Evaluation: IOM Community Revitalization Programme in Iraq, Phase I

IOM International Organization for Migration

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EXECUTIVE SUMMARY

The evaluation is an ex-post evaluation designed to assess the performance of the first phase of Community Revitalization Programme implemented by the International Organization for Migration (IOM) in Iraq. The project was implemented in 2011-2012, and was designed to build upon the lessons learned and achievements of five years of experience implementing a number of community stabilization projects in the country.

The project aimed to contribute to on-going stabilization in Iraq by improving the conditions for sustainable economic and social development of vulnerable communities with significant populations of IDPs and returnees. The project was implemented in selected communities within Anbar, Baghdad, Diyala, Ninewa, Missan, and Kirkuk governorates. The key operational elements of the project were livelihoods and income generation assistance for individuals, community rehabilitation initiatives (CRI) aimed at improving the shared resources available within the targeted communities, and capacity building initiatives to improve community leadership and ownership of the project. The project was designed to underpin these components with robust management systems to enhance and improve project performance.

The specific objectives of the evaluation were to assess the relevance of the project design, the effectiveness of the project, the efficiency of project management and implementation, the appropriateness and usefulness of management processes, and the sustainability of both the project's results and of IOM's capacity to implement community stabilization projects in Iraq.

The evaluation found that the project was relevant and designed to respond to the needs of vulnerable individuals and communities affected by displacement. It also found that the project was internally aligned with IOM strategies at the national, regional, and global levels, as well as externally aligned with government policies and plans and the United Nations Development Assistance Framework (UNDAF). During project design, efforts were made to incorporate lessons learned and to encourage the participation of stakeholders in the design process, although some elements of the project design were weak.

The project was effective in improving access to livelihoods and income generation activities, in organizing and delivering trainings, and in implementing CRIs. Overall, the project had a high rate of delivery on project outputs, despite the significant constraints resulting from security, hardship, and other factors present in Iraq. For those components of the project where quality and satisfaction levels were regularly monitored, beneficiaries indicated satisfaction with both the goods and services received under the project. Some components of the project had direct and positive impact on individuals, communities, and institutions, while the impact of the community based components of the project were less clear. Coordination and cooperation appears to have improved amongst and between government counterparts over the duration of this and previous community stabilization initiatives. Significant investments have been made in capacity of IOM to implement community stabilization projects, some of which have resulted in efficiency gains.

Recommendations for future programming focus on expanding and deepening community based approaches and capacity building for government agencies and project counterparts; on improvements in project design; and on seizing on opportunities to scale up and replicate lessons learned and best practices.

LIST OF ACRONYMS

BDS   Business Development Services

BSS   Beneficiary Satisfaction Survey

CMT   Community Management Team

CRI   Community Rehabilitation Initiative

CRP   Community Revitalization Programme

ICRS   Information, Counselling, and Referral Service

IKG   In kind grants

IOM   International Organization for Migration

JOC   Joint Operations Centre

MODM   Ministry of Displacement and Migration

MOLSA   Ministry of Labour and Social Affairs

OFDA   Office of Foreign Disaster Assistance

PHSS   Programme for Human Security and Stabilization

PRM   United States Department of State Bureau of Population, Refugees, and Migration

PRISM   Processes and Resources Integrated Systems Management

RART   Rapid Assessment and Response Team

SAIT   Security Awareness and Induction Training

TCB   Technical Consultative Boards

UNDAF   United Nations Development Assistance Framework

WEG   Women's Empowerment Group

INTRODUCTION

Background and details of the evaluation

The evaluation is an ex-post evaluation designed to assess the performance of a specific community stabilization project being implemented by the International Organization for Migration (IOM) in Iraq within the context of a multi-year community stabilization programme. The evaluation aims to determine the extent to which the project's objectives were realized during implementation and the impact of the project on individuals, communities, and institutions; to assess the efficiency and effectiveness of project implementation and to identify lessons learned and best practices to be carried forward into current and future phases of IOM's community stabilization programming in Iraq; and to assess the sustainability of the project, both in terms of IOM's internal capacities to continue such projects and in terms of the sustainability of the project's results.

