participants highlighted the need for more long-term job opportunities in their communities. Grants for MSMEs are sustainable to the extent that supported businesses prosper. MSME grant recipients express confidence in sustaining the gains and impacts over time, emphasizing the importance of utilizing grants for business development. The long-term viability of these businesses, however, depends on continued support, such as finance, mentoring, and skills development, which may need to be provided by the government as UNDP exits the project. UNDP's collaboration with the government throughout the project is a positive feature contributing to sustainability. For instance, working closely with MOLSA for the vocational training component ensures local ownership and sustainability. Collaborations with Community Mobilization Centers affiliated with organizations like DRC and IOM contribute to local context-based sustainability. The plan to hire trained beneficiaries for future projects further strengthens local ownership. The sustainability of these projects is intricately linked to the government's capacity to assume responsibilities and provide ongoing support after UNDP's exit.

UNDP has prioritized **intersectionality and a human-rights based approach** in the programme's design and implementation. Gender mainstreaming, diversity, and the consideration of diverse needs were evident in the design, implementation, and monitoring of the project. The focus on promoting gender equality and inclusion is evident, with feedback from beneficiaries and key informants indicating positive contributions. The project has aimed to address the needs of all diverse identity groups, tailoring activities to accommodate women, individuals with disabilities, and the elderly. During the planning stage, the perspectives and needs of beneficiaries and stakeholders were well-considered, contributing to gender equality and women's empowerment. Women were represented to some degree across all implementation areas, and gender considerations played a crucial role in project design, planning, beneficiary selection, and implementation. Specific initiatives, such as cash grants during COVID-19, focused on vulnerable groups, particularly women and female-headed households. Higher rates of women's participation were observed in vocational training and MSME grants. In the rehabilitation component, intentional prioritization of female-headed households aimed at addressing shelter vulnerabilities. However, challenges were noted, particularly in encouraging women's attendance in training programs, especially in conservative rural areas where traditional gender roles prevail. Cultural and social norms related to women's mobility and work outside the home posed obstacles, but positive changes were reported, indicating potential positive effects of the project in challenging and transforming such norms. Overall, the project's commitment to gender equality, human rights, and inclusion is evident, with positive impacts observed and ongoing efforts to address challenges.

5. Recommendations

- UNDP should ensure that businesses, especially MSMEs, continue to prosper by providing long-term support such as finance, mentoring, and skills development. This could involve collaborating with financial institutions, creating revolving funds, or establishing grant programs specifically tailored to the needs of MSMEs. These mechanisms should provide access to affordable capital, allowing businesses to navigate challenges and invest in growth opportunities. UNDP might also design and implement mentorship initiatives that connect experienced business mentors with MSME owners. Long-term mentorship programs can offer valuable insights, guidance, and strategic advice, contributing to the continuous development and resilience of businesses. Collaborate with industry experts, business associations, and local chambers of commerce to facilitate mentorship opportunities. Training should emphasize skills in areas such as digital literacy, marketing strategies, financial management, and other key business competencies.

- UNDP should consider how to help beneficiaries transitioning from reliance on grants to a more mature businesses, which are able to seek investment and finance independently. This might include:
 - Implementing comprehensive financial literacy programs for MSMEs, emphasizing topics such as budgeting, financial planning, and investment strategies. Equip entrepreneurs with the skills to manage finances effectively, paving the way for the transition from grants to financial investment products.
 - Collaborating with financial institutions, both governmental and private, to advocate for creation of tailored financial products such as low-interest loans, revolving credit facilities, and investment schemes, and building awareness of such products where they exist. These financial instruments should be designed to support the growth and sustainability of businesses, providing avenues for entrepreneurs to access capital for expansion.
 - Introducing investment readiness programs that guide the most successful MSMEs through the process of attracting external / private investments. Provide training on preparing business plans, financial projections, and market analyses, enhancing businesses' appeal to potential investors.
 - Working with the government and other agencies with a long-term mandate (for instance, ILO, World Bank) to develop programs that help sustain these businesses beyond the project's duration. Forge strategic partnerships with government agencies and other organizations with a long-term mandate, such as the ILO and the World Bank. Collaborative efforts can lead to the creation of sustainable business development programs, leveraging the expertise and resources of multiple stakeholders. Continue to align initiatives with national economic development plans to ensure coherence and scalability.

- UNDP could explore opportunities to offer more substantial financial assistance and resources to support women's businesses or entrepreneurial projects. Consider initiatives that empower women economically and create employment opportunities within their communities. UNDP might initiate a comprehensive gender-specific needs assessment specifically focused on women entrepreneurs within the project's target communities, to identify unique challenges, aspirations, and business requirements of women-owned enterprises. Engage with women directly to understand their economic goals, resource needs, and areas where additional support can make a meaningful impact. Based on this assessment, UNDP could design and implement financial assistance programs that cater specifically to the needs of women entrepreneurs. These programs should offer substantial funding to support business growth, capital investment, and the development of sustainable enterprises. Consider a mix of grants, low-interest loans, or equity financing, tailored to the diverse sectors and scales of women-led businesses. This might also include collaborating with financial institutions, microfinance institutions, and women-focused financial organizations to facilitate easier access to micro-finance, credit and capital for women entrepreneurs.

- UNDP could strengthen measures to ensure accessibility of training programs, particularly for women, youth, PwD, and vulnerable groups. Undertake a thorough training needs assessment with a specific focus on women, youth, PwD, and vulnerable groups. Identify the unique barriers they face in accessing training programs, such as childcare responsibilities, transportation challenges, or time constraints. Use insights from this assessment to tailor training initiatives to their specific needs. Specific measures that may be implemented include flexible training schedules to accommodate the diverse needs and responsibilities of participants, perhaps offering full and part-time attendance options. Such flexibility can empower participants to balance training commitments with childcare or other obligations. Structure training courses in a modular format, offering shorter and more targeted sessions. Shorter courses can be more manageable for individuals with time constraints and can be easily integrated into busy schedules. Recognize transportation as a potential obstacle for vulnerable groups and women. Provide transportation support, such as covering transportation costs for participants. Consider embracing technology to deliver training content through online and remote learning platforms. Virtual training sessions can eliminate geographical barriers and offer greater flexibility for participants. Consider also establishing peer support networks or mentorship programs for women and vulnerable participants. Connecting participants with peers who share similar challenges can foster a sense of community and provide mutual support. Peer networks can also serve as valuable resources for sharing experiences and insights.

- UNDP should continue to work with Vocational Training Centres, to build capacity. Strengthen partnerships with government training institutions to enhance their capacity to deliver sustainable and relevant training programs. Provide support in curriculum development, instructor training, and the integration of market-oriented skills into training modules. This might include supporting initiatives to:
 - better connect training participants with job opportunities and provide further small grants and loans for enterprise development. For example, UNDP might work with local TVET providers to help create avenues for participants to access markets and establish networks, such as providing links to trade fairs, networking events, and

- platforms where SMEs can showcase their products and services to a broader audience.
- Introduce train-the-trainer programs to build a pool of skilled instructors within government institutions. This approach ensures the sustainability of training initiatives by empowering local trainers to continue delivering high-quality programs independently.
 - Collaborate with relevant government departments to establish apprenticeship programs that facilitate on-the-job training, especially for youth, PwDs and women. Connect businesses with apprenticeship opportunities, creating a practical learning environment for participants and addressing the demand for skilled workers in various sectors.
 - Regularly conduct market needs assessments to identify the evolving demands for skills and services within communities and the Iraqi labour market. Use the findings to align interventions with the specific needs of businesses, ensuring that training programs and financial products are demand-driven.
 - Encourage cross-sector collaboration by facilitating dialogues and partnerships between different industries. Foster an environment where businesses can explore collaborative opportunities, share resources, and address common challenges through collective efforts.
- Future UNDP projects should be designed to support a somewhat wider range of business ideas proposed by the community. This might include expanding the range of TVET options available and supporting a diverse range of training and employment opportunities for the youth. This might also include organising community workshops and brainstorming sessions, particularly for women and youth, to encourage active participation and idea generation, and find solutions to business challenges. Promote interdisciplinary collaboration by encouraging individuals with different skill sets and expertise to collaborate on innovative projects or share ideas and learn from one another. Develop specific entrepreneurship initiatives targeting the youth demographic within the community. Recognize and harness the creative energy of young entrepreneurs by providing specialized programs, mentorship opportunities, and resources tailored to their unique needs and aspirations.
 - Participants in agricultural training require modern farming equipment and tools. UNDP might consider initiatives to provide farmers, especially women, with the necessary resources to enhance agricultural practices. This could involve providing equipment or facilitating access to them through affordable means. UNDP could begin by initiating a thorough needs assessment within the agricultural community to identify specific challenges, gaps, and requirements in terms of equipment and tools. Engage directly with farmers, including women, to gather insights into their unique needs and preferences. From this base, UNDP could then strengthen agricultural training programs that align with the identified needs of participants. Ensure that training sessions provide practical knowledge on the use of modern farming equipment and tools, emphasizing efficiency, sustainability, and best agricultural practices. UNDP might also create centralised resource centres, equipped with modern farming equipment. These centres can serve as hubs where farmers, especially women, can access tools on a temporary basis, reducing the financial burden associated with individual ownership. Collaborate with local agricultural authorities to facilitate the establishment of these resource centres.

- Rehabilitation activities for housing and infrastructure have had a positive impact. To ensure the sustainability of these benefits, it is recommended that UNDP continue to liaise with municipalities to ensure they establish appropriate maintenance mechanisms for public infrastructure, and for private houses, to provide guidance and support to homeowners for maintenance.
- There were high levels of dissatisfaction with the quality of housing rehabilitation in some areas. UNDP should consider how to increase regional capacity for quality/contractor management to consolidate existing good technical practices. This might include re-examining criteria used for evaluating tenders from contractors, establishing standardized documentation for quality control and contract administration, ensuring existing good practices are consistently applied.
- UNDP should assess the feasibility and appropriateness of cash-based approaches for shelter rehabilitations, perhaps as a mixed-modality alongside contractor-led approaches. This might include: market assessments to ensure availability of materials/contractors in target areas; consideration of the capacity/limitations of beneficiaries procuring or carrying out their own works vis a vis minor/major damage. Consider also owner-led rehabilitation, whereby partners enter into a contractual agreement with the homeowner to undertake the works on the property. Payments are made in a phased manner based on progress against the agreed contract and Bill of Quantities (BoQ). However, given the overarching objective of the BREP programmes, consideration should also be given to the effect of cash/voucher approaches on employment, and the extent to which the funding will be spent in the local community and stimulate employment locally. Linkages could be made to local suppliers of tools, materials and equipment, to help ensure the vouchers are redeemed locally.
- There were mixed levels of awareness among beneficiaries about how to provide feedback and complaints. UNDP should reinforce awareness of complaints and feedback mechanisms. This should include strengthening comprehensive communication strategies aimed at raising awareness among beneficiaries regarding the existence and importance of feedback and complaints mechanisms. Utilize a mix of communication channels, including community meetings, informational pamphlets, posters, and digital platforms, to ensure broad coverage. If necessary, consider conducting targeted information campaigns specifically focused on educating women, youth, PwD, rural populations, etc, beneficiaries about the purpose, procedures, and accessibility of feedback and complaints mechanisms. Engage local community leaders, influencers, and respected figures to act as advocates for feedback mechanisms and the role of beneficiary voices in improving project effectiveness.

6. Lessons Learned

The importance of collaboration

- A strength of the programme has been ongoing close collaboration with government, municipalities, private-sector organisations, local vocational training organisations, and local communities. UNDP has advantages in this area, due to its size and role as a preeminent development agency in Iraq, to foster positive collaborations. UNDP should continue coordinating with governmental and non-governmental organizations, community representatives, and stakeholders to build local ownership. Establish clear ownership and maintenance arrangements for infrastructure improvements, ensuring local institutions have the capacity to sustain progress post-UNDP's exit.

Importance of local-level monitoring

- Some local level issues were flagged in terms of quality of workmanship, etc. Enhancing regional capacity for quality and contractor management, identifying and resolving these issues locally, through strong local field presence, qualified local oversight and monitoring of implementation, and positive community relationships, is important.

Need for Ongoing Support

- To foster employment in Iraq is a long-term objective and there remain important unmet needs. Providing sustained support, including finance, mentoring, and skills development, is crucial for the long-term success of businesses, especially MSMEs. The four-year timeline of the project is a positive feature in addressing longer-term needs. Collaborating with entities like the government, ILO, and World Bank can help to develop programs that extend beyond the project's four-year duration.

Annexes

Annex 1. TOR for the evaluation

Terms of Reference (ToR)

MID TERM PROJECT EVALUATION

Building Resilience through Employment Promotion (BREP)

1. Project Background

Since 2014, the Islamic State of Iraq and the Levant (ISIL) occupied territory in the Governorates of Anbar, Diyala, Ninawa, Salah-al-Din, and Kirkuk, dismantled the Government of Iraq's (GoI) control over resources and public infrastructure, and led to the temporary dissolution of some units of the Iraqi's Security Forces. Iraq's largest cities, notably Mosul, Ramadi, and Tikrit, were controlled by ISIL for over two years, leading to widespread damage to public infrastructure, houses, and businesses. During this period, Iraq faced one of the biggest humanitarian crises. The GoI was responsible for supporting five million internally displaced persons (IDPs)¹⁴ and 250,000 Syrian refugees while undertaking a difficult military campaign. The fight to liberate areas occupied by ISIL led by the Iraqi Security Forces, with the support of the Global Coalition to Defeat Daesh resulted in further damage, taxing the GoI's limited resources at a time when global oil prices dropped drastically, which significantly impacted Iraq's revenue system. In December 2017, the GoI declared victory over ISIL, marking the end of the military operations in the country. In 2018, the Iraqi Ministry of Planning with support from the World Bank conducted a Damage and Needs Assessment. Findings revealed that post-ISIL reconstruction would take at least ten years and the estimated cost will be over US\$88.2 billion¹⁵.

In Response to this, UNDP, in parallel to other emergency programs in the country such as Iraq Crisis Response and Resilience Program (ICRRP) and Funding for Stabilization (FFS), designed in 2020 the "Building Resilience through Employment Promotion" (BREP) project focusing on infrastructure rehabilitation through a cash-for-work modality as well as transition livelihoods' interventions (assets recovery grants (cash and in-kind), job placement, and vocational training) in three sectors (housing, agriculture, and SME's) and targeting internally displaced persons, returnees, and IDPs in the newly liberated governorates of Diyala, Anbar, Ninewa, Salah-al-Din, and Kirkuk. BREP timeframe extends till the end of 2024. The details of BREP and the expected outputs are included in the project document in annex I of this TOR.

As of June 2022, approximately, 1.17 million Iraqis remain internally displaced and 4.96 million are returnees. Presently, more than 90% of the internally displaced person (IDPs) and returnees are residing in central and north Iraq (Anbar, Diyala, Ninewa, Salah al din, and Kirkuk)¹⁶. Over time, the

pace of returns has slowed, leaving the remaining IDPs either in or at high risk of protracted displacement with few opportunities for alternative durable solutions. In total, Iraq currently hosts approximately 0.25 million Syrian refugees requiring continuous assistance to avoid negative coping mechanisms¹⁷.

Overall, BREP contributes to:

UNDP Strategic Plan (2018-2022)	Outcome 1: Advance poverty eradication in all its forms and dimensions.
Programme Outcome/ UNDP Country Programme Document CPDs for Iraq (2020 -2024)	<p>Outcome 3.2: People in Iraq, civil society, and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.</p> <p>Outcome 2.1: Improved people-centered economic policies and legislation contribute to inclusive, gender-sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth, and vulnerable populations.</p> <p>CPD Outputs related to BREP:</p> <p>Output 1.1: Infrastructure for basic service delivery improved in locations affected by crisis and vulnerable to conflict.</p> <p>Output 2.2: Access to livelihood and employment creation opportunities increased in locations affected by and vulnerable to conflict.</p> <p>Outcome indicators as stated in the Country Programme (2020-2024):</p> <ul style="list-style-type: none"> - Indicator 2.1. Number of jobs created in productive non-oil sectors out of total jobs by sex and age and persons with disabilities. - Indicator 3.1. Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service and governorates.
National Development Plan (2018-2022)	<p>Priority 4: Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector.</p> <p>Priority 7: Reduce unemployment and underemployment rates.</p>
Sustainable Development Goals (SDGs)	<p>Goal 1: End poverty in all its forms everywhere</p> <p>Goal 5: Achieve gender equality and empower all women and girls.</p> <p>Goal 8: Promote inclusive and sustainable economic growth, employment, and decent work for all.</p>

This Terms of Reference is for the mid-term project evaluation covering the project cycle from 1 December 2020 to 31 Jan 2023.