The project, entitled "Contributing to on-going stabilization in Iraq through the Community Revitalization Programme (CRP), Phase I," is a 12-month project funded by the United States Department of State Bureau of Population, Refugees, and Migration (PRM). The total budget for the project is USD 10 million. The project was implemented in Anbar, Baghdad, Diyala, Kirkuk, Missan, and Ninewa governorates of Iraq, under the overall supervision of the IOM Iraq Support Office in Amman. The project has four intended outcomes:[1] i) to increase the socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq; ii) to improve social cohesion and sustainable development through the promotion of socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq by improving shared economic and social spaces and absorbing displaced and returnee families; iii) to increase collaboration and coordination among key stakeholders (including but not limited to program partners and key stakeholders in government, donor, UN agencies, and civil society); and iv) to improve governance and control of the CRP program within IOM Iraq and amongst key stakeholders. The overall objective of the project was to contribute to on-going stabilization in Iraq by improving the conditions for sustainable economic and social development of vulnerable communities with signification population of IDPs and returnees throughout Iraq.

The project was the tenth project[2] implemented within the framework of the community stabilization programme in Iraq. The previous projects were:

1. **Iraq Programme For Human Security And Stabilization (PHSS):** a 20-month, USD 10 million project implemented in Baghdad, Basrah, and Muthanna governorates in Iraq from mid2007 to early 2009 with support from the Government of Japan. The overall objective of the project was to contribute to the overall efforts of the Government of Iraq to build peace and socio-economic stabilization through provision of multi-sectoral sustainable income-generating opportunities to mitigate possibilities of continued tension or displacement in conflict-affected communities. The specific purpose of the project was to put in place a functioning mechanism to support the empowerment of local structures to deliver multi-sectoral services to unemployed, under-employed, and other disadvantaged communities, including the re-establishment of social infrastructures, and the creation of employment and sustainable income-generating initiatives. The project had three main components: i) research, assessment, dialogue, and confidence building, which entailed collection of socio-economic and demographic information, and the establishment of community councils and referral mechanisms;

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[1] To the extent possible, the evaluator has adopted the terminologies used by the Organization, as defined in the IOM Project Handbook.

[2] Reference was made in project documents to United Kingdom funding for PHSS programming, but evidence of such funding support could not be located by project staff or through a search of IOM's Processes and Resources Integrated Systems Management (PRISM) records.

ii) community based initiatives which supported infrastructure rehabilitation, employment creation and income generation activities, and projects to support psychosocial assistance, gender issues, HIV/ AIDs, and environmental concerns, and iii) capacity building activities targeting government ministries.

1. **Human Security and Stabilization in Iraq:** An 18-month, USD 10 million project implemented in Baghdad, Babylon, Diyala, Missan, Ninewa, and Wassit governorates from 2009 to 2010 with support of the Government of Germany. The overall objective of the project was to contribute to overall stabilization in Iraq by promoting the socio-economic reintegration of IDP and refugee returnees through income generating opportunities benefiting returnees and other vulnerable populations. The specific project purposes were to i) engage the Ministry of Labour and Social Affairs (MOLSA), Ministry of Displacement and Migration (MODM), and municipal administrations in jointly identifying and selecting communities for targeted interventions; ii) to establish governorate-level technical committees and local community councils; iii) to provide direct assistance to un- or under- employed individuals and communities through the expansion of local income generation activities; iv) to implement community assistance projects, and; v) to build the capacity of MOLSA, MODM, local municipalities, and NGOs in providing employment assistance services, and in coordination and data management.

2. **Reintegration Assistance to Returnees** in Baghdad, Anbar, Diyala, Babylon, Najaf and Karbala Governorates: A 12 month, approximately USD 2.2 million project implemented in the Anbar, Babylon, Baghdad, Diyala, Karbala and Najaf governorates from mid-2009 to mid-2010 with support from AusAID. The project aimed to create an environment that allowed vulnerable returnee families to re-build livelihoods through: i) provision of assistance addressing individual and/or family training needs and family business plan development; ii) provision of limited start-up financial support for income generation such as small businesses, job search, and placement of highly qualified returnees; iii) mobilization of complementary Government funds for additional socio-economic and other reintegration needs of the returnees, with a special attention to vulnerable groups; and, iv) monitoring and follow-up of all assistance cases for three months.

3. **Contributing to Stabilization in Iraq by Promoting Sustainable Socio-Economic Reintegration of Returnees:** A 12-month project, USD 10 million project implemented in the Baghdad, Diyala, Ninewa, Babyl, Anbar, Basrah, Erbil and Sulaymania governorates of Iraq from mid-2009 to mid-2010 with support from the PRM. The overall objective of the project was to contribute to community stabilization in Iraq by supporting the Government of Iraq's efforts to create conditions that facilitate the sustainable return and reintegration of displaced populations. The specific purposes of the project were i) to promote the socio-economic reintegration of IDP and refugee returnees through expanding income generation opportunities benefiting both returnees and other vulnerable populations in return communities, and ii) to enhance the operational capacity of MODM and other local actors to provide the required, coordinated assistance to the growing numbers of returnees.

4. **Emergency assistance to vulnerable IDPs, returnees and host community members:** A 12-month, approximately USD 7.93 million project implemented in all 18 governorates from late 2009 to late 2010 with the support of the United Sates Office of Foreign Disaster Assistance (OFDA). The goal of this program was to provide emergency relief assistance to the most vulnerable IDP, returnee, and host community families in Iraq while contributing to the reduction of destabilizing impacts of current returns on already vulnerable communities thereby improving the local absorption capacity for further returns. The project employed a multi-sectoral approach to address the most immediate needs of IDPs, returnees, and return and/or displacement-affected communities through i) livelihood assistance; ii) health infrastructure rehabilitation and awareness raising; iii) contributing to humanitarian coordination and information management through monitoring and needs assessments; iv)

supporting protection through technical assistance to MODM and other government entities; and v) contributing to water, sanitation and hygiene through infrastructure rehabilitation and awareness raising.

5. **Psychosocial, Legal and Livelihood Support to the Most Vulnerable Internally Displaced and Returnee Female-Headed Households in Baghdad, Diyala and Missan:** A 17-month, USD 2 million project implemented in Bagdad, Diyala, and Missan governorates from late 2009 to early 2011 with support from PRM. The overall objective of the project was to assist in the creation of an environment that contributes to the observance of human rights for all Iraqis, in particular for vulnerable women, including mitigating the effects of displacement and assisting displaced to find sustainable solutions. The purposes of the project were to i) create a more protective environment in target areas to respond to the needs of vulnerable groups or groups at risk, and ii) to empower local actors to be able to respond to the needs of vulnerable groups, particularly women and girls. The project consisted of two components: i) individual assistance to IDP and returnee female headed households and other vulnerable women from host communities through information, counselling, and referral services (ICRS), and ii) technical assistance to community based non-governmental organizations and social workers.

6. **Programme for Human Security and Stabilization:** A 12-month, USD 17 million project implemented in Baghdad, Diyala, Ninewa, and Anbar governorates of Iraq from late 2010 to late 2011 with support from PRM. The overall objective of the project was to contribute to community stabilization in Iraq by supporting the Government of Iraq's efforts to create conditions that facilitate the sustainable return and reintegration of displaced populations. The specific purposes of the project were i) to promote the socio-economic reintegration of IDP and refugee returnees through expanding income generation opportunities benefiting both returnees and other vulnerable populations in return communities and ii) to enhance the operational capacity of MODM and other local actors to provide coordinated assistance to growing numbers of returnees.

7. **Humanitarian Assistance to Vulnerable Populations in Iraq:** An 18-month, USD 10.95 million project implemented in all 18 governorates from late 2010 to early 2012 with the support of OFDA. The project aimed to build upon the previous OFDA-funded project, and its overall objective of the proposed program is to contribute to the efforts and initiatives of the Government of Iraq in building lasting stability in Iraq. The project aimed to achieve three main results: i) to improve emergency preparedness and response capacities through the expansion of response mechanisms including IOM's emergency warehouse network; ii) to increase livelihood assistance to vulnerable populations through the PHSS programme; and, iii) to increase IOM's information management to ensure that assistance is targeted to beneficiaries most in need, including IDPs, returnees, host community members, and other vulnerable groups.

8. **Human Security and Stabilization in Iraq:** A four month, USD 2.46 million project implemented in Anbar, Babylon; Basra; Missan; and Wassit governorates in Iraq from late 2010 to early 2011 with the support of the Government of Germany. The overall objective of the project was to contribute to community stabilization in Iraq by supporting the Government of Iraq's efforts to create conditions that facilitate the sustainable return and reintegration of displaced populations. The specific purposes of the project were to i) to promote the socio-economic reintegration of IDP and refugee returnees as well as to provide direct assistance to unemployed and under-employed individuals through expanding income generation opportunities benefiting both returnees and other vulnerable populations in return communities, and ii) to enhance the operational capacity of MODM and other local actors to provide coordinated assistance to displaced populations.