2. Evaluation purpose, scope, and objectives

2.1. Evaluation purpose

This evaluation will be undertaken as part of the UNDP Programme Management requirements to a) assess the extent to which the project has progressed towards achieving it planned results/outputs; b) to provide evidence of UNDP’s contribution towards outcome achievements and impact (relevance, coherence /partnerships, effectiveness, efficiency, impact, and sustainability); c) assess UNDP’s coordination, partnership arrangements, beneficiary participation, and sustainability of interventions ; d) Understand lessons learned, challenges, and good practices obtained during the implementation period to inform and improve decision-making, ensure quality implementation during the second phase of the project (2023 – 2024), and promote organizational learning, and accountability.

2.2. Scope of evaluation

Results Scope: The scope of this evaluation is defined by the Results Framework of the Project in the table below, which is planned to be implemented from 1 December 2020 until 31 December 2024.

Intended Output	Activity	Estimated numbers as of Dec 2022
Output 1: Target communities are supported to recover from the economic shock of COVID-19	Activity 1.1: Create cash-for-work opportunities to ensure immediate income. Activity 1.2: Provide cash grants to the women-headed households to meet immediate needs	1.1: 1,890 beneficiaries (489 women, 856 youth) completed 40 days or more. 1.2: 1,667 small grants provided (6758 family members)
Output 2: Employment opportunities to support recovery from COVID-19 economic shock are created in the housing sector through support to individuals and priority rehabilitation	Activity 2.1: Conduct relevant needs assessments, analyses with community participation. Activity 2.2: Rehabilitate priority housing to increase security.	2.1: 1 assessment 2.2a: 1554 houses completed & 1102 houses rehab ongoing 2.2b: 9,630 people benefited from housing rehab (4,815 women, 3,862 youth) 2.3a: Approx. 700 beneficiaries completed 40 days or more under housing sector 2.3b: 438 (314 men, 124 women; 302 youth) benefitted from skills training under housing in addition to another 500 currently being trained
Output 3: Employment opportunities are created in the agricultural sector through support to individuals and priority rehabilitation	Activity 3.1: Conduct relevant needs assessments, analyses with community participation. Activity 3.2: Rehabilitate critical agricultural infrastructure for increased productivity. Activity 3.3: Create short-term employment opportunities with skills training (agriculture sector)	3.1: 1 assessment and analysis conducted in target area 3.2a: 2 key agricultural infrastructural rehabilitated in addition to 8 currently being rehabilitated 3.2b: 320 people (150W, 128Youth) benefited from infrastructure rehabilitation 3.3a: 120 (15 w;48 youth) beneficiaries supported by short-term labour opportunities, in agricultural sector

	Activity 3.4: Support farmers/SMEs in agricultural sector with in-kind support and/or grants	3.3b: 450 (100 w; 180 youth) people benefitted from skills training in agricultural sector in addition to 400 currently being trained 3.4: 20 (2 w; 8 youth) farmers and SMEs in agricultural sector provided with support (in-kind or grant) in addition to 100 currently being supported
Output 4: Employment and business opportunities are created in the private sector through support to individuals, SMEs, and priority rehabilitation	Activity 4.1: Conduct relevant needs assessments, analyses with community participation. Activity 4.2: Critical municipal/community infrastructure for SMEs growth is rehabilitated. Activity 4.3: Create short-term employment opportunities with skills training (SMEs sector) Activity 4.4: Support SMEs with training, coaching, in-kind support and/or grants	4.1: 1 Assessment to be conducted 4.2a: 2 community infrastructure rehabilitated in addition to 4 currently being rehabilitated 4.2b: 420 people benefitted from rehabilitation 4.3a: 185 short term labour opportunities created for individuals in SMEs 4.3b: 500 (150 W, 200 youth) benefiting from skills training 4.4: 189 SMEs provided with training, coaching in kind support in addition to 35 currently being supported

The evaluation will be commissioned using a combined methodology of desk review and direct beneficiary and stakeholder interviews, including Gol counterpart, donor, responsible partners, and UNDP BREP Project Staff.

Timeframe: The evaluation will be conducted from Feb 2023 to April 2023, covering the mid-term period (1 December 2020 to 31 Jan 2023) of the project cycle.

Geographical coverage: The project is being implemented in the governorates of Anbar, Diyala, Kirkuk, Ninewa, and Salah al Din, in Iraq

Evaluation audience: The evaluation will be relied upon by UNDP and its partners, including the Gol represented by the project board, and donor, with an objective to present an independent assessment of the project’s performance, providing the basis for learning to inform future programming and accountability.

2.3 Evaluation Objectives

The specific objectives of this mid-term Project evaluation are to:

- Assess the relevance of the project’s results
- Assess the efficiency of project implementation, including the operations support
- Assess the effectiveness of the project in reaching the stated objectives
- Assess the appropriateness of the project design and management arrangements for achieving the stated objectives
- Assess the extent to which the project has progressed towards achieving its planned results/outputs and contribution to the Programme Outcome / UNDP Country Programme Document (2020-2024), Outcome 1 & Outcome 2

- Assess the sustainability of the project results achieved so far, provide constructive and practical recommendations on factors that can contribute to project sustainability that will inform the development of a detailed project exit strategy in 2024
- Outline lessons learned and good practices to inform any course corrections during the next and final project implementation phase.

3. Evaluation criteria and key guiding questions

The mid-term project evaluation will generate evidence of progress and challenges, helping to ensure accountability for the implementation, as well as identifying and sharing knowledge and good practices through following the standard of UNDP evaluation guidelines and policies, including Evaluation guidelines during COVID-19, United Nations Evaluation Group Norms and Ethical Standards and the Organization for Economic Cooperation and Development (OECD)/Development Assistance Committee (DAC) evaluation criteria. The evaluation criteria are the following:

a- Relevance: the extent to which the project strategy, proposed activities and expected outcomes and outputs were justified and remained relevant to the GoI in its efforts to advance beneficiaries' assessed needs, country's policies, and donor's priorities. More specifically, the relevance of the project should be assessed through the following guiding questions:

- To what extent is the project in line with national development priorities (4 &7), UNDP CPD (2020-2024) for Iraq outputs and outcomes, and UNDP Strategic Plan (2018-2022), and the SDGs (1, 5 & 8)?
- To what extent have the project contribute/rely on the theory of change for the relevant UNDP CPD (2020-2024) for Iraq outcome? UNDP Strategic Plan (2018-2022), and the Sustainable Development Goals (SDGs)?
- To what extent have perspectives of beneficiaries who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results (Responsible partners, for instance), considered during project design processes?
- To what extent has the project contributed to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project appropriately responded/addressed emerging political, legal, economic, institutional, etc., changes in the country?

b- Coherence and Partnerships: The extent the project intervention is in coherence with GoI and UNDP's priorities and to what extent the intervention has been in consistence with other actors' interventions in the same context.

- To what extent has the project complemented work among different entities, including development partners, Non-Governmental Organizations, with similar interventions?
- To what extent do other or similar interventions or policies support or undermine the project?
- To what extent were the project design and delivery coherent with international obligations?
- How were stakeholders involved in the project's design and implementation?

c- Effectiveness: the extent to which the project's expected outputs and outcomes were achieved. Factors that contributed to or detracted the project from achieving its desired results and objectives should also be included in the evaluation. More specifically, the effectiveness of the project should be assessed through the following guiding questions:

- To what extent is the project contributing to UNDP CPD (2022-2024) outcome 1 & 2, the SDGs, UNDP Strategic Plan (2018-2022), and national development priorities?
- Is the project management strategy effective in delivering desired/planned results?
- To what extent are the project outputs achieved so far, considering the targeted population (IDPs, Returnees, Host communities)?
- In which areas did the project have the greatest achievements or progress to achieve the outputs? Why and what have been the supporting factors? How can the project build on or expand these achievements going forward?
- In which areas did the project have the fewest achievements, so far? What have been the constraining factors and why? How can or could they be overcome?
- Have the project objectives and outputs been clear, practical, and feasible within the set timeframe? Did they clearly address needs of women, men, and vulnerable groups (IDPs, Returnees, Host communities)?
- To what extent has the project management and implementation been participatory?
- To what extent has the project contributed to gender equality, the inclusion of people with disabilities, and the realization of human rights?
- To what extent did the COVID-19 pandemic affect the project implementation and delivery?

d- Efficiency: the extent to which the project resources (funds, expertise, time, etc.) were optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:

- How efficient is the functioning of the project management, technical support, administrative, procurement, and financial management procedures?
- To what extent have the project management structure and allocated resources been efficient in achieving the expected results?
- To what extent has the project structure been able to address challenges arising from the implementation, including the COVID-19 pandemic effect?
- To what extent have the project implementation strategy and execution been efficient and cost-effective?
- To what extent have financial and human resources been economically/efficiently used? Were resources properly and strategically allocated to achieve outcomes?
- To what extent have the project funds and activities been delivered in a timely manner?
- Does the monitoring and evaluation system put in place allow for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?
- How is the project keeping track of project progress on expected outputs and outcomes?
- What is the visibility and communications strategy adopted by the project? Was it cost-effective in terms of promoting the project and its achievements?

e- Impact: the extent to which the project is expected to contribute to longer term outcomes/results. This involves the main impacts/expected impacts and effects/expected effects resulting from the activity on the local social, economic, environmental, and other development indicators. More specifically, the impact of the project should be assessed through the following guiding questions:

- Does the overall project intervention contribute to longer-term outcome/results?
- What are the direct benefits (micro-meso-macro) resulting from the project, so far?
- What are the indirect broader benefits resulting from the project, so far?
- What real difference has the implemented project activities offer to the beneficiaries, so far?

- How many people/institutions/businesses have been affected by the project intervention?
- What are briefly the multiplier effects resulting from the project?

f- Sustainability: analyzing the benefits of activities that are likely to continue throughout the project timeframe and after the end of the project. Projects should ensure environmental as well as financial sustainability. More specifically, the sustainability of the project should be assessed through the following guiding questions:

- To what extent are the benefits of the project achieved so far likely to be sustained after the completion of the project?
- To what extent are UNDP actions posing an environmental threat to the sustainability of project outputs? Is there a chance that the level of stakeholder ownership is sufficient to allow for the project benefits to be sustained?
- To what extent are stakeholders (beneficiaries and responsible partners) supporting the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from them?
- How are capacities being strengthened and sustained at the individual and institutional level (including contributing factors and constraints)?
- What are the key factors that will require attention to improve prospects of sustainability of the project outcome and the potential for replication of the approach over the remaining period?

In addition, the evaluation should also assess the cross-cutting themes below:

Inclusion and Intersectionality: The extent to which the project is endeavoring to reflect gender mainstreaming for equality and inclusion of all diverse groups to “leave no one behind” through a human rights-based approach. The extent to which the project is able to apply an intersectional lens.

Human Rights:

- To what extent are groups with diverse identities i.e., persons with different characteristics based on their socio – economic class, political ideology, religious identity / ethnicity, physical ability, and other disadvantaged and marginalized groups being considered during the design, implementation, and monitoring phase?
- To what extent is the project promoting a rights-based approach for all groups of persons and specially to promote international laws and commitments made by the country?

Gender Equality:

- To what extent is gender being mainstreamed, in addition to sufficient consideration provided for its intersectional effects within the design, implementation and monitoring of the project?
- Is the gender marker being assigned to this project representative of reality?
- To what extent is the project promoting positive changes in gender equality and advanced the empowerment of women? Were there any unintended effects, and what were its impact on the project and the community of engagement?
- Are sufficient resources made available for gender mainstreaming?

Disability:

- Are persons with disabilities consulted and meaningfully involved in project planning and delivery?
- What proportion of the beneficiaries of an activity were persons with disabilities?
- What barriers are persons with disabilities facing during the project delivery?
- Is a twin-track approach being adopted?¹⁸.

4. Methodology and Approaches

The evaluation will be carried out in accordance with UNDP evaluation guidelines and policies, including Evaluation guidelines during the COVID-19 pandemic, United Nations Group Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines, and DAC Evaluation Quality Standards.

The Consultant Firm will propose the project final evaluation methodology and a detailed action plan as part of the application process. The methodology will be further updated after the selection process is completed and the inception report is developed. However, in general, the Consultant Firm (the Evaluation team) should adopt an integrated approach involving a combination of data collection and analysis tools to capture both the quantitative and qualitative results of the project and generate evidence to support all findings. Given the size and coverage of the project, it is important that the Consultant Firm (the Evaluation team) designs a methodology that could collect data that is representative of the project (or of each output/activity), and which would be analyzed in a consistent manner within the given timeframe. The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information. It is expected that the evaluation methodology can include, but not be limited to the following tools:

- **Review** of relevant project documents, including quarterly implementation progress reports, field mission reports, financial and funding reports etc.
- **In-depth semi-structured** interviews with key informants (men and women) such as government officials, BREP project board members, responsible partners, and members of local, national, coordination bodies, etc.
- **Focus group discussions** with the targeted beneficiaries (youth, men, and women) (individuals, SMEs, etc.), End Users, and BREP project team
- **Interviews** with the project team, and UNDP’s Senior Management
- **Observations** (field visits) of assets handled, assets rehabilitated, etc.
- **Consultations** with donors/ international development partners and national non-governmental organizations (Responsible Parties) that are directly engaged in project implementation
- **Survey with sample and sampling frame**—if a sample is used. This should include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results. The evaluation methodology needs to employ a gender-sensitive approach and inclusion principle and this needs to be elaborated in the evaluation report, including

how data-collection and analysis methods integrated gender considerations, use of disaggregated data, and outreach to diverse stakeholders' groups. All evaluation products need to have a gender lens.

The findings of the evaluation should lead to the elaboration of specific, practical, achievable recommendations that should be directed to the implementation team and the intended users.

The final methodological approach, including interview schedules, field visits, and data to be used in the evaluation, should be clearly outlined in the inception report, and fully discussed and agreed upon between UNDP and the Consultant Firm (the Evaluation team).

If the COVID-19 pandemic-related international travel restrictions and related containment measures are relaxed, field visits to selected Project sites and institutions should be carried out. All field-related work and relevant logistical arrangements should be made by the Consultant Firm (the Evaluation team). Assistance will be provided by the Monitoring and Evaluation Specialist and Project Management Specialist, Stabilization, in identifying key stakeholders and in facilitating the schedule of interviews, focus groups, and site visits, when and where required. Alternatively, suppose the COVID-19 pandemic related international travel restrictions and related containment measures are not relaxed, the field mission will only be limited to Baghdad and Erbil based interviews, with the rest of the interviews conducted using virtual modalities.

Data from the evaluation will be triangulated to appraise and conclude findings. The Consultant Firm (the Evaluation team) will be assisted by the UNDP Project Management Specialist, Stabilization Pillar, as needed and will work under the guidance and oversight of the UNDP Head of Stabilization Pillar.

All analysis must be based on observed facts, evidence, and data. Findings should be specific and concise and supported by information that is reliable and valid. Cross-cutting issues and the SDGs should be integrated into the final evaluation report. The final methodological approach, including interview schedules, field visits, and data to be used in the evaluation, should be clearly outlined in the inception report, and fully discussed and agreed upon between UNDP, key stakeholders, and the Consultant Firm (the Evaluation team).

5. Evaluation products (key deliverables)

The Consultant Firm should present the following evaluation products:

- **Inception report and presentation:** Based on the terms of reference (ToR) and initial debriefing with the UNDP team, as well as the desk review outcomes, the Consultant Firm is expected to develop an inception report. This report should detail the evaluator's understanding of what is being evaluated and why, the evaluation methodology that describes data collection methods and sampling frame and plan, together with the rationale for their selection and limitations. The report should also include an evaluation matrix identifying the key evaluation questions and how they will be answered by the selected methods. The annexed workplan should include detailed schedule and resource requirements tied to evaluation activities and milestone deliverables. The presentation of the inception report will be an opportunity, for both the Consultant Firm (the Evaluation team) and UNDP, for discussion and clarification.
- **Debrief Project team** after completion of the fieldwork: The Consultant Firm (the Evaluation team) is expected to debrief the project team after completing the fieldwork.

- **Draft evaluation report (between 40 to 50 pages, including executive summary):** to be submitted to UNDP for review. UNDP will provide a combined set of comments, using the evaluation audit trail for the Consultant Firm (the Evaluation team) to address the content required (as agreed in the inception report) and quality criteria outlined in the UNDP evaluation guidelines.
- Presentation of the draft evaluation report to be submitted to UNDP in the required template for review and feedback. The Consultant Firm (the Evaluation team) should produce an audit trail indicating whether and how each comment received was addressed in revisions to the final evaluation report.
- **Final Evaluation Report** (guided by the minimum requirements for a UNDP Evaluation Report /UNDP Outline of the evaluation report format (see annex 4) should be submitted to UNDP.
- **Summary of evaluation report:** The Consultant Firm (the Evaluation team) is expected to provide a summary (5 pages) of the evaluation report linking the mid-term evaluation findings to the country programme outcome 3 focusing on Stabilization, upon review of the relevant documents on other related projects such as the BREP to be submitted before the contract expires. It should be noted that the above list of deliverables, together with the implementation timeframe, might be subject to review and revision by UNDP in discussion with the Consultant Firm (the Evaluation team) in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the Consultant Firm (Evaluation team) will follow the UNDP evaluation guidelines and UNEG quality checklist and ensure all the quality criteria are met in the evaluation report.

6. Evaluation Ethics

This mid-term evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'¹⁹. The Consultant Firm (the Evaluation team) must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The Consultant Firm (the Evaluation team) must also ensure security of collected information before and after the evaluation and adopt protocols to ensure anonymity and confidentiality of sources of information where it is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP.

7. Management and Implementation Arrangements

The Project Evaluation is commissioned by UNDP's BREP Project. The UNDP Focal Point will be the Programme Management Specialist, Stabilization Pillar, supported by the Monitoring and Evaluation (M&E) Specialist, Stabilization, and the Project team. They will serve as the focal points for providing both substantive and logistical support to the evaluation team. Assistance will be provided by the Monitoring & Evaluation Specialist, Stabilization Pillar, to make any refinements to the Work Plan of the selected Consultant Firm (the Evaluation team) (i.e., key interview partners; organize meetings; and conduct field visits (if necessary)).

The evaluation manager will convene an evaluation reference group. This reference group will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis, and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards. Detailed comments will be provided to the Consultant Firm (the Evaluation team) in an audit trail within the agreed timeframe. Comments and changes by the evaluator in response to the draft evaluation report should be retained by the Consultant Firm (the Evaluation team) to show how they have addressed comments.

The evaluators will take responsibility, with assistance from UNDP, for conducting the meetings, subject to advanced approval of the methodology submitted in the inception report. The Project staff will not participate in any of the meetings between the Consultant Firm (the Evaluation team) and the project stakeholders including beneficiaries / evaluation participants.

The final report should be approved by UNDP.

UNDP, with the support of relevant stakeholders, will develop the management response to the evaluation within two (2) weeks of report finalization. This TOR shall be the basis upon which compliance with assignment requirements and the overall quality of services provided by the service will be assessed by UNDP.

As part of the assignment:

- UNDP will provide office space with access to the internet and printer when in-country in Erbil & Baghdad, Iraq, if needed
- UNDP will provide the following list of additional project documents to the selected Consultant Firm (the Evaluation team):
 - Quarterly project implementation progress reports /donor reports
 - Financial information
 - Contact details of stakeholders and responsible parties
 - Project beneficiary details
 - Risk analyses and lessons learned logs
 - Other relevant project documents, including Contract Agreements, minutes of project board meetings
- The Consultant Firm (the Evaluation team) is expected to:
 - Have/bring their laptops, and other relevant software/equipment
 - Use their cellphones and personal email addresses for all correspondence during the consultancy period, including when in-country
 - Make their own travel arrangements to fly in-country and transportation arrangements outside UNDP work hours (if needed), in keeping with the UN security rules and regulations
 - Make necessary arrangements for translations during interviews/focus group discussions/consultations (if needed). The team should have at least one Arabic speaker.

8. Evaluation team composition and required competencies

UNDP seeks to recruit a Consultant Firm (the Evaluation team) with a professional experience in evaluation. The Evaluation team should comprise international and national experts with high levels of relevant technical expertise; rigorous research and drafting skills; and the capacity to conduct an independent and quality

evaluation in a context like Iraq. The overall team can comprise a maximum of three (3) key staff. The team must be led by a Team Leader who is a credible Evaluation Specialist with technical competence adequate to lead the work. The Consultant Firm (the Evaluation team) is strongly encouraged to have at least one female member in the Evaluation Team, and qualified Iraqi nationals are encouraged to be included.

The selected Consultant Firm (the Evaluation team) should have:

- Proven (minimum five years) technical expertise and experience in conducting multi-years, multi-million project/programme evaluations in the semi-emergency/ post-conflict context.
- Proven (minimum five years) technical expertise and experience in undertaking both qualitative and quantitative research, and qualitative and quantitative data collection in hard-to-reach areas, including high-risk and insecure settings contexts.
- An overall organizational capability that has a direct impact upon the implementation of the final project evaluation (includes management structure, management arrangement including quality assurance processes for the scope of work in the ToR, operational capacity to arrange logistics, and financial management capacities)
- Previous experience working in post-conflict contexts, including Iraq and/or similar contexts.
- Previous work with UN Agencies and/or international organizations (list of projects, locations, the contract value for each project, number of beneficiaries served).

Note: UNDP strongly encourages associations/partnerships with local Consultant Firms (Evaluation team) to ensure in-country operational capacities in project locations and to conduct the evaluation within the required timeframe.

The proposed key staff positions will include:

A- Team Leader (Evaluation Specialist):

Education and Experience

- Minimum Master's degree in sociology, rural development, economics, development studies, peace and conflict studies or relevant field that relevant to assignments
- At least seven (7) years of professional expertise working with International Organizations in stabilization, recovery, development or social transformation projects in post-conflict environments, and sustainable development.
- At least seven (7) years of experience and substantive knowledge of project design, results-based management (RBM), and participatory monitoring and evaluation methodologies and approaches is essential
- Proven experience in data collection, instrument development, and data analysis, both qualitative and quantitative, is essential.
- Proven experience in conducting evaluations for large, multi-year, and complex projects would be an added advantage
- Experience working in, and knowledge of the Arab region, including Iraq would be an advantage
- Experience in working with the UN or other international organizations would be an asset

- Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential
- Excellent report writing skills are essential
- Experience using Information Communication and Technology (ICT) equipment and office software packages.

B- Language

- Fluency in spoken and written English with good report writing skills is essential. Additionally, fluency in spoken Arabic will be considered an added advantage. Samples of previously written work should be submitted with the application.

C-Required Competencies

- Knowledge of UNDP programming principles and procedures; the UN evaluation framework, norms, and standards; human rights-based approach (HRBA).
- Demonstrates commitment to the UN values and ethical standards.
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
- Treats all people fairly and with impartiality.
- Good communication, presentation and report writing skills, including proven ability to write concise, readable, and analytical reports and high-quality academic publications in English.
- Ability to work under pressure and to meet deadlines.
- Flexible and responsive to changes and demands.
- Experience managing a small research team.
- Client-oriented and open to feedback.

D-Evaluation Technical Specialists (two positions)

The team should include two evaluation technical Specialists in a support capacity, ensuring the following minimum requirements are covered:

Education and Experience

- Minimum Master's degree in Sociology, Rural Development, Economics, Development Studies, Peace and Conflict Studies or field relevant to assignment.
- At least five (5) years of experience working on issues related to crisis response, displacement, recovery, resettlement, development or social transformation projects or programmes in post-conflict environments; special emphasis on livelihood and social cohesion programming would be an added advantage.
- Proven experience on gender equality and women's empowerment programming in crisis response, displacement, recovery, resettlement, development, or social transformation projects
- Proven experience in results-based management, data collection, instrument development and data analysis, both qualitative and quantitative, is essential
- Proven knowledge of the social-economic dynamics in Iraq and/or the setting in which the project activities have been implemented.

For key positions, specialists need to have high proficiency level in English-language writing and presentation. Knowledge of Arabic is required for one of the technical specialists.

These positions should be independent from any organizations or individuals that were involved in the project design and execution.

9. Description of tasks

The selected Consulting Firm (Evaluation Team) will be accountable for ensuring the quality and timely submission of all deliverables under the Terms of Reference. The Consulting Firm will also lead overall communications relating to the Contract with UNDP.

The following is an indicative distribution of tasks among the Key positions in the Evaluation Team.

Evaluation Team Leader	Team members (Technical Specialists)
Lead the entire evaluation process, including communicating all required information with the Evaluation Manager	-Assists the Evaluation Team Leader in undertaking the collation and desk review of project documents -Provide technical thematic inputs to the overall evaluation
Finalize the research design and questions based on the feedback and complete the inception report	-Support in developing the evaluation design and questions -Based on the approved inception report, assists in the coordination of data-gathering activities, including focused group discussions and KIIs with relevant respondents, and maintains data
Leads the coordination and conduct of data gathering and analysis: Key Information Interviews (KIIs), focus group discussions, etc.	Assist in data gathering and data analysis: Field interviews and focus group discussions;
Data analysis, draft, and final report preparation, consolidation, and submission, and presenting the findings	Data analysis and drafting of the evaluation report, and support/co-present the findings

10. Location, timeframe for the evaluation process, payment schedule

The final detailed evaluation timeframe will be agreed upon between the UNDP and the selected Consultant Firm (the Evaluation team). The Project evaluation will take place between Feb 2023 and April 2023, including a combination of home-based work, and field work which necessitates travel to selected project implementation areas (based on sample selection and security situation permitting).

The Consultant Firm (the Evaluation team) is expected to commence the assignment on 1 Feb 2023. The assignment and final deliverables are expected to be completed, no later than 30 April 2023, with the details as described in the indicative timeframe table below:

Indicative evaluation work plan—timeframe for evaluation deliverable

Activity	Estimated # of days	Date of Completion	Place	Responsible Party
Phase one: Desk review and inception report				
Briefings with UNDP Team (Programme manager/project staff/PMSU)	-	At the time of contract signing	Home based/UNDP	Evaluation manager and Consultant Firm (the Evaluation team)

Activity	Estimated # of days	Date of Completion	Place	Responsible Party
			office preferable	
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email	Evaluation manager and Consultant Firm (the Evaluation team)
Review of the relevant project documentation and conduct desk review; prepare evaluation design, methodology and updated workplan/timeframe including the list stakeholders to be interviewed	7 days	Within 2 weeks of contract signature	Home-based/UNDP office/remote	Evaluation team
Submission and presentation of the inception report	-	Within 3 weeks of contract signature	Via email/virtual	Evaluation team
Comments and approval of the inception report	-	Within one week of the submission of the inception report	UNDP	Evaluation manager
Phase two: Data collection				
Consultations and field visits, in-depth interviews and focus group discussion, and start preparing the draft report	15 days	Within 8 weeks of contract signature	In-country	Evaluation manager and Consultant Firm (the Evaluation team)
Debriefing with UNDP and key stakeholders	1 day	First day after finishing data collection		
Phase three: Evaluation Report Writing				
Finalize draft evaluation report, and a presentation of the draft of evaluation report to UNDP and/or debriefing with UNDP/stakeholders	7 days	Withing 10 weeks of contract signature	Home-based/remote	Evaluation team
Review of draft evaluation report by UNDP, and submission of UNDP's comments/feedback to Evaluator	-	Within 1 week of draft report submission	UNDP	Evaluation manager and reference group
Debriefing with UNDP	1 day	Same week of receiving the comments	UNDP office or remotely	UNDP evaluation reference group, evaluation team, stakeholders
Revision of evaluation report based on UNDP's and stakeholders' comments/feedback	4 days	Within one week of final debriefing	Home-based/remote	Evaluation team

Activity	Estimated # of days	Date of Completion	Place	Responsible Party
Submission of final evaluation report to UNDP	-	Within one week of final debriefing	Home-based/remote	Evaluation team
Total	35 days			

N.B. Travel and accommodation:

All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.

In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the Consultant Firm (the Evaluation team).

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and selected Consultant Firm (the Evaluation team) prior to travel and will be reimbursed.

11. Application submission process and criteria for selection

Application Process

Interested qualified and experienced Consultant Firm (the Evaluation team) must submit the following documents/information to demonstrate their qualifications and interest:

- Letter of Confirmation of interest and availability using the template provided by UNDP; please see attached template.
- Most updated personal detailed Curriculum Vitae (CVs) of Consultant Firm (the Evaluation team) including experience in similar assignments and at least three references.
- United Nations Development Programme Personal History Form (P11) (“CV Form”) of key staff
- A detailed methodology on how the Consultant Firm will approach and conduct the work and
- Two samples of evaluation reports done/authored within the past two years.

Note: Evaluation team members must not have worked in the design or implementation of this project or in an advisory capacity for any of the interventions, directly as consultants or through Consultant Firm (the Evaluation team).

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those applications that obtained 70 or above in the technical proposal

Annex 2. Evaluation matrix

Criteria	Key Questions	Sources of data and information
Relevance	<p>To what extent are the projects (I and II) in line with national development priorities (4 & 7), UNDP CPD (2020-2024) for Iraq, and UNDP Global Strategic Plan (2018-2022), and the SDGs (1, 5 & 8)?</p> <p>To what extent have the projects contributed/relied on the theory of change for the relevant UNDP CPD (2020-2024) for Iraq, UNDP Global Strategic Plan (2018-2022), and the SDGs (1, 5 & 8)?</p> <p>To what extent have the perspectives of beneficiaries who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results (Responsible Parties, for instance), considered during project design processes?</p> <p>To what extent have the projects contributed to gender equality, women’s empowerment and the human rights-based approach?</p> <p>To what extent have the projects appropriately responded/addressed emerging political, legal, economic, institutional, etc., changes in the country?</p>	<p>Key informant interviews, particularly with UNDP staff involved in strategic decisions, and government.</p> <p>Beneficiary perspectives (e.g. from surveys and FGDs) will also be important.</p> <p>Desk review documents (project plans, progress reports etc) can also help explain the logic of the programme design and how it intended to respond to the specific needs / contexts / strategic goals.</p>
Coherence and Partnerships	<p>To what extent have the projects complemented work among different entities, including development partners, Non-Governmental Organizations, with similar interventions?</p> <p>To what extent do other or similar interventions or policies support or undermine the projects?</p> <p>To what extent were the projects’ design and delivery coherent with international obligations?</p> <p>How were stakeholders involved in the projects’ design and implementation?</p>	<p>Key informant interviews with local stakeholders, partners, etc, and UNDP staff will be important. The surveys/FGDs may provide some complementary information here.</p>
Effectiveness	<p>To what extent are the projects contributing to UNDP CPD (2022-2024) outcome 1 & 2, the SDGs, UNDP Global Strategic Plan (2018-2022), and national development priorities?</p> <p>Are the projects’ management strategies effective in delivering desired/planned results?</p> <p>To what extent are the projects’ outputs achieved so far, considering the targeted population (IDPs, Returnees, Host communities)?</p> <p>In which areas have the projects had the greatest achievements or progress to achieve the outputs? Why and what have been the supporting factors? How can the project build on or expand these achievements going forward?</p> <p>In which areas have the projects had the fewest achievements, so far? What have been the constraining factors and why? How can or could they be overcome?</p>	<p>Surveys and FGDs with beneficiaries will be particularly important to demonstrate effectiveness. Key informant interviews will provide complementary information, e.g. with contractors and training providers, etc.</p>

	<p>Have the projects’ objectives and outputs been clear, practical, and feasible within the set timeframe? Did they clearly address the needs of women, men, and vulnerable groups (IDPs, Returnees, Host communities)?</p> <p>To what extent have the projects management and implementation been participatory?</p> <p>To what extent have the projects contributed to gender equality, the inclusion of people with disabilities, and the realization of human rights?</p> <p>To what extent did the COVID-19 pandemic affect the projects’ implementation and delivery?</p>	
Efficiency	<p>How efficient is the functioning of the projects’ management, technical support, administrative, procurement, and financial management procedures?</p> <p>To what extent have the projects’ management structure and allocated resources been efficient in achieving the expected results?</p> <p>To what extent have the projects’ structure been able to address challenges arising from the implementation, including the COVID-19 pandemic effect?</p> <p>To what extent have the projects’ implementation strategy and execution been efficient and cost-effective?</p> <p>To what extent have financial and human resources been economically/efficiently used? Were resources properly and strategically allocated to achieve outcomes?</p> <p>To what extent have the project funds and activities been delivered in a timely manner?</p> <p>Do the projects have monitoring and evaluation systems put in place, which allows for continuous collection and analysis of quality and segregated data on expected outputs and outcomes?</p> <p>How are the projects keeping track of project progress on expected outputs and outcomes?</p> <p>Do the projects have functional communication and visibility strategies? Was it cost-effective in terms of promoting the project and its achievements?</p>	<p>The key informant interviews will provide a key source of data for this criteria, with complementary findings from beneficiary surveys and FGDs. Desk review documents will also be important here (for example, budgets, progress reports, etc) to provide context to efficiency findings.</p>
Sustainability	<p>To what extent are the benefits of the two projects achieved so far likely to be sustained after the completion of the project?</p> <p>To what extent are UNDP actions posing an environmental threat to the sustainability of the projects’ outputs? Is there a chance that the level of stakeholder ownership is sufficient to allow for the projects benefits to be sustained?</p> <p>To what extent are stakeholders (beneficiaries and responsible partners) supporting the projects’ long-term objectives?</p>	<p>Surveys and FGDs with beneficiaries will be particularly important to demonstrate effectiveness. Key informant interviews will provide complementary information, e.g. with contractors and training providers, etc.</p>