According to project documentation, these projects are considered to the part of the Programme for Human Security and Stabilization (PHSS). The processes and methodologies of this programme were established in 2006 to 2007 and applied in the projects described above, with lessons learned from implementation and analysis resulting in refined methodologies and processes such as the PHSS database, PHSS in-kind grants catalogue, supply chain management, and monitoring and evaluation tools such as beneficiary surveys. In 2010, as a result of lessons learned, the Organization concluded that a stronger community-centered approach was required so that the community stabilization programmes could address socio-economic needs at both the community and family levels. This resulted in revised methodologies and a re-naming of the programme to the Community Stabilization Programme. While the core set of objectives remain similar to the PHSS, the CRP aims to empower local communities to take the lead in their own development by promoting and supporting local participation and leadership in community-based decision-making structures, by capacitating local actors to drive development processes, and by investing in the rehabilitation of shared economic and social infrastructure in targeted communities.

The project being evaluated was the first of the CRP projects. Two additional projects have been implemented within the CRP framework. These are:

1. Protection of IDP, IDP returnees and Refugee returnees in the South: A seven month, approximately USD .65 million project implemented from mid to late 2012 in Basra and Missan governorates with the support of the United Nations High Commission for Refugees (UNHCR). The project aimed to provide socio-economic reintegration support for IDPs, returnees, and their dependents through: i) the provision of essential farming equipment and materials; and, ii) capacity building.

2. Community Revitalization Programme, Phase II: An 12-month project, USD 16 million project currently being implemented in Anbar, Baghdad, Dahuk, Diyala, Erbil, Kirkuk, Ninewa, Missan and Sulemanya governorates. The overall objective of the project is to contribute to stabilization in Iraq by improving the conditions for sustainable socio-economic inclusion of the most vulnerable individuals and communities in the nine governorates of Iraq with significant populations of IDPs and returnees. The expected outcomes of the project are: i) continued contribution and expansion of the CRP programme across Iraq; ii) increased socio-economic inclusion and improved livelihood support; iii) improved individual and humanitarian assistance through the effective collection, processing and analysis of information; iv) increased effective humanitarian responsiveness to community needs and increased access to and sustainability of targeted interventions; v) increased awareness, skills and the capacity of IOM staff, civil society, government structures, humanitarian actors and other key stakeholders in the identification and response to socio-economic needs of the most vulnerable individuals and communities; vi) increased direct assistance to Syrian arrivals entering border crossings in Iraq and support to the most vulnerable provided; and, vii) improved governance and control of the CRP programme within IOM Iraq and amongst key stakeholders to ensure results-based management

There are also a number of smaller livelihoods assistance projects benefiting Syrian refugees and host communities in northern Iraq that are currently being implemented, and that use similar methodologies. These projects are summarized in Table 1 on the next page.