	<p>To what extent are lessons learned being documented by the projects' teams on a continual basis and shared with appropriate parties who could learn from them?</p> <p>How are capacities being strengthened and sustained at the individual and institutional level (including contributing factors and constraints)?</p> <p>What are the key factors that will require attention to improve prospects of sustainability of the projects' outcome and the potential for replication of the approach over the remaining period?</p>	
Impact	<p>Does the overall projects' intervention contribute to longer-term outcomes/results?</p> <p>What are the direct benefits (micro-meso-macro) resulting from the projects, so far?</p> <p>What are the indirect broader benefits resulting from the projects, so far?</p> <p>What real difference have the implemented projects' activities offered to the beneficiaries, so far?</p> <p>How many people/institutions/businesses have been affected by the projects' intervention?</p> <p>What are briefly the multiplier effects resulting from the projects?</p>	<p>Surveys and FGDs with beneficiaries will be particularly important to demonstrate effectiveness. Key informant interviews will provide complementary information, e.g. with contractors and training providers, etc.</p>
Cross Cutting Themes		
Inclusion and Intersectionality	<p>The extent to which the projects are endeavouring to reflect gender mainstreaming for equality and inclusion of all diverse groups to "leave no one behind" through a human rights-based approach.</p> <p>The extent to which the projects are being able to apply an intersectional lens.</p>	<p>Data for these thematic areas will be drawn from all sources to build a holistic picture of the situation. However, the surveys and FGDs with beneficiaries will bring important beneficiary perspectives on these topics – for example, the extent to which they feel represented and included, the extent to which different groups benefitted from the project, etc.</p>
Human Rights	<p>To what extent are groups with diverse identities being considered during the design, implementation, and monitoring phase? i.e., persons with different characteristics based on their socio – economic class, political ideology, religious identity / ethnicity, physical ability, and other disadvantaged and marginalized groups.</p> <p>To what extent are the projects promoting a rights-based approach for all groups of persons and specially to promote international laws and commitments made by the country?</p>	
Gender Equality	<p>To what extent is gender being mainstreamed, in addition to sufficient consideration provided for its intersectional effects within the design, implementation and monitoring of the projects?</p> <p>Is the gender marker being assigned to these projects representative of reality?</p> <p>To what extent are the projects promoting positive changes in gender equality and advanced the empowerment of women? Were there any unintended effects, and what were its impact on the projects and the community of engagement?</p>	

	<p>Are sufficient resources made available for gender mainstreaming?</p> <p>How are the specific needs and priorities of different groups (men, women, boys, girls) within the Iraqi population being identified and addressed?</p> <p>In what ways have the projects engaged with local women's groups, organizations, and stakeholders to ensure their meaningful participation and representation in decision-making processes?</p> <p>Have the projects conducted a comprehensive gender analysis to understand the specific challenges and opportunities faced by women and girls in Iraq, and how these intersect with other factors such as age, ethnicity, disability, and socioeconomic status?</p> <p>What strategies and mechanisms are in place to monitor and evaluate the projects' progress on gender equality indicators? How are the results being utilized to inform adaptive management and improvements?</p> <p>How have the projects taken into account the specific needs of female-headed households and women who may face additional barriers to accessing project benefits?</p>	
Disability	<p>Are persons with disabilities consulted and meaningfully involved in project planning and delivery?</p> <p>What proportion of the beneficiaries of the activities were persons with disabilities?</p> <p>What barriers are persons with disabilities facing during the projects' implementation and delivery?</p> <p>What measures are put in place to allow persons with disabilities to meaningfully participate in projects' interventions?</p> <p>Is a twin-track approach being adopted?²⁰.</p>	

Annex 3. Data Collection Instruments

Survey Tools

- Survey_S1_Survey_CfW_Beneficiaries
- Survey_S2_Survey_Cash_Grants_Beneficiaries
- Survey_S3_Housing_Rehab_BNFs
- Survey_S4_Ramadi_Canal_Rehab_BNFs
- Survey_S5_Training_BNFs

Focus Group Discussion (FGD) Guides

- FGD1_CFW_Beneficiaries
- FGD2_Cash_Grants_Beneficiaries
- FGD3_Rehabilitation_Beneficiaries
- FGD4_Training_Beneficiaries

Key Informant Interview (KII) Guides

- KII1_UNDP Project Staff - national level
- KII2_UNDP Project Staff - governorate or local level
- KII3_External Stakeholders
- KII4_Contractors
- KII5_Training_providers
- KII6_Community Leaders Mukhtars etc

Annex 4. Individuals Interviewed (Key Informants)

	Governorate	Role and Organisation	Purpose
1	National	UNDP Programme Manager	To provide strategic overview of project
2	National	UNDP M&E Specialist	To provide strategic overview of project
3	National	KfW – Donor, Portfolio Manager	To provide strategic overview of project
4	National	MoLSA focal point	To provide strategic overview of project
5	National	Ministry of Agriculture or Ministry of Construction focal point	To provide strategic overview of project
6	Anbar	UNDP local focal point, Anbar	To discuss local implementation of activities
7	Anbar	Directorate of Water resources, Ramadi	To discuss impact of rehabilitation works
8	Anbar	Training provider, Ramadi, Canadian Leaders in International Consulting (CLIC)	To discuss implementation of vocational skills training
9	Anbar	Ramadi Mayorality Office	To discuss impact of project locally
10	Diyala	Future City, housing rehabilitation contractor	To discuss local implementation of housing rehabilitation work
11	Diyala	Municipality official or Mukhtar, Al Muqdadiya	To discuss impact of rehabilitation works and cash for work
12	Diyala	CFW contractor, Tareek Al-Tebr Company	To discuss implementation of cash for work in Diyala
13	Diyala	Governors Office, Bakubah	To discuss local impact of cash for work (shop construction)
14	Kirkuk	UNDP local focal point for Kirkuk Governorate	To discuss local implementation of activities
15	Kirkuk	Municipality official or Mukhtar, Hawija	To discuss impact of cash for work and small business grants in Hawija
16	Kirkuk	Training provider for Hawija and Kirkuk (and Ninewa)	To discuss implementation of business and/or agricultural skills training
17	Kirkuk	CFW contractor, M/S JV Alreaza group co and Al Bayan co.	To discuss implementation of cash for work in Kirkuk
18	Ninewa	UNDP local focal point for Ninewa Governorate	To discuss local implementation of activities
19	Ninewa	Municipality official or Mukhtar for West Mosul	To discuss impact of housing rehabilitation and youth skills training in West Mosul
20	Ninewa	Municipality official or Mukhtar for Til Kaif	To discuss impact of cash for work in Tilkaif
21	Ninewa	Al Munshed - Implementer of cash grants in Ninewa	To discuss implementation of cash grants
22	Salahaladin	UNDP local focal point for Salahaladin Governorate	To discuss local implementation of activities
23	Salahaladin	Baiji Municipality	To discuss impact of housing rehabilitations
24	Salahaladin	CFW Contractor, Aswar Al Hadhaba Company	To discuss implementation of cash for work
25	Salahaladin	Training provider conducting vocational training for men and Women in Baiji, Sahara Economic Development Organisation	To discuss implementation of training

Annex 5. Desk Review Documents

- Project Document
- Project Proposal
- Project lists and trackers for BREP I and II
- Lists of locations and activities
- M&E data collection tools and scoring sheets
- BREP I program documents at site level, e.g. BoQs, distribution lists, field reports, etc.
- Progress reports

Annex 6. Summary of Survey Findings

Cash for Work Survey

Governorate	Count	Percent
Anbar	74	19.89%
Diyala	76	20.43%
Kirkuk	74	19.89%
Ninewa	74	19.89%
Salah al-Din	74	19.89%
District	Count	Percent
Ba'quba	76	20.43%
Baiji	74	19.89%
Hawiga	74	19.89%
Mosul	16	4.30%
Ramadi	74	19.89%
Tilkaif	58	15.59%
Sex of Interviewee	Count	Percent
Female	121	32.53%
Male	251	67.47%

Age	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	17	25	28	30.26	34	57

Who is the head of household?	Count	Percent
Elderly	15	4.03%
Female Adult	58	15.59%
Male Adult	299	80.38%

How many people are in your household (HH size)?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	1	4	6	6.132	7	29

How many are dependents in you household? (children below 18 and elderly above 55 years, disabled and chronically ill)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	2	2.591	4	12

What is your household status?	Count	Percent
Host Community	25	6.72%
IDP	2	0.54%
Other	7	1.88%
Returnee	338	90.86%

How many people in your HH participated in the cash for work activity?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	1	1	1	1.164	1	4

How many days of work did you complete?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	15	40	45	48.88	60	100

How much money did you receive each day? (in Dinar)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	29	28000	30000	31044	30000	280000

Is it the amount that was announced to you?	Count	Percent
No	1	0.27%
Yes	371	99.73%

How many days have you worked?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	6	40	40	35.3	45	99

How many hours did the HH member work per day?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	7	8	7.339	8	12

Did you receive tools for use under the Cash For Work programme?	Count	Percent
No	9	2.42%
Yes	363	97.58%
Were the tools given at the right time?	Count	Percent
No	2	0.55%
Yes	361	99.45%

Were the tools suitable for the work?	Count	Percent
No	2	0.55%
Yes	361	99.45%

How was the quality of the tools distributed for the work?	Count	Percent
Excellent	167	46.01%
Good	168	46.28%
Poor	1	0.28%
Satisfactory	27	7.44%

Please indicate whether you agree or disagree with this statement: The staff and community based workers involved with this project were qualified and helpful	Count	Percent
Agree	186	50.00%
Disagree	4	1.08%
Strongly agree	182	48.92%

How many Kilometres did you travel to the place of work?	Count	Percent
11-15 km	48	12.90%
16-20 km	27	7.26%
5-10 km	117	31.45%
Less than 5 km	169	45.43%
more than 21 km	11	2.96%

Did you pay a fare to get to the place where you collected cash?	Count	Percent
No	184	49.46%
Yes	188	50.54%

If yes, how much did you pay to get there and to return? (In Dinar)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	3	2000	4000	9794	10000	850000

How many days after completing the CFW tasks did you wait to receive your cash?	Count	Percent
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2-3 weeks	286	76.88%
Less than a week	86	23.12%
Did you experience any problems in getting your money?	Count	Percent
No	367	98.66%
Yes	5	1.34%

Did you feel safe during the cash for work activities?	Count	Percent
No	5	1.34%
Yes	367	98.66%
Who made the decision on how to spend the money	Count	Percent
Both wife and husband	93	25.00%
Husband	156	41.94%
other family members	58	15.59%
Wife	65	17.47%

Have you been able to save some money?	Count	Percent				
No	330	88.71%				
Yes	42	11.29%				
If yes, how much? (in Dinar)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	200000	250000	235139	300000	500000

What did you spend the money you received on?	Count	Percent
Food needs	332	89.25%
Investment in shelter improvement	110	29.57%
Health	283	76.08%
Education	159	42.74%
Other	29	7.80%

How much of the money you received did you spend in your local community?	Count	Percent
All of it	270	72.58%
Don't know	17	4.57%
Less than half	3	0.81%
More than half	40	10.75%
None	42	11.29%
Were you able to find all the goods/commodities you needed nearby?	Count	Percent
No	6	1.61%
Yes	366	98.39%

How many meals a day does your HH consume?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	2	3	3	3.089	3	5
What is your total weekly food expenditure?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	3	30000	50000	69146	81250	1000000
What is the average monthly income for your household? (in Dinar)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	200000	300000	359110	455000	5000000

Main source of household income for the household now?	Count	Percent
Agriculture	85	22.85%
Daily Labor	211	56.72%
Formal employment	21	5.65%
Livestock	60	16.13%
Private business	80	21.51%
Unemployed	75	20.16%
Other	31	8.33%
How would you rate the quality of the work implemented under the cash-for-work activity?	Count	Percent
Good	146	39.25%
Neutral	23	6.18%
Very bad	1	0.27%
Very good	202	54.30%

In you opinion, why was your HH selected to benefit from the CFW activity?	Count	Percent
HH where adult males have no access to income	119	31.99%
Extreme poor HH	216	58.06%
Household headed by women without able-bodied adult men	51	13.71%
Household headed by youth and elderly	49	13.17%
HH including members with disabilities	32	8.60%
HH with a higher number of infants and children below	69	18.55%
HH with a higher rate of negative coping mechanism	8	2.15%
Other	9	2.42%

To your knowledge, Is there a process by which you were able to express this concern/ complaint?	Count	Percent
No	111	29.84%
Yes	261	70.16%

Do you have personal experience of this mechanism?	Count	Percent
No	366	98.39%
Yes	6	1.61%

Is the feedback process effective?	Count	Percent
No	91	24.46%
Yes	281	75.54%

How did the cash you received benefit your household?	Count	Percent
Improved access to food	303	81.45%
Debt reduction	227	61.02%
Prevention of debt	139	37.37%
Re-starting livelihood	73	19.62%
Ability to pay medical bills	183	49.19%
Other	23	6.18%

Cash Grants Survey

Governorate	Count	Percent
Anbar	92	26.59%
Kirkuk	93	26.88%
Ninewa	93	26.88%
Salah al-Din	68	19.65%
District	Count	Percent
Falluja	91	26.30%
Hamdaniya	11	3.18%
Hawiga	92	26.59%
Kirkuk	1	0.29%
Mosul	41	11.85%
Ramadi	1	0.29%
Shikhan	1	0.29%
Shirqat	68	19.65%
Sinjar	1	0.29%
Telafar	35	10.12%
Tilkaif	4	1.16%

Sex of Interviewee	Count	Percent
Female	219	63.29%
Male	127	36.71%

Age	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	18	28	37	40.51	50	91

Who is the head of household?	Count	Percent
Elderly	30	8.67%
Female Adult	179	51.73%
Male Adult	137	39.60%

How many people are in your household (HH size)?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	4	6	6.205	8	20
How many are dependents in you household? (children below 18 and elderly above 55 years disabled and chronically ill)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	2	2.347	4	13

What is your household status?	Count	Percent
Host Community	8	2.31%
IDP	3	0.87%
Returnee	335	96.82%
Did you receive a cash grant or a small business grant?	Count	Percent
Cash grant	334	96.53%
Small business grant	12	3.47%

How many people in your HH received cash grants?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	1	0.9133	1	21
What was the value of your grant?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	500	32000	313443	625000	2200000

Is it the amount that was announced to you? (in Dinar)	Count	Percent
No	131	37.86%
Yes	215	62.14%
Did you personally receive the cash?	Count	Percent
No	74	21.39%
Yes	272	78.61%
What did you use the grant for?	Count	Percent
1 Starting or expanding a small business	179	51.73%
Household expenses	134	38.73%
Other	62	17.92%

If not who received it for you?	Count	Percent
Other	70	94.59%
Your husband	4	5.41%

Please indicate whether you agree or disagree with this statement: The staff and community based workers involved with this project were qualified and helpful	Count	Percent
Agree	215	62.14%
Disagree	8	2.31%
Strongly agree	121	34.97%
Strongly disagree	2	0.58%

How far did you need to travel in kilometres to receive the grant?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	5	10	12.52	20	42

Did you experience any problems in getting your money?	Count	Percent
No	336	97.11%
Yes	10	2.89%

How did the cash you received benefit your household/business?	Count	Percent
Improved access to food	160	46.24%
Debt reduction	119	34.39%
prevention of debt	89	25.72%
re-starting livelihood	148	42.77%
ability to pay medical bills	70	20.23%
other	37	10.69%

Who made the decision on how to spend the money?	Count	Percent
Both wife and husband	51	14.74%
Husband	52	15.03%
other family members	13	3.76%
Wife	230	66.47%

Have you been able to save some money?	Count	Percent
No	330	95.38%
Yes	16	4.62%

What did you spend the money you received on?	Count	Percent
Food needs	189	54.62%
Investment in shelter improvement	169	48.84%
Health	143	41.33%
Education	75	21.68%
Other	31	8.96%

If yes how much? (in Dinar)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	100	100	200	156444	225	2500000

What proportion of the money was spent on fixed assets? (e.g. equipment property etc)	Count	Percent
All of it	258	74.57%
Don't know	11	3.18%
Less than half	6	1.73%
More than half	45	13.01%
None	26	7.51%
Were you able to find all the goods/commodities you needed nearby?	Count	Percent
No	18	5.20%
Yes	328	94.80%

How many meals a day does your HH consume?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	3	3	2.945	3	5

Has this increased or decreased since the project was implemented?	Count	Percent
It has increased very much	62	17.92%
It has somewhat increased	76	21.97%
It has stayed the same	208	60.12%

What is you total weekly food expenditure?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	100	30000	46544	75000	750000
What is the average monthly income for your household? (in Dinar)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	300	118000	174311	300000	1500000

Main source of household income for the household now?	Count	Percent
Agriculture	95	27.46%
Daily Labor	101	29.19%
Formal employment	16	4.62%
Livestock	49	14.16%
Private business	83	23.99%
Unemployed	68	19.65%
Other	87	25.14%
Do you have people working for you?	Count	Percent
No	320	92.49%
Yes	26	7.51%

How many people did you employ before the grant?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	1	1.423	2	4
How many people does your business employ now?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	1.5	1.885	2	6

In you opinion, why were you selected to benefit from the cash grants activity?	Count	Percent
HH where adult males have no access to income	35	10.12%
Extreme poor HH	273	78.90%
Household headed by women without able-bodied adult men	79	22.83%
Household headed by youth and elderly	14	4.05%
HH including members with disabilities	14	4.05%
HH with a higher number of infants and children below 5	13	3.76%
HH with a higher rate of negative coping mechanism	4	1.16%
Other	13	3.76%

To your knowledge Is there a process by which you were able to express this concern/ complaint?	Count	Percent
No	175	50.58%
Yes	171	49.42%
Do you have personal experience of this mechanism?	Count	Percent
No	100	58.48%
Yes	71	41.52%
Is the feedback process effective?	Count	Percent
No	25	14.62%
Yes	146	85.38%

House Rehabilitation Survey

Governorate	Count	Percent
Diyala	89	25.21%
Kirkuk	88	24.93%
Ninewa	88	24.93%
Salah al-Din	88	24.93%
District	Count	Percent
Baiji	87	24.65%
Hawiga	88	24.93%
Mosul	88	24.93%
Muqdadiya	89	25.21%
Shirqat	1	0.28%

Sex of Interviewee	Count	Percent
Female	153	43.34%
Male	200	56.66%

	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
Age	20	35	42	44	50	85

Who is the head of household?	Count	Percent
Elderly	19	5.38%
Female Adult	104	29.46%
Male Adult	230	65.16%

	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
How many people are in your household (HH size)?	1	4	6	6	7	56

	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
How many are dependents in your household? (children below 18 and elderly above 55 years, disabled and chronically ill)	0	1	2	2	3	12

What is your household status?	Count	Percent
Host Community	57	16.15%
IDP	8	2.27%
Returnee	288	81.59%
How would you describe the damage to your house?	Count	Percent
Major (rehabilitation needed for walls, doors, windows, and floors)	130	36.83%
Minor (limited damages to walls)	223	63.17%
What services did you receive from the project?	Count	Percent
House rehabilitation support	307	86.97%
Information related to Housing, Land, and Property rights	66	18.70%
Other (Please explain...)	9	2.55%
Did anyone from the UNDP visit your household before the work started?	Count	Percent
no	35	9.92%
yes	318	90.09%
Did you sign any document related to repairs conducted in your house?	Count	Percent
no	70	19.83%
yes	283	80.17%
Did you know what type of repairs will be done in your house before project started?	Count	Percent
no	76	21.53%
yes	277	78.47%
Did you sign any document agreeing to the completion of the planned repairs?	Count	Percent
no	207	58.64%
yes	146	41.36%
Do you own your house, or are you a tenant?	Count	Percent
Owner	322	91.22%

Tenant	31	8.78%
If yes, were you able to provide everything they asked for?	Count	Percent
no	1	0.62%
yes	161	99.38%
Did they give you any support or advice to obtain or to check your documents?	Count	Percent
no	280	79.32%
yes	73	20.68%
Were you satisfied with the support you received with your documents?	Count	Percent
no	184	52.12%
yes	169	47.88%
From the time of first engagement with UNDP, was the repair of the HH you received timely and efficient?	Count	Percent
no	93	26.35%
yes	260	73.65%
Please indicate whether you agree or disagree with this statement: The services provided made me feel safer	Count	Percent
Agree	221	62.61%
Disagree	66	18.70%
Strongly agree	63	17.85%
Strongly disagree	3	0.85%

Please indicate whether you agree or disagree with this statement: The staff and community based workers involved with this project were qualified and helpful	Count	Percent
Agree	262	74.22%
Disagree	29	8.22%
Strongly agree	59	16.71%
Strongly disagree	3	0.85%

How do you rate the quality of supplies/installation/repairs conducted at your household?	Count	Percent
Bad	148	41.93%
Good	152	43.06%

Not applicable	10	2.83%
Very Bad	5	1.42%
Very Good	38	10.76%
Was the quality of repair works to the floor, walls and roof good?	Count	Percent
Bad	113	32.01%
Good	130	36.83%
Not applicable	64	18.13%
Very Bad	5	1.42%
Very Good	41	11.61%
Was the quality of the work to the doors and windows good?	Count	Percent
Bad	105	29.75%
Good	181	51.27%
Not applicable	24	6.80%
Very Bad	5	1.42%
Very Good	38	10.76%
Were the materials and fixtures used of good quality?	Count	Percent
Bad	147	41.64%
Good	160	45.33%
Not applicable	13	3.68%
Very Bad	2	0.57%
Very Good	31	8.78%

Were the water/electric points installed of good quality?	Count	Percent
Bad	130	36.83%
Good	157	44.48%
Not applicable	36	10.20%
Very Bad	5	1.42%
Very Good	25	7.08%
Was the quantity of the supplies/installation/repairs your HH was repaired with adequate for making the needed repairs?	Count	Percent
no	121	34.28%
yes	232	65.72%
In your opinion, how would you have preferred these repairs to be completed? (read the options)	Count	Percent
Another way.	3	0.85%
I liked the way things were done- using contractors to complete the repairs was the best way	137	38.81%
I would have preferred to receive a shelter kit with materials and arrange the repairs myself	34	9.63%
I would have preferred to receive cash vouchers and arrange the repairs myself	179	50.71%
How relevant was the service you received from UNDP to your household's needs?	Count	Percent
Highly relevant	95	26.91%
Not relevant at all	3	0.85%
Quite irrelevant	6	1.70%
Quite relevant	249	70.54%
Does your home now provide sufficient privacy?	Count	Percent
no	8	2.27%
yes	345	97.73%
Does your home now protect you from the weather (e.g. sun, wind, rain, etc.)?	Count	Percent
no	12	3.40%
yes	341	96.60%

Do you have adequate water supply?	Count	Percent
no	6	1.70%
yes	347	98.30%
Do you have adequate washing and bathroom facilities?	Count	Percent
no	9	2.55%
yes	344	97.45%
Do you have enough space for your household?	Count	Percent
no	11	3.12%
yes	342	96.88%
To what extent do you think the rehabilitations contributed to creating new employment in the local area?	Count	Percent
I don't know	3	0.85%
Not at all	7	1.98%
To a large extent	167	47.31%
To a moderate extent	139	39.38%
To a small extent	37	10.48%
To what extent do you think the rehabilitations contributed to the local economy?	Count	Percent
I don't know	4	1.13%
Not at all	1	0.28%
To a large extent	163	46.18%
To a moderate extent	149	42.21%
To a small extent	36	10.20%
To what extent do you think the rehabilitations contributed to displaced people returning to the community?	Count	Percent
I don't know	6	1.70%
Not at all	1	0.28%
To a large extent	176	49.86%
To a moderate extent	138	39.09%
To a small extent	32	9.07%

Did anyone ask you to provide any services, fees or payments to be included in the project? (e.g. irrelevant fees payments, bribes, asking for favor.... etc.)?	Count	Percent
no	348	98.58%
yes	5	1.42%
Did you witness any favoritism or discrimination in who received what services?	Count	Percent
no	338	95.75%
yes	15	4.25%
If you had any feedback or concerns, was there a way to communicate them to UNDP staff?	Count	Percent
I don't know	93	26.35%
no	153	43.34%
yes	107	30.31%
If yes, what mechanisms are available to communicate feedback or concerns?	Count	Percent
Telephone number	52	14.73%
Feedback box	45	12.75%
Social Media	41	11.61%
Direct conversation	90	25.50%
Have you directly or indirectly placed a complaint with UNDP?	Count	Percent
no	332	94.05%
yes	21	5.95%
Has your problem or concern been addressed/resolved by UNDP?	Count	Percent
no	14	66.67%
yes	7	33.33%

Ramadi Canal Rehabilitation Survey

Governorate	Count	Percent
Anbar	43	100.00%
District	Count	Percent
Ramadi	43	100.00%

Sex of Interviewee	Count	Percent
Male	43	100.00%

Age	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	20	25	29	31	38	44

Who is the head of household?	Count	Percent
Elderly	2	4.65%
Male Adult	41	95.35%

How many people are in your household (HH size)?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	2	4	5	6	7	13
How many are dependents in you household? (children below 18 and elderly above 55 years, disabled and chronically ill)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	2	3	4	7

What is your household status?	Count	Percent
Returnee	43	100.00%
How has the rehabilitation of the irrigation canal affected the availability of water for your crops?	Count	Percent
Much improved	22	51.16%
Somewhat improved	21	48.84%

How has the canal rehabilitation affected the quality of water after the rehabilitation?	Count	Percent
Much improved	19	44.19%
Somewhat improved	24	55.81%
How has the rehabilitation of the irrigation canal influenced the timing and regularity of water supply for your fields?	Count	Percent
Much improved	21	48.84%
Somewhat improved	22	51.16%
How has the canal rehabilitation affected your agricultural productivity or crop yields?	Count	Percent
Much improved	16	37.21%
Somewhat improved	27	62.79%
If your yield increased can you estimate by how much (Percentage)?	Count	Percent
Yield has increased by about 25% to 50%	30	69.77%
Yield has increased by about 50% to 75%	13	30.23%
Has the canal rehabilitation allowed you to cultivate more land than before?	Count	Percent
no	2	4.65%
yes	41	95.35%
If yes how many additional dunams of land have you been able to cultivate?	Count	Percent
1 to 4 dunams	38	92.68%
4 to 10 dunams	3	7.32%
How has the irrigation canal rehabilitation affected water-use efficiency?	Count	Percent
Much improved	11	25.58%
Somewhat improved	32	74.42%
Have you been able to implement efficient water management practices as a result of the rehabilitated irrigation canal?	Count	Percent
yes	43	100.00%

Have you been able to grow new crop varieties or introduce diversification in your farming practices as a result of the improved irrigation system?	Count	Percent
no	4	9.30%
yes	39	90.70%
How has your income or financial situation changed a result of the irrigation canal rehabilitation?	Count	Percent
Much improved	3	6.98%
Somewhat improved	40	93.02%
Has the canal rehabilitation led to you employing more people on your farm?	Count	Percent
no	43	100.00%
Have you observed any changes in collaboration or sharing of water resources among fellow farmers in your community since the irrigation canal was rehabilitated?	Count	Percent
no	8	18.60%
yes	35	81.40%
How has the rehabilitation of the irrigation canal influenced community cohesion and collective efforts in managing water resources?	Count	Percent
no	8	18.60%
yes	35	81.40%
Did anyone ask you to provide any services fees or payments to be included in the project? (e.g. irrelevant fees payments bribes asking for favor... etc.)?	Count	Percent
no	43	100.00%
Did you witness any favoritism or discrimination in who received what services?	Count	Percent
no	43	100.00%
If you had any feedback or concerns was there a way to communicate them to UNDP staff?	Count	Percent
yes	43	100.00%

If yes what mechanisms are available to communicate feedback or concerns?	Count	Percent
Telephone number	43	100.00%
Feedback box	43	100.00%
Social Media	20	46.51%
Direct conversation	43	100.00%
Have you directly or indirectly placed a complaint with UNDP?	Count	Percent
no	43	100.00%

Training Survey

Governorate	Count	Percent
Anbar	69	19.83%
Diyala	71	20.40%
Kirkuk	69	19.83%
Ninewa	70	20.11%
Salah al-Din	69	19.83%
District	Count	Percent
Baiji	69	19.83%
Baladrooz	71	20.40%
Falluja	1	0.29%
Hawiga	69	19.83%
Heet	3	0.86%
Mosul	70	20.11%
Ramadi	65	18.68%

Sex of Interviewee	Count	Percent
Female	141	40.52%
Male	207	59.48%

Age	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	19	26	30	31.91	36	96

Who is the head of household?	Count	Percent
Elderly	17	4.89%
Female Adult	84	24.14%
Male Adult	247	70.98%

How many people are in your household (HH size)?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	1	4	6	6	8	19

How many are dependents in you household? (children below 18 and elderly above 55 years, disabled and chronically ill)	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	0	1	2	2	3	9

What is your household status?	Count	Percent
Host Community	100	28.74%
IDP	29	8.33%
Other (Please explain)	5	1.44%
Returnee	214	61.49%

What was the duration of the training in days?	Min.	1st Qu.	Median	Average	3rd Qu.	Max.
	1	40	40	35.11	40	100

Did you receive a certificate from the training?	Count	Percent
no	72	20.69%
yes	276	79.31%

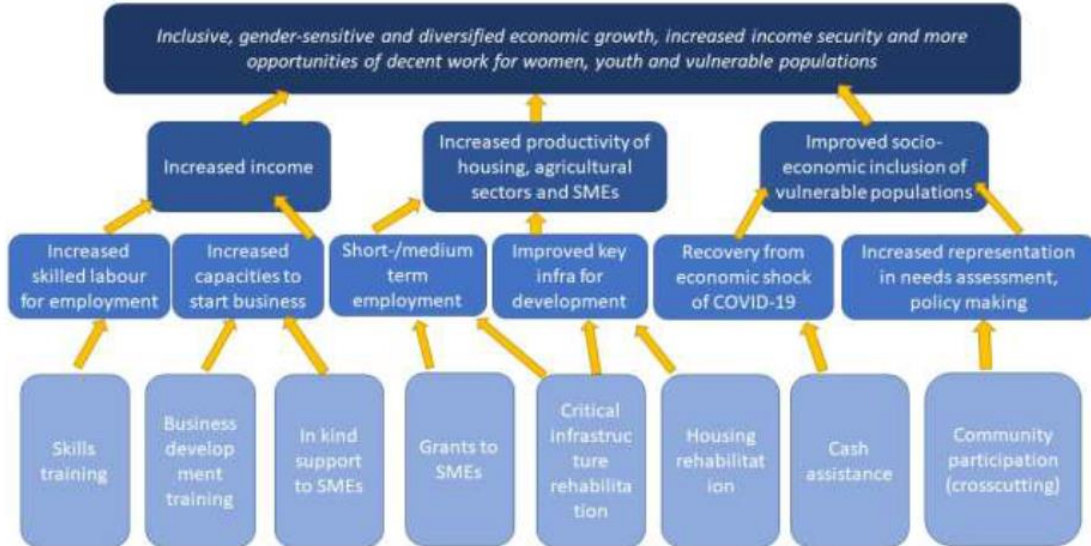
How was the training conducted?	Count	Percent
Agricultural skills training	142	40.80%
other	4	1.15%
Small business / enterprise training	22	6.32%
Vocational skills training	180	51.72%

Please rate the attitude of the instructors	Count	Percent
Bad	1	0.29%
Good	97	27.87%
Not applicable	2	0.57%
Very Bad	1	0.29%
Very Good	247	70.98%

Please rate the quality of the information provided	Count	Percent
Bad	5	1.44%
Good	102	29.31%
Not applicable	2	0.57%
Very Bad	1	0.29%
Very Good	238	68.39%
Did you face any difficulties attending the training?	Count	Percent
no	312	89.66%
yes	36	10.34%
Were the goals and objectives of the training clear and realistic?	Count	Percent
no	6	1.72%
yes	342	98.28%
Were the goals and objectives of the training achieved in your opinion?	Count	Percent
no	52	14.94%
yes	296	85.06%
Was the training appropriate to your educational level?	Count	Percent
It was about right for me, I understood everything	218	62.64%
It was too difficult, there were things I did not understand	7	2.01%
It was too easy	123	35.34%
Did the training help you to find employment or start your own business?	Count	Percent
No the training did not help me find a job or start my own business	167	47.99%
Yes, the training helped me find a job/employment	74	21.26%
Yes, the training helped me start my own business	107	30.75%
Did anyone ask you to provide any services fees or payments to be included in the project? (e.g. irrelevant fees payments bribes asking for favor.... etc.)?	Count	Percent
no	346	99.43%
yes	2	0.57%
Did you witness any favoritism or discrimination in who received what services?	Count	Percent
no	346	99.43%
yes	2	0.57%

If you had any feedback or concerns was there a way to communicate them to UNDP staff?	Count	Percent
I don't know	23	6.61%
no	144	41.38%
yes	181	52.01%
If yes what mechanisms are available to communicate feedback or concerns?	Count	Percent
Telephone number	149	42.82%
Feedback box	84	24.14%
Social Media	13	3.74%
Direct conversation	32	9.20%
Have you directly or indirectly placed a complaint with UNDP?	Count	Percent
no	346	99.43%
yes	2	0.57%
Has your problem or concern been addressed/resolved by UNDP?	Count	Percent
no	1	50.00%
yes	1	50.00%

Annex 7. Theory of Change



Annex 8. Qualitative Data Collection Tools

Focus Group Discussion – Cash for Work Beneficiaries: Beneficiaries who have taken part in the project in the cash-for-work activities for rehabilitations or similar activities

Notes for FRs

Tool: Focus Group Discussion

Participants: 4-8 Beneficiaries

* *Make sure the session is conducted in a private and quiet area where participants will feel comfortable.*

***Any photographs of the session cannot include participants' faces.*

****Leave your contact number should participants have any additional information they wish to share.*

Locations of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Number of respondents:	

<Start recording after ensuring the recording device is in a good location>

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

I would like to ask you questions on your experiences participating in UNDP's activities, I would like to hear your opinions and thoughts about this with no judgement. I am not seeking specific answers so please feel free to answer as you wish and as genuinely as possible. Your answers will not impact your ability to participate in future activities. Your answers will not be shared with your community and peers but will be combined with other participants' perspectives and shared with organizations involved in implementing the project to improve the project and the future programming.