Table 1. Overview of projects within the PHSS and CRP frameworks

Project name	Project code(s)	Project period	Project budget	Donor(s)
Programme for Human Security (PHSS) projects				
Iraq Programme For Human Security And Stabilization	DP.0125	1 June 2007 to 31 January 2009 (including an eight month no cost extension)	USD 10 million	Government of Japan
Human Security and Stabilization in Iraq	CS.0147	1 March 2009 to 31 August 2010	USD 10 million	Government of Germany
Reintegration Assistance to Returnees in Baghdad, Anbar, Diyala, Babylon, Najaf and Karbala Governorates	DP.0369	1 July 2009 to 30 June 2010	USD 2.2 million	AusAid
Contributing to Stabilization in Iraq by Promoting Sustainable Socio-Economic Reintegration of Returnees	CS.0177	1 August 2009 to 31 July 2010	USD 10 million	PRM
Emergency assistance to vulnerable IDPs, returnees and host community members	CS.0184	30 September 2009 to 29 September 2010	USD 7.93 million	OFDA
Psychosocial, Legal and Livelihood Support to the Most Vulnerable Internally Displaced and Returnee Female-Headed Households in Baghdad, Diyala and Missan	CS.0181	01 October 2009 to 28 February 2011 (including a five month no cost extension)	USD 2 million	PRM
Programme for Human Security and Stabilization	CS.0275	1 September 2010 to 31 August 2011	USD 17 million	US PRM
Humanitarian Assistance to Vulnerable Populations in Iraq	CS.0277	1 October 2010 to 31 March 2012	USD 10.95 million	OFDA
Human Security and Stabilization in Iraq	CS.0286	1 November 2010 to 28 February 2011	USD 2.46 million	Government of Germany
CRP projects				
Contributing to on-going stabilization in Iraq through the Community Revitalization Program, Phase I	CS.0360	15 September 2011 to 14 September 2012	USD 10 million	US PRM
Protection of IDP, IDP returnees, and refugee returnees in the South	CS.0430	1 June 2012 to 31 December 2012	USD .65 million	UNHCR
Community Revitalization Programme, Phase II	CS.0455	14 September 2012 to 13 September 2013	USD 16 million	RPM
Livelihood assistance projects in northern Iraq				
Enhancing the livelihoods coping mechanisms of Syrian refugees in North Iraq	CS.0459	1 October 2012 to 31 December 2012	USD 195,168	UNHCR
Enhancing the livelihoods coping mechanisms of Syrian refugees in North Iraq, Phase II	CS.0495	1 January 2013 to 10 December 2013	USD 652,261	UNHCR
Female Headed Households	CS.0375	01 December 2011 – 30 November 2012	USD1,250,000	UNHCR / Netherlands
DDR Pilot Project	FC.0084	01 September 2012 - 31 July 2013	USD1,000,000	Government of Germany

Methodology

Evaluation objectives

The specific objectives of the evaluation are to assess the relevance of the project design, the effectiveness of the project, the efficiency of project management and implementation, the appropriateness and usefulness of management processes, and sustainability, both in terms of IOM's capacity to implement community stabilization projects in Iraq and the sustainability of the results of such projects. The evaluation developed an evaluation matrix (presented in Annex A) that describes the specific evaluation questions and sub-questions related to these criteria, as well as the indicators, data sources, and data collection tools.

Data sources, collection, and analysis

The evaluation took place over a one-month period (including a four day period in which the evaluator participated in mandatory security training) in Amman, Jordan and Erbil, Basra, and Baghdad in Iraq. The main sources of data for the evaluation were interviews, focused group discussions, site visits, documents, and a review of monitoring data. Interviews included individual, one-on-one interviews; small group interviews with two to three participants; and interviews that were conducted with one individual (usually a senior government official) in the presence of various government officials and members of the IOM staff. Where necessary, translation was provided by an IOM staff member. The evaluation reviewed 48 documents (presented in Annex B) and conducted semi-structured interviews with 38 project implementers, partners, or stakeholders in civil society, government, and donor sectors. Three focus group discussions were held with project beneficiaries, and six site visits were conducted, as described in Tables 2 and 3 below. The monitoring data reviewed included data retrieved from project reports and from the centralized Joint Operations Centre (JOC) database. The list of interviewees is presented in Annex C, the timeline of the evaluation in Annex D, and the interview protocol for different categories of respondents in Annexes E to G. The main sources of information for monitoring data were financial reports extracted from IOM's Processes and Resources Integrated Systems Management (PRISM) system and project reports.

Table 2. Focused group discussions conducted during the evaluation

Location	Date	Type of participants	Number of participants	Gender breakdown
Dohuk	27 March	IOM RART team members	Four	Three male, one female.
Dohuk	27 March	IOM CRP team members	Four	One male, three female.
Baghdad	3 April	IOM staff members	Six	Six male.
Baghdad	4 April	Training beneficiaries	13	Seven men, six female.
Baghdad	4 April	TCB and Women's Empowerment Group (WEG) members	Three	Two females, one male.

Table 3. Site visits conducted during the evaluation

Location	Date	Site	Number and type of beneficiaries or partners on site	Gender breakdown of beneficiaries
Erbil	26 March	Erbil warehouse	N/A	N/A
Domiz	27 March	Domiz refugee camp	IKG and BDS beneficiaries	Five male, four female
Basra	30 March	Greenhouses	IKG beneficiaries	Three male, four female
Basra	30 March	Mechanics shop	IKG and BDP beneficiaries	Two male
Missan	31 March	Iraq Women's Association	Head of association; one job placement beneficiary.	Two female
Missan	31 March	Greenhouse	IKG beneficiary, member of TCB, member of CMT.	3 male

Limitations

There were some limitations for the evaluation: i) security factors and ii) lack of outcome indicators and monitoring data.