Your participation in this discussion is completely voluntary. At any point in the discussion, you may choose to leave the session or not discuss any details that make you feel uncomfortable. In order to facilitate the discussion, I will be taking notes and an audio recording. We will not write down your names or use them after this discussion. Any information you provide will be anonymous, and your identities will not be shared.

Information you provide will be used only to assess UNDP's project activities in your community and you will not receive anything for participating today.

The total time of the discussion should not last longer than 45 minutes.

- Do you all understand and consent to participate in this discussion?
- Do you have any questions before we begin?

NOTE TO FR: Fill out this table before or after the discussion:

Section 1: Demographic Information

Participant	Gender	Age	Household (resident, returnee)	Status IDP,	Length of Living Community	Time in
1						
2						
3						
4						
5						
6						
7						
8						

QUESTIONS

The program activities

1. Describe to me the **cash for work** activities you participated in.
 - a. What was your experience / involvement with these activities?
 - b. How long did the activity last?
 - c. Who did you interact with?
 - d. How often did you receive support?

2. How were you selected to participate in the activity/activities?
 - a. How did you learn about the opportunity?
 - b. Where or how did you receive information on this opportunity?
 - c. Was the information about the conditions of participation and type of activities clear before you were recruited? Please explain.

3. What is your opinion about the cash for work activities offered by UNDP? Why do you say so?
 - a. Did the cash for work activities meet your expectations?
 - b. What did you learn or gain?
 - c. How did you use/apply what you learned/gained?

4. Were these activities suited for women, people living with disabilities or elderly people? Please explain your answer
 - a. Did they have specific difficulties or challenges? What caused the difficulties or challenges
 - b. Did they have specific talents or skills required? Please give an example
 - c. How can the activity be changed to better suit their needs? What needed to be put in place?
 - d. How did their participation in these activities impact their lives? Please give an example
 - e. Were women or people living with disabilities treated differently in this project? If yes, please give an example.
 - f. Were there any unintended consequences or challenges specific to women, people with disabilities, or elderly participants.
 - g. Were there any challenges or barriers you faced during the cash for work activities that were related to your gender, age, or any disabilities you might have had? How were these challenges addressed?

5. What was the biggest barrier for you to benefit from the project?
 - a. (i.e. lack of technical skills, personal health, access to financial resources, cultural/social norms, security situation, legal support, time availability, family obligations or other)
 - b. Please explain your answer and share an example
 - c. Were there any specific skills or knowledge gaps that you encountered during the cash for work activities? How did you overcome them to succeed in your tasks?
 - d. Did the training offered by the project during cash for work close the skills or knowledge gap?
6. What were the most significant aspects that helped you benefit from the project?
 - a. (i.e. skills training, health and safety measures in place, financial support, respect to cultural/social norms, security situation, legal support, duration of activity, or other)
 - b. Please explain your answer and share an example

Effects of the project activities

7. From your point of view, what is the biggest change you have experienced as a result of the project?
 - a. How did your participation in these activities impact your life? Can you give me an example?
 - b. Have aspects of your personal life also changed? (e.g. more choice of what to buy, more motivation to work, more hopeful for your household, more self-esteem, more pride or dignity, etc.)
 - c. Did the income gained change living conditions of your household? (type of food intake, access to medical services, access to education etc)
 - d. Have your attitudes/perceptions/behaviours on certain things changed? If yes, please share an example.
 - e. Were there any negative impacts of the project in your life?
8. How does your participation in the project affect the way your community sees you?
 - a. How does your household/family/neighbours perceive you since you participated in the project? (e.g. proud, jealous, kind, supportive, etc.)
 - b. How did your participation in the cash for work activities influence the way your community views your contributions? Did it change how others perceived your role within the community?
 - c. How did your participation in cash for work impact the community? For example, spending the income from cash for work on other businesses etc.
 - d. What was the impact of infrastructure rehabilitations using cash for work?
9. To what extent did your participation in the cash for work activities align with your personal financial needs and aspirations?
10. Did the cash for work activities provide you with opportunities to develop any new skills or learnings? How have you applied these skills afterward?
11. How do you perceive the impact of the cash for work activities on your household's economic situation and resilience? Do you have more/less ability to provide for your household as a result of cash for work participation? (e.g. children's education, children's health, food quantity, food quality)
12. Are the project benefits still enjoyed by beneficiaries such as yourself and your communities?

Lessons Learned and Good Practices

13. Do you feel that the project was able to improve your resilience?
 - a. Has the project improved your ability to cope with the effects of conflict? Why do you think so?
 - b. Can you give examples?
14. What was the best thing about these activities?
 - a. What went well? Please share an example

15. What activities should be continued in future projects?
16. Do you think the gains or impacts of these project activities will be sustained in time?
 - a. If yes or no, why do you think so?
17. What needed improvement in these activities?
 - a. Where did these challenges and difficulties come from?
 - b. Is there anything that could have been done better?
 - c. How differently would the cash for work project have been managed to better meet your household needs?
18. Were you able to provide feedback on the project, or raise complaints and concerns? How did this work?

19. Conclusion

20. Do you have any questions for me?

Thank you for your time answering my questions. If you have any follow-up inquiries, please contact: [XXX] at this number [XXX]. I appreciate your responses and they were very valuable for our study.

Focus Group Discussion – Cash Grants: Beneficiaries who received cash grants

Notes for FRs

Tool: Focus Group Discussion

Participants: 4-8 Beneficiaries

** Make sure the session is conducted in a private and quiet area where participants will feel comfortable.*

***Any photographs of the session cannot include participants’ faces.*

****Leave your contact number should participants have any additional information they wish to share.*

Locations of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Number of respondents:	

<Start recording after ensuring the recording device is in a good location>

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)’s projects in Iraq. We specifically want to hear your perspective about BREP project.

I would like to ask you questions on your experiences participating in UNDP’s activities, I would like to hear your opinions and thoughts about this with no judgement. I am not seeking specific answers so please feel free to answer as you wish and as genuinely as possible. Your answers will not impact your ability to participate in future activities. Your answers will not be shared with your community and peers. Your answers combined with other participants’ perspectives will be shared with organizations involved in implementing the project to improve the project and future programming.

Your participation in this discussion is completely voluntary. At any point in the discussion, you may choose to leave the session or not discuss any details that make you feel uncomfortable. In order to facilitate the discussion, I will be taking notes and an audio recording. We will not write down your names or use them after this discussion. Any information you provide will be anonymous, and your identities will not be shared. Information you provide will be used only to assess UNDP’s project activities in your community and you will not receive anything for participating today.

The total time of the discussion should not last longer than 45 minutes.

- Do you all understand and consent to participate in this discussion?
- Do you have any questions before we begin?

NOTE TO FR: Fill out this table before or after the discussion:

Section 1: Demographic Information						
Participant	Gender	Age	Household (resident, returnee)	Status IDP,	Length of Living Community	Time in
1						
2						
3						
4						
5						
6						
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8						

QUESTIONS

The program activities

21. Describe to me the cash/business grant activities you participated in.
 - a. What was your experience / involvement with these activities?
 - b. How long did the activity last?
 - c. Who did you interact with?
 - d. How often did you receive support?

22. How were you selected to participate in the cash/business grant activity/activities?
 - a. How did you learn about the opportunity?
 - b. Where or how did you receive information on this opportunity?
 - c. Was the information about the conditions of participation and type of activities clear before you were recruited? Please explain.

23. What is your opinion about the grant activities offered by UNDP? Why do you say so?
 - a. Did the activities meet your expectations?
 - b. What did you learn or gain?
 - c. How did you use/apply what you learned/gained?

24. Were these activities suited for women, people living with disabilities or elderly people? Please explain your answer
 - a. Did they have specific difficulties or challenges? What caused the difficulties or challenges?
 - b. Did they have specific talents or skills required? Please give an example
 - c. How can the activity be changed to better suit their needs? What needed to be put in place?
 - d. How did their participation in these activities impact their lives? Please give an example
 - e. Were women or people living with disabilities treated differently in this project? If yes, please give an example.
 - f. Were there any unintended consequences or challenges specific to women, people with disabilities, or elderly participants.
 - g. Did you notice any differences in the way cash or small business grants were accessed or used by women, people with disabilities, or elderly members of the community?

25. What was the biggest barrier for you to benefit from the project?
 - a. (i.e. lack of technical skills, personal health, access to financial resources, cultural/social norms, security situation, legal support, time availability, family obligations, or other)
 - b. Please explain your answer and share an example
26. What were the most significant aspects that helped you benefit from the project?
 - a. (i.e. provision of business management skills, safety and health measures, financial support, respect to cultural/social norms, security situation, legal support, duration of the support, coaching and mentorship or other)
 - b. Please explain your answer and share an example

Effects of the project activities

27. From your point of view, what is the biggest change you have experienced as a result of the project at personal, household and community level?
 - a. How did your participation in these activities impact your life? Can you give me an example?
 - b. Have aspects of your personal life also changed? (e.g. more choice of what to buy, more motivation to work, more hopeful for your household, more self-esteem, more pride or dignity, etc.)
 - c. Have your attitudes/perceptions/behaviours on certain things changed? If yes, please share an example.
 - d. Do you have more/less ability to provide for your household? (e.g. children's education, children's health, food quantity, food quality)
 - e. How did receiving cash or small business grants affect your financial stability and your ability to support your family? Can you provide specific examples of changes you experienced as a result?
28. How does your participation in the project affect the way your community sees you?
 - a. How does your household/family/neighbours perceive you since you participated in the project? (e.g. proud, jealous, kind, supportive, etc.)
29. How did the cash grants or small business grants contribute to your financial stability, and how did you use the funds? Are you still enjoying the benefits currently?
 - a. Is the business still in operation? Did the grant lead to creation of employment for other people in your business? On average how many employment opportunities per beneficiary?
30. Can you share any specific instances where the grants led to a positive change in your family's well-being or your community's economic conditions?
31. To what extent do you believe that receiving the cash grants or small business grants empowered you to be more self-reliant and economically active?

Lessons Learned and Good Practices

32. Do you feel that the project was able to improve your resilience?
 - a. Has the project improved your ability to cope with the effects of conflict? Why do you think so?
 - b. Can you give examples?
33. What was the best thing about these activities?
 - a. What went well? Please share an example
34. What activities should be continued in future projects?
35. Do you think the gains or impacts of these project activities will be sustained in time?
 - a. If yes or no, why do you think so?
36. Can you share any strategies you used to manage and invest the cash or small business grants effectively? What advice would you give to others who receive similar grants in the future?

37. What needed improvement in these activities?
 - a. Where did these challenges and difficulties come from?
 - b. Is there anything that could have been done better?
 - c. How differently would the cash/ business grants have been managed to better meet the needs of your household?
38. Were you able to provide feedback on the project, or raise complaints and concerns? How did this work?

39. Conclusion

40. Do you have any questions for me?

Thank you for your time answering my questions. If you have any follow-up inquiries, please contact: [XXX] at this number [XXX]. I appreciate your responses and they were very valuable for our study.

Focus Group Discussion – Beneficiaries who have benefited from the Rehabilitation Works: people staying in the rehabilitated houses, people using the rehabilitated irrigation canals, people using the rehabilitated shops and other infrastructures.

Notes for FRs

Tool: Focus Group Discussion

Participants: 4-8 Beneficiaries

** Make sure the session is conducted in a private and quiet area where participants will feel comfortable.*

***Any photographs of the session cannot include participants' faces.*

****Leave your contact number should participants have any additional information they wish to share.*

Locations of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Number of respondents:	

<Start recording after ensuring the recording device is in a good location>

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

I would like to ask you questions on your experiences participating in UNDP's activities, I would like to hear your opinions and thoughts about this with no judgement. I am not seeking specific answers so please feel free to answer as you wish and as genuinely as possible. Your answers will not impact your ability to participate in future activities. Your answers will not be shared with your community and peers but will be combined with other participants' perspectives and shared with organizations involved in implementing the project to improve the project and future programming.

Your participation in this discussion is completely voluntary. At any point in the discussion, you may choose to leave the session or not discuss any details that make you feel uncomfortable. In order to facilitate the discussion, I will be taking notes and an audio recording. We will not write down your names or use them after this discussion. Any information you provide will be anonymous, and your identities will not be shared.

Information you provide will be used only to assess UNDP's project activities in your community and you will not receive anything for participating today.

The total time of the discussion should not last longer than 45 minutes.

- Do you all understand and consent to participate in this discussion?
- Do you have any questions before we begin?

NOTE TO FR: Fill out this table before or after the discussion:

Section 1: Demographic Information						
Participant	Gender	Age	Household (resident, returnee)	Status IDP,	Length of Living Community	Time in
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8						

QUESTIONS

The program activities

41. Can you describe the housing or infrastructure rehabilitation projects you were involved in? How did this project impact your living conditions and community infrastructure?
 - a. What was your experience / involvement with these activities?
 - b. How long did the work last?
 - c. Who did you interact with?

42. What is your opinion about the infrastructure rehabilitation activities offered by UNDP? Why do you say so?
 - a. Did the activities meet your expectations?

43. Did this project also target women, people living with disabilities or elderly people to benefit from these rehabilitations? Please explain your answer
 - a. Did they have specific difficulties or challenges? Please give an example
 - b. How can the activity be changed to better suit their needs?
 - c. How did their participation in these activities impact their lives? Please give an example
 - d. Were women or people living with disabilities treated differently in this project? If yes, please give an example.
 - e. Were there any unintended consequences or challenges specific to women, people with disabilities, or elderly participants.

44. What were the most significant aspects that helped you benefit from the project?
 - a. Please explain your answer and share an example
 - b. Were there any challenges or obstacles you faced during the housing or infrastructure rehabilitation projects?

Effects of the project activities

45. Can you describe any improvements in living conditions resulting from the housing and infrastructure rehabilitation projects?
46. How has the rehabilitation of housing and infrastructure influenced your sense of security and overall quality of life?
47. To what extent have these rehabilitation projects contributed to the resilience of your community in the face of challenges?
48. From your point of view, what is the biggest change you have experienced as a result of the project?
 - a. How did your participation in these activities impact your life? Can you give me an example?
 - b. How have the housing or infrastructure rehabilitation projects affected your daily life and comfort? Can you give examples of how these changes have made a difference for you and your family?
49. How does your participation in the project affect the way your community sees you?
 - a. How does your household/family/neighbours perceive you since you participated in the project? (e.g. proud, jealous, kind, supportive, etc.)

Lessons Learned and Good Practices

50. Do you feel that the project was able to improve your resilience?
 - a. Has the project improved your ability to cope with the effects of conflict? Why do you think so?
 - b. Can you give examples?
51. What was the best thing about these activities?
 - a. What went well? Please share an example
52. What activities should be continued in future projects?
53. Do you think the gains or impacts of these project activities will be sustained in time?
 - a. If yes or no, why do you think so?
54. What needed improvement in these activities?
 - a. Where did these challenges and difficulties come from?
 - b. Is there anything that could have been done better?
 - c. How differently would the rehabilitations have been managed to better meet your household needs?
55. Were you able to provide feedback on the project as a rehabilitated infrastructure user, or raise complaints and concerns? How did this work?

56. Conclusion

57. Do you have any questions for me?

Thank you for your time answering my questions. If you have any follow-up inquiries, please contact: [XXX] at this number [XXX]. I appreciate your responses and they were very valuable for our study.

Focus Group Discussion – Training beneficiaries: Beneficiaries who have attended various trainings (SME trainings etc)

Notes for FRs

Tool: Focus Group Discussion

Participants: 4-8 Beneficiaries

** Make sure the session is conducted in a private and quiet area where participants will feel comfortable.*

***Any photographs of the session cannot include participants' faces.*

****Leave your contact number should participants have any additional information they wish to share.*

Locations of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Number of respondents:	

<Start recording after ensuring the recording device is in a good location>

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

I would like to ask you questions on your experiences participating in UNDP's activities, I would like to hear your opinions and thoughts about this with no judgement. I am not seeking specific answers so please feel free to answer as you wish and as genuinely as possible. Your answers will not impact your ability to participate in future activities. Your answers will not be shared with your community and peers but will be combined with other participants' perspectives and shared with organizations involved in implementing the project to improve the project and future programming.

Your participation in this discussion is completely voluntary. At any point in the discussion, you may choose to leave the session or not discuss any details that make you feel uncomfortable. In order to facilitate the discussion, I will be taking notes and an audio recording. We will not write down your names or use them after this discussion. Any information you provide will be anonymous, and your identities will not be shared.

Information you provide will be used only to assess UNDP's project activities in your community and you will not receive anything for participating today.

The total time of the discussion should not last longer than 45 minutes.

- **Do you all understand and consent to participate in this discussion?**
- **Do you have any questions before we begin?**

NOTE TO FR: Fill out this table before or after the discussion:

Section 1: Demographic Information						
Participant	Gender	Age	Household (resident, returnee)	Status IDP,	Length of Living Community	Time in
1						
2						
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QUESTIONS

The program activities

1. Could you explain the type of training you received and how it was structured? What skills or knowledge did you gain from this training program? What was your experience / involvement with these activities?
 - a. How long did the training last?
 - b. Who did you interact with?

58. How did you learn about the training opportunities?
 - a. Were there any specific criteria you needed to meet to participate? Were these criteria clear and easily accessible?
 - b. Was the information about the conditions of participation and type of activities clear before your recruitment? Please explain.
59. What is your opinion about the training activities offered by UNDP? Why do you say so?
 - a. Did the activities meet your expectations?
 - b. What did you learn or gain?
 - c. How did you use/apply what you learned/gained?
60. Were these activities suited for women, people living with disabilities or elderly people? Please explain your answer
 - a. Did they have specific difficulties or challenges? What caused the difficulties or challenges?
 - b. Did they have specific talents or skills required? Please give an example
 - c. How can the activity be changed to better suit their needs? What needed to be put in place?
 - d. How did their participation in these activities impact their lives? Please give an example
 - e. Were women or people living with disabilities treated differently in this project? If yes, please give an example.
 - f. Were there any unintended consequences or challenges specific to women, people with disabilities, or elderly participants.

- g. Were there any specific challenges or advantages that women, people with disabilities, or elderly participants faced during the training programs? How were these addressed by the trainers or organizers?
61. What was the biggest barrier for you to benefit from this project?
 - a. (i.e. lack of technical skills, personal health, access to financial resources, cultural/social norms, security situation, legal support, time availability, or other)
 - b. Please explain your answer and share an example
 62. What were the most significant aspects that helped you benefit from the project?
 - a. Please explain your answer and share an example

Effects of the project activities

63. How do you perceive the relevance of the training you received to the current job market or business opportunities in your community?
64. Can you provide examples of how the vocational training or agricultural sector training has led to increased income-generating opportunities or increased access to employment?
65. To what extent do you believe that the skills gained from the training programs have positively impacted gender equality and women's participation in the local economy in your community?
66. From your point of view, what is the biggest change you have experienced as a result of the project?
 - a. How did your participation in these activities impact your life? Can you give me an example?
 - b. Have aspects of your personal life also changed? (e.g. more choice of what to buy, more motivation to work, more hopeful for your household, more self-esteem, more pride or dignity, etc.)
 - c. Have your attitudes/perceptions/behaviours on certain things changed? If yes, please share an example.
 - d. Do you have more/less ability to provide for your household as a result of the training you received? (e.g. children's education, children's health, food quantity, food quality)
 - e. How has the training you received impacted your ability to find employment or start your own business? Have you been able to apply the skills you learned effectively?
67. How does your participation in the project affect the way your community sees you?
 - a. How does your household/family/neighbours perceive you since you participated in the project? (e.g. proud, jealous, kind, supportive, etc.)

Lessons Learned and Good Practices

68. Do you feel that the project was able to improve your resilience?
 - a. Has the project improved your ability to cope with the effects of conflict? Why do you think so?
 - b. Can you give examples?
69. What was the best thing about these training activities?
 - a. What went well? Please share an example
70. What activities should be continued in future projects?
71. Do you think the gains or impacts of these project activities will be sustained in time?
 - a. If yes or no, why do you think so?
72. What needs improvement in these training activities?
 - a. Where did these challenges and difficulties come from?
 - b. Is there anything that could have been done better?

- c. How differently would the trainings have been managed to better meet your household needs?
73. Were you able to provide feedback on the project, or raise complaints and concerns? How did this work?

74. Conclusion

75. Do you have any questions for me?

Thank you for your time answering my questions. If you have any follow-up inquiries, please contact: [XXX] at this number [XXX]. I appreciate your responses and they were very valuable for our study.

Key Informant Interview (KII) – Project Staff – National / Strategic level

Notes for Field Researchers (FR):

Tool: Key Informant Interview (KII)

Participants: UNDP Staff Member, working across multiple sectors

Sampling: see separate list of targets.

- *Make sure the session is conducted in a private and quiet area where participant will feel comfortable.*
- *Any photographs of cannot include participants' faces.*
- *Leave your contact number should participants have any additional information they wish to share.*

Location of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Gender of respondents:	
Occupation of respondent:	
Age of respondent:	

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

Your participation in this discussion is completely voluntary. At any point in the discussion you may choose to end the session, refuse to answer any question, or to not discuss any details that make you feel uncomfortable. Any information you provide will be anonymous, and your identity will not be shared. In order to facilitate the discussion, I will be taking notes and an audio recording. The total time of the discussion should not last longer than 45 minutes.

DO YOU CONSENT TO BE INTERVIEWED AND RECORDED? Yes / No (Delete as appropriate)

Questions:

1. Overview. First, I would like to understand your role.

- 1.1. Please tell me about your role and responsibilities, generally
- 1.2. What work did you do specifically in relation to UNDP's programme? Which aspects of the project were you involved with?
- 1.3. Apart from your own team and managers, which other UNDP staff did you work with most closely for this project?

2. Alignment with Strategic Priorities.

- 2.1. How did UNDP ensure that the program aligned with Iraq's national development priorities?

- 2.2. What specific steps were taken to ensure that the program's objectives and activities were in line with the UNDP Country Programme Document (CPD) for Iraq (2020-2024)?
- 2.3. How did you ensure that the program's goals and interventions were consistent with the UNDP Global Strategic Plan (2018-2022) and the Sustainable Development Goals (SDGs) 1, 5, and 8?
- 2.4. Could you elaborate on the process followed to set program priorities based on these strategic frameworks?
- 2.5. To what extent did the project team refer to the theory of change outlined in the UNDP CPD (2020-2024), the UNDP Global Strategic Plan (2018-2022)? How were the relevant SDGs (1, 5, and 8) considered in program design?
- 2.6. In your opinion, how did the project's activities and interventions contribute to the expected outcomes and impacts outlined in these strategic documents?
- 2.7. How did you ensure that the project's design and delivery were coherent with international obligations and commitments, especially those related to human rights and sustainable development?

3. Gender Equality, Women's Empowerment, and Human Rights-Based Approach.

- 3.1. How was gender equality, women's empowerment, and the human rights-based approach integrated into the program's design and implementation?
- 3.2. Can you provide examples of how these considerations were operationalized within program activities and outcomes?

4. Responding to contextual changes, sustainability and exit strategies

- 4.1. What changes in the political, legal, economic, or institutional context of the country were considered during the program's implementation?
- 4.2. How did the program team respond and adapt to these changes to ensure the program's continued relevance and effectiveness?
- 4.3. Looking ahead, has the project developed an exit strategy? What consideration has been given to sustainability of the project's outcomes after the project concludes?

5. Coordination with Partners:

- 5.1. How did UNDP work to complement the efforts of other entities, including development partners and non-governmental organizations, that had similar interventions?
- 5.2. Were there any mechanisms in place for coordination, information sharing, and collaborative planning with these entities?

6. Stakeholder Engagement:

- 6.1. How were stakeholders involved in the design and implementation of the project?
- 6.2. At national level, which stakeholders were involved in the design and implementation of the project? (e.g. government, donors, other agencies, etc)

- 6.3. Could you provide examples of how their input and feedback influenced the program's design and outcomes?

7. National-Level Management:

- 7.1. What arrangements are in place to manage the project at national level?
- 7.2. Do you find the current project management strategy effective in delivering the desired and planned results?

8. Monitoring and Evaluation Framework

- 8.1. Can you describe the monitoring and evaluation framework that was established for the project?
- 8.2. How were the results of monitoring and evaluation activities utilized by the program team and stakeholders? Were the findings used for decision-making, course correction, or communication purposes?
- 8.3. Were there instances where monitoring and evaluation findings prompted adjustments to the project's design or implementation? How were lessons learned from monitoring and evaluation integrated into program improvements?

9. Efficiency

- 9.1 How well has the project adhered to the established timelines? Have any delays impacted the project activities?
- 9.2 Has the project adhered to its budget, or have there been cost overruns? Have there been any unexpected expenses?
- 9.3 Can you provide examples of time, budget and resource-saving initiatives implemented during the project?

10. Final Comments

- 10.1. Finally, before finishing this session, Do you have anything you would like to add or discuss in addition to what you all have contributed so far?

Remember to thank the participant for their time.

Key Informant Interview (KII) – Project Staff

Notes for Field Researchers (FR):

Tool: Key Informant Interview (KII)

Participants: UNDP Staff Member, working across multiple sectors

Sampling: see separate list of targets.

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Location of discussion (district, sub-district, town/community):	
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Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Gender of respondents:	
Occupation of respondent:	
Age of respondent:	

Introduction and Informed Consent – [To be read to the participant by FR]:

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Your participation in this discussion is completely voluntary. At any point in the discussion you may choose to end the session, refuse to answer any question, or to not discuss any details that make you feel uncomfortable. Any information you provide will be anonymous, and your identity will not be shared. In order to facilitate the discussion, I will be taking notes and an audio recording. The total time of the discussion should not last longer than 45 minutes.

DO YOU CONSENT TO BE INTERVIEWED AND RECORDED? Yes / No (Delete as appropriate)

Questions:

7. Overview

First, I would like to understand your role.

- 7.1. Please tell me about your role and responsibilities, generally
- 7.2. What work did you do specifically in relation to UNDP's programme (BREP)?
 - 7.2.1. Which aspects of BREP project (Infrastructure rehabilitations/ cash for work, skills development, business support) were you involved with?
- 7.3. Which geographical areas do you cover? (e.g. which governorate, any specific district, etc?)
- 7.4. Apart from your own team and managers, which other UNDP staff did you work with most closely for this project?

8. Coordination and Communication

Next, I would like to ask you about how UNDP coordinated BREP project.

- 8.1. Please describe any consultation and coordination with the authorities, government, local councils, etc which you were involved with for this project.
 - 8.1.1. Who exactly did you consult and coordinate with?
 - 8.1.2. What did this consultation and coordination involve?
 - 8.1.3. Was this effective? Why, or why not?
 - 8.1.4. Were there specific challenges coordinating with these actors?
- 8.2. Please describe any consultation and coordination with other humanitarian agencies, including the clusters, which you were involved with for this project.
 - 8.2.1. Who exactly did you consult and coordinate with?
 - 8.2.2. What did this consultation and coordination involve?
 - 8.2.3. Was this effective? Why, or why not?
 - 8.2.4. Were there specific challenges coordinating with these actors?
- 8.3. Please describe any consultation and coordination UNDP did with beneficiaries and the wider community, which you were involved with for BREP project.
 - 8.3.1.1. Who exactly did you consult and coordinate with?
 - 8.3.1.2. What did this consultation and coordination involve?
 - 8.3.1.3. Was this effective? Why, or why not?
 - 8.3.1.4. Were there specific challenges coordinating with these actors?
- 8.4. Were there other actors that you think UNDP needed to coordinate with but did not? Who are they and why?
- 8.5. How well did the different outputs and activities support each other in your area?
- 8.6. How was protection mainstreaming considered in the design and implementation of the project activities?

9. Beneficiary Selection

Next I would like to discuss how beneficiaries were chosen for the project.

- 9.1. Do you know why UNDP chose to work the specific areas/locations chosen for BREP project? Please explain the selection/targetting process.
- 9.2. Have you noticed any change due to BREP project, since the start of its interventions? Please describe.
- 9.3. Were you involved in helping to identify beneficiaries for BREP project?

- 9.3.1. If so, please describe the process.
- 9.3.2. Was this process effective? Why, or why not?
- 9.3.3. What criteria were used to select beneficiaries for the project?
- 9.4. Do you think that UNDP reached all parts of the community, including men, women, boys, girls, the elderly, people with disabilities, and so on?
 - 9.4.1. Were any groups of people missed or excluded?
 - 9.4.2. How were women and girls included in the project?
 - 9.4.3. How were people with disabilities consulted and included in the process?
 - 9.4.4. How were elderly people consulted and included in the process?
- 9.5. How did UNDP communicate with beneficiaries?
 - 9.5.1. Was this effective?
- 9.6. To your understanding, did beneficiaries have a clear understanding of why they had (or had not) been selected?
- 9.7. Have beneficiaries provided any feedback on beneficiary selection? If so, what kind of feedback have they provided?

10. Effects of the project

Next, I would like to ask you about the effect the project had.

- 10.1. How did BREP's activities help to change the situation for beneficiaries?
- 10.2. Which of these changes do you think is the most important?
- 10.3. Looking to the future, how do you think these changes might affect the lives of beneficiaries over the next one or two years?
- 10.4. Do you think BREP project has any wider effects for the community in the areas where you work, beyond the immediate beneficiaries?
 - 10.4.1. If so, please describe it.
- 10.5. In your opinion, what was good about the project?
- 10.6. In your opinion, what was bad about the project?

11. Contractors, suppliers and service providers

I would like to ask you about UNDP's use of contractors.

- 11.1. Were you involved in selecting contractors, for housing or infrastructure rehabilitation?
 - 11.1.1. If so, can you describe who they were and how they were selected?
 - 11.1.2. What work did they do?

11.1.3. What challenges did you have working with these contractors?

11.1.4. How would you describe their conduct and professionalism?

11.1.5. How were any technical aspects (e.g. construction) of their work supervised?

11.1.6. How was the quality of their work overall?

11.1.7. How did the project supervised/monitored the work conducted by the contractor. Please explain in as much detail as you can.

11.1.8. Are you aware of significant quality problems or defects?

12. Monitoring and Reporting

I would also like to discuss a few of the other controls and processes that UNDP's BREP project has.

12.1. Could beneficiaries provide feedback, comments and complaints to UNDP?

12.1.1. If so, what was the process for handling feedback and complaints?

12.1.2. Was this only open to direct beneficiaries or also for the wider community?

12.2. Are you aware of any feedback from the beneficiaries?

12.2.1. Were they happy with the project, or did they complain?

12.2.2. Is beneficiary feedback used to inform and improve UNDP's work? How?

12.3. What would you suggest to improve similar projects in future?

12.4. Can you describe how you conducted monitoring activities during this project?

12.5. What processes did you have in place for certifying payments and completion of construction work?

12.6. Have you had any follow-up sessions or lessons learned after the implementation?

13. Efficiency

7.1 How well has the project adhered to the established timelines? Have any delays impacted the project activities?

7.2 Has the project adhered to its budget, or have there been cost overruns? Have there been any unexpected expenses?

7.3 Can you provide examples of time, budget and resource-saving initiatives implemented during the project?

14. Final Comments

Finally, before finishing this session.

14.1. Do you have anything you would like to add or discuss in addition to what you all have contributed so far?

Key Informant Interview (KII) – External Stakeholders

Notes for Field Researchers (FR):

Tool: Key Informant Interview (KII)

Participants: External Stakeholders

Sampling: see separate list of targets.

- *Make sure the session is conducted in a private and quiet area where participant will feel comfortable.*
- *Any photographs of people cannot include participants' faces.*
- *Leave your contact number should participants have any additional information they wish to share.*

Location of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Gender of respondent:	
Occupation of respondent:	
Age of respondent:	

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s BREP project in Iraq. We specifically want to hear your perspective about the project.

Your participation in this discussion is completely voluntary. At any point in the discussion you may choose to end the session, refuse to answer any question, or to not discuss any details that make you feel uncomfortable. Any information you provide will be anonymous, and your identity will not be shared. In order to facilitate the discussion, I will be taking notes and an audio recording. The total time of the discussion should not last longer than 45 minutes.

DO YOU CONSENT TO BE INTERVIEWED AND RECORDED? Yes / No (Delete as appropriate)

Questions:

15. Overview

First, I would like to understand your connection to UNDP's BREP project.

15.1. Please describe your involvement with the project.

15.1.1. Which aspects of the project were you involved with? E.g. which activities / outputs?

15.1.2. Why were you asked to participate and what were you able to contribute?

15.2. Please describe the activities **UNDP** conducted in your area under BREP project. What did they do?

15.2.1. Were these activities necessary? Why, or why not?

15.2.2. Who directed these activities?

16. Coordination and Communication

Next, I would like to ask you about how UNDP coordinated BREP project.

16.1. To what extent was the project implemented in synergy and in coordination with other actors in the area?

16.2. Please describe any consultation and coordination UNDP did with you and/or your organisation under BREP project.

16.2.1. Who exactly did they consult and coordinate with?

16.2.2. What did this consultation and coordination involve?

16.2.3. Was this effective? Why, or why not?

16.2.4. Were there specific challenges?

16.3. Please describe any consultation and coordination UNDP did with **other organisations** and the wider community under BREP project.

16.3.1. Who exactly did they consult and coordinate with?

16.3.2. What did this consultation and coordination involve?

16.3.3. Was this effective? Why, or why not?

16.3.4. Were there specific challenges?

16.4. Do you think that **UNDP** consulted and included all of the right people in the project? Which other people/ actors would have been consulted or included in the project and why?

16.5. How would you describe the conduct and behaviour of **UNDP's** staff?

16.6. Overall, do you think **UNDP's** work in your area was well coordinated? Why, or why not?

17. Beneficiary Selection

Next I would like to discuss how beneficiaries were chosen for the project.

17.1. Do you know why UNDP chose to work the specific areas/locations chosen? Please explain the selection/targetting process.

17.2. Have you noticed any change since BREP project began? Please describe.

17.3. How have vulnerable groups been identified?

17.4. Were you involved in helping to identify beneficiaries for BREP project?

17.4.1. If so, please describe the process.

17.4.2. Was this process effective? Why, or why not?

17.4.3. What criteria were used to select beneficiaries for each aspect of the project?

17.5. Do you think that the project reached all parts of the community, including men, women, boys, girls, the elderly, people with disabilities, and so on?

17.5.1. Were any groups of people missed or excluded?

17.5.2. How were women and girls consulted and included in the process?

17.5.3. How were people with disabilities consulted and included in the process?

17.5.4. How were elderly people consulted and included in the process?

17.6. Do you know how **UNDP** communicated with beneficiaries?

17.6.1. Was this effective?

17.7. To your understanding, did beneficiaries have a clear understanding of why they had (or had not) been selected?

17.8. Have beneficiaries provided any feedback on beneficiary selection? If so, what kind of feedback have they provided?

18. Effects of the project

Next, I would like to ask you about the effect the project had in your community.

18.1. How did **UNDP's** activities help to change the situation for beneficiaries?

18.2. Which of these changes do you think is the most important?

18.3. Looking to the future, how do you think these changes might affect the lives of beneficiaries over the next one or two years?

18.4. Do you think the project has any wider effects for the community in your area, beyond the immediate beneficiaries?

18.4.1. If so, please describe it.

18.5. In your opinion, what was good about the project?

18.6. In your opinion, what was bad about the project and how could it be improved?

18.7. Did **UNDP** take opportunities to support long term strategies to reduce underlying vulnerability and risks?

18.8. Did the project include sufficient measures to build local capacities (beneficiaries and local institutions)?

19. Contractors, suppliers and service providers

I would like to ask you about any organisations working for **UNDP**.

19.1. Did you have contact with any contractors, suppliers or service providers, working for **UNDP**?

19.1.1. If so, can you describe who they were?

- 19.1.2. Are you able to explain how they were selected?
- 19.1.3. What work did they do?
- 19.1.4. How would you describe their conduct and behaviour?
- 19.1.5. How were any technical aspects of their work supervised?
- 19.1.6. How was the quality of their work?

20. Monitoring, Reporting and Efficiency

I would also like to discuss a few of the other controls and processes that UNDP has.

- 20.1. Are you able to provide feedback, comments and complaints to **UNDP**?
 - 20.1.1. If so, how would you do this?
 - 20.1.2. Can beneficiaries or the wider community also provide feedback?
- 20.2. Are you aware of any feedback from the beneficiaries?
 - 20.2.1. Were they happy with the project, or did they complain?
- 20.3. In your opinion and according to your observation, was the project time-efficient? (The project adhered to its timelines, there were no major delays, etc)
 - 20.3.1. Are you aware of any time, cost and resource saving practices undertaken by UNDP?
 - 20.3.2. Are you aware of any procedures, (UNDP procedures or local procedures) that hindered the efficiency of the project?
- 20.4. What would you suggest to improve similar projects in future?

21. Final Comments

Finally, before finishing this session.

- 21.1. Do you have anything you would like to add or discuss in addition to what you all have contributed so far?
- 21.2. What message would you like to send to **UNDP**?

Remember to thank the participant for their time.

Key Informant Interview (KII) – Construction / Infrastructure Contractor

Notes for Field Researchers (FR):

Tool: Key Informant Interview (KII)

Participants: External Stakeholders

Sampling: see separate list of targets.

- *Make sure the session is conducted in a private and quiet area where participant will feel comfortable.*
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- *Leave your contact number should participants have any additional information they wish to share.*

Location of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Gender of respondent:	
Occupation of respondent:	
Age of respondent:	

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

Your participation in this discussion is completely voluntary. At any point in the discussion you may choose to end the session, refuse to answer any question, or to not discuss any details that make you feel uncomfortable. Any information you provide will be anonymous, and your identity will not be shared. In order to facilitate the discussion, I will be taking notes and an audio recording. The total time of the discussion should not last longer than 45 minutes.

DO YOU CONSENT TO BE INTERVIEWED AND RECORDED? Yes / No (Delete as appropriate)

Questions

INTRODUCTION

- 1. First let us talk about UNDP's BREP project work. Please tell me about your role and responsibilities for this project.**
 - a. *Please tell me about your specific role in this project?*
 - b. *How many employees are working in your company?*
 - c. *Which geographical areas do you cover? (e.g. district, community)?*
 - d. *Have you previously collaborated with a relief organisation?*
 - e. *If so with who, for how many households and during which period?*
 - f. *Do you currently work with any other NGO/INGO in the area on similar projects?*
 - g. *If yes, how do you manage working with two contracting NGOs at the same time?*

COORDINATION

2. **Please describe how you coordinated with other actors operating in the same area or conducting similar activities.**
 - a. *How did you collaborate with local authorities?*
 - b. *What did this coordination involve?*
 - c. *Was this effective? Why, or why not?*
 - d. *Were there specific challenges coordinating with local authorities?*

3. **Describe your collaboration with UNDP.**
 - a. *What UNDP staff did you work with? And do you think that was sufficient?*
 - b. *Has the UNDP team explained the works to you in advance before starting the works? Or was there any joint visit to brief you before the participation?*
 - c. *How did you arrange the logistics for obtaining equipment and materials?*
 - d. *What are the positive aspects of the collaboration?*
 - e. *What are the negative aspects of the collaboration?*
 - f. *Explain how you would improve that partnership*
 - g. *How was protection mainstreaming considered in the design and implementation of the project activities?*

WORKS IMPLEMENTED

4. **Tell me about the work you provided UNDP.**
 - a. *Could you describe briefly the works you conducted?*
 - b. *Do you think this approach was cost-effective?*
 - c. *What could be improved about this process?*
 - d. *What are the major/most common rehabilitations being made?*
 - e. *Were there unexpected rehabilitations?*
 - f. *Were there rehabilitations that were necessary but could not be made?*
 - g. *Do you feel that certain groups of people could have been disadvantaged in this activity?*
 - h. *What were the specific considerations you and your team have taken for women and people with disabilities?*
 - i. *Are these rehabilitations sustainable?*

5. **What is the scheduling and payment system like?**
 - a. *Did you keep a record/documentation/invoice of the number rehabilitations completed and locations visited?*
 - b. *What processes did you have in place for certifying payments and completion of construction work?*
 - c. *How are you being paid and for which price?*
 - d. *Describe the payment process and how long it took every month.*

MONITORING & FEEDBACK

6. **How did you monitor these activities?**
 - a. *How often did you monitor these activities and how did you do so?*
 - b. *How were any technical aspects (e.g. construction) of your work supervised by UNDP?*
 - c. *Did the project staff provide any type of support during activity implementation (e.g. technical support, support with BNFs, support with local authorities...)?*

7. **What safety and security procedures were considered and implemented?**
 - a. *Did workers wear protective clothing?*
 - b. *Does UNDP give you specific indications?*

8. **Tell me about the feedback and complaints received.**

- a. *Have you received complaints about your services? If yes, from whom and for what concerns?*
- b. *Were you able to address/resolve them? Why and how?*
- c. *Have you had any follow-up sessions or discussions with different stakeholders about lessons learned from implementation?*

9. In retrospect, what would you have done differently?

- a. *What went well?*
What could have been improved?

CLOSING

- 10. Before finishing this session, do you have anything you would like to add or discuss in addition to what you all have contributed so far?**

Key Informant Interview (KII) – Local Community Leaders, Mukhtars, etc
Notes for Field Researchers (FR):

Tool: Key Informant Interview (KII)
Participants: External Stakeholders
Sampling: see separate list of targets.

- *Make sure the session is conducted in a private and quiet area where participant will feel comfortable.*
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- *Leave your contact number should participants have any additional information they wish to share.*

Location of discussion (district, sub-district, town/community):	
Date of discussion:	
Duration (start and end time):	
Name of moderator:	
Name of note-taker:	
Gender of respondent:	
Occupation of respondent:	
Age of respondent:	

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

Your participation in this discussion is completely voluntary. At any point in the discussion you may choose to end the session, refuse to answer any question, or to not discuss any details that make you feel uncomfortable. Any information you provide will be anonymous, and your identity will not be shared. In order to facilitate the discussion, I will be taking notes and an audio recording. The total time of the discussion should not last longer than 45 minutes.

DO YOU CONSENT TO BE INTERVIEWED AND RECORDED? Yes / No (Delete as appropriate)

Questions:

22. Overview

First, I would like to understand your role in the community and your connection to UNDP's BREP project.

22.1. Please could you describe your role in the community.

22.2. Please describe your involvement with the BREP project.

22.2.1. Which aspects of the project were you involved with? E.g. which activities?

22.2.2. Why were you asked to participate and what were you able to contribute?

22.3. Please describe the activities **UNDP** conducted in your area under BREP project. What did they do?

22.3.1. Were these activities necessary? Why, or why not?

22.3.2. Who directed these activities?

22.4. Do you know why UNDP chose to work the specific areas/locations chosen? Please explain the selection/targetting process.

22.5. In your opinion, do the project activities respond to the most important needs and priorities of the community?

23. Participation

23.1. Were the views and perspectives of local beneficiaries and other stakeholders taken into account when designing the project?

23.2. How were you and your community involved in the design and implementation of the project? Were you and other community members actively engaged in the project's activities and decisions?

23.3. Did the project's planning process involve consulting with all the right groups locally, that could contribute to its success? Do you think the project adequately considered the voices of vulnerable groups, including women and people with disabilities?

23.4. Have you observed any specific efforts or activities aimed at addressing the needs and rights of women and vulnerable groups in the community?

24. Response to Emerging Changes

24.1. Have you noticed the project adapting to any significant changes in the local area?

24.2. In your opinion, how well has the project been able to respond to such changes?

24.3. How did the COVID-19 pandemic affect the project's implementation in your community?

24.4. Were there any changes or adaptations made to accommodate pandemic-related challenges?

25. Coherence and Partnerships

25.1. Have you seen collaboration between this project and other organizations, like development partners and Non-Governmental Organizations, that are working on similar issues in the area?

25.2. Do you think the project complements or aligns with other initiatives in the community?

26. Effects of the project

Next, I would like to ask you about the effect the project had in your community.

26.1. Have you noticed any change since the project began? Please describe. Probe for any employment creation for vulnerable populations.

26.2. From your observations, is the project effectively achieving its intended results?

26.3. Can you give any examples of the results and impacts it has had?

26.4. How did **BREP's** activities help to change the situation for beneficiaries?

26.5. Which of these changes do you think is the most important?

26.6. Looking to the future, how do you think these changes might affect the lives of beneficiaries over the next one or two years?

26.7. Do you think the project has any wider effects for the community in your area, beyond the immediate beneficiaries?

26.7.1. If so, please describe it.

26.8. In your opinion, what was good about the project?

26.9. In your opinion, what was bad about the project?

26.10. Did **UNDP** take opportunities to support long term strategies to reduce underlying vulnerability and risks?

26.11. Did the project include sufficient measures to build local capacities (beneficiaries and local institutions)?

27. Implementation

27.1. How would you describe the conduct and behaviour of **UNDP's** staff specifically **BREP**?

27.2. Overall, do you think **BREP's** work in your area was well coordinated? Why, or why not? Were technical aspects of the work properly supervised?

27.3. Did you have contact with any contractors, suppliers or service providers, working for **BREP**?

27.3.1. If so, can you describe who they were?

27.3.2. How would you describe their conduct and behaviour?

28. Monitoring and Reporting

I would also like to discuss a few of the other controls and processes that UNDP has.

28.1. Are you able to provide feedback, comments and complaints to **UNDP**?

28.1.1. If so, how would you do this?

28.1.2. Can beneficiaries or the wider community also provide feedback?

28.2. Are you aware of any feedback from the beneficiaries?

28.2.1. Were they happy with the project, or did they complain?

28.3. What would you suggest to improve similar projects in future?

29. Final Comments

Finally, before finishing this session.

29.1. Do you have anything you would like to add or discuss in addition to what you all have contributed so far?

29.2. What message would you like to send to **UNDP**?

Remember to thank the participant for their time.

Key Informant Interview (KII) – Training Providers

Notes for Field Researchers (FR):

Tool: Key Informant Interview (KII)
Participants: External Stakeholders
Sampling: see separate list of targets.

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Location of discussion (district, sub-district, town/community):	
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Duration (start and end time):	
Name of moderator:	
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Gender of respondent:	
Occupation of respondent:	
Age of respondent:	

Introduction and Informed Consent – [To be read to the participant by FR]:

Hello, my name is _____, I work for SREO Consulting as a field researcher. SREO is an independent research organization. We have been tasked to independently find and analyze information regarding some of the United Nations Development Program (UNDP)'s projects in Iraq. We specifically want to hear your perspective about BREP project.

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DO YOU CONSENT TO BE INTERVIEWED AND RECORDED? Yes / No (Delete as appropriate)

Questions

INTRODUCTION

11. Please could you provide an overview of the training your organisation provided? Did this include vocational training, agricultural skills training, small business training? Which locations did you cover, under the UNDP BREP project?

NEEDS ASSESSMENT AND BENEFICIARY SELECTION

12. How did you identify the need for these training programs within the target community?
13. Who attended the training? How were the participants identified? How did you tailor the training content to the specific needs and context of the participants? How did you ensure the engagement and active participation of trainees throughout the training?

COLLABORATION

14. Did you collaborate with local organizations, government agencies, local businesses, or other stakeholders to enhance the training's outcomes? Were there any local experts, practitioners, or community members involved in developing or delivering the training content?

TRAINING CURRICULUM AND IMPLEMENTATION

15. What process did you follow when designing the training curriculum and syllabus for each program?
16. Could you describe the key topics covered in each training program's curriculum?
17. What methodologies or teaching approaches did you employ during the training sessions?
18. Was the training duration sufficient to pass on the required knowledge and skills? Did the duration allow for hands on training?
19. Can you explain the sequence of steps from participant enrollment to completion of the training programs?
20. What strategies did you use to assess the effectiveness of the training in terms of knowledge acquisition and skill development?
21. Did you incorporate practical hands-on sessions or field visits as part of the training? If so, how did these contribute to the learning experience?

IMPACT AND SUSTAINABILITY

22. Can you share any success stories or examples of participants who have benefited from the training programs?
23. How do you measure the impact of the training on participants' livelihoods, agricultural practices, or small businesses?
24. What plans do you have in place to ensure the sustainability of the training programs beyond the project's duration?

LESSONS LEARNED AND RECOMMENDATIONS

25. What challenges did you encounter during the implementation of the training programs? How did you address these challenges, and were there any adjustments made to the training delivery based on feedback?
26. Were there any lessons learned from implementing the training that you would like to share? How do you see the training programs evolving or improving in the future based on the feedback and experiences gained?
27. Finally, do you have any recommendations for organizations looking to implement similar vocational, agricultural, or small business training programs in other contexts?

CLOSING

28. Before finishing this session, do you have anything you would like to add or discuss in addition to what you all have contributed so far?