Regarding security factors, travel inside Iraq is subject to stringent and costly security and logistical arrangements including lengthy clearance procedures and use of armed escort in some locations. The evaluator was able to visit all three of the hubs in Iraq, but movements out of the compound were subject to prevailing security conditions and an analysis of the cost of movement relative to benefit. In some cases security clearance for movements were denied or granted only for short trips, in others the cost of a movement relative to the benefit to the evaluation were excessive. As a result, some interviews were quite short in order to allow the evaluator to speak with a broader range of project partners or beneficiaries. Some planned movements, for example to visit a community revitalization project in Baghdad, were cancelled, and some interviews did not take place as missions could not be extended to allow for last minute changes in intended interviewees schedules. To compensate, at times the evaluator visited project sites that were employing the same or similar methodologies as the CRP project but were not CRP funded activities (for example at Domiz refugee camp).

Regarding outcome indicators and monitoring data, there were limitations in the project design, including poorly formulated output and outcome statements and poorly designed indicators. A number of improvements were made during project implementation but were not uniformly adopted by project implementers or within the monitoring systems, which resulted in some gaps in monitoring data.

DESCRIPTION OF THE PROJECT BEING EVALUATED

Background of the project

IOM began PHSS in Iraq in 2007 in response to human insecurity, lawlessness, limited economic and income generation opportunities, poor social services, and social divides. The first project was implemented in three governorates; with coverage expanding to all 18 governorates by 2009. The PHSS programme focused on design and delivery of individual livelihoods assistance packages known as in kind grants (IKGs); job placements; livelihoods training (including vocational training, farmer training, and business development training); planning and execution of small scale community assistance and/or infrastructure projects; and training and capacity building initiatives for key partner ministries, in particular MOLSA and MODM.

The PHSS projects achieved notable results, including: i) establishment of the ICRS to link vulnerable individuals to appropriate and available services; ii) utilization of the Rapid Assessment and Response Teams (RARTs) which comprise a field monitoring system active across all 18 governorates capable of locating and identifying vulnerable individuals, families, and communities, gathering data to profile individual beneficiary and community needs, and following up and monitoring individual assistance services and community projects; iii) development of a comprehensive information management system for data management and analysis, improved information flow; and improved targeting and follow up of beneficiaries; iv) development and implementation of supply chain management methodologies to improve efficiency and cost effectiveness of project implementation; v) delivery of direct livelihoods assistance to individuals and families in the form of job placements; IKGs comprised of equipment, tools, and materials necessary for livelihood activities; delivery of vocation and farmer trainings; provision of business development services (BDS) that include small business training, information, and liaison services, and external referrals; vi) implementation of small scale community infrastructure projects; and vii) capacity building and institutional development services for partner organizations, local authorities, and government agencies.

Despite these achievements, a sizeable population of un- or under- served vulnerable populations remained. At the time of the development of the project being evaluated more than 270,000 families (approximately 1,680,000 individuals) remained displaced and, according to IOM's assessments, the most pressing needs facing IDPs, returnees, and host communities were access to income generating activities and basic services. The project was designed to address these needs.

Project concept and design

As per the project document, the overall objective of the project was to contribute to on-going stabilization in Iraq by improving the conditions for sustainable economic and social development of vulnerable communities with signification population of IDPs and returnees throughout Iraq. This overall objective was to be achieved through the four purposes (also referred to as outcomes) identified in the project document: i) to increase the socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq; ii) to improve social cohesion and sustainable development through the promotion of socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq by improving shared economic and social spaces and absorbing displaced and returnee families; iii) to increase collaboration and coordination among key stakeholders (including but not limited to program partners and key stakeholders in government, donor, UN agencies, and civil society); and iv) to improve governance and control of the CRP program within IOM Iraq and amongst key stakeholders. The project document also specifies the following as the results to be achieved by the project:

i.   900 beneficiaries receive in-kind grants for business start-up and self-employment.
ii.   360 beneficiaries receive vocational training courses and are awarded with toolkits.
iii.   180 beneficiaries receive job placement assistance.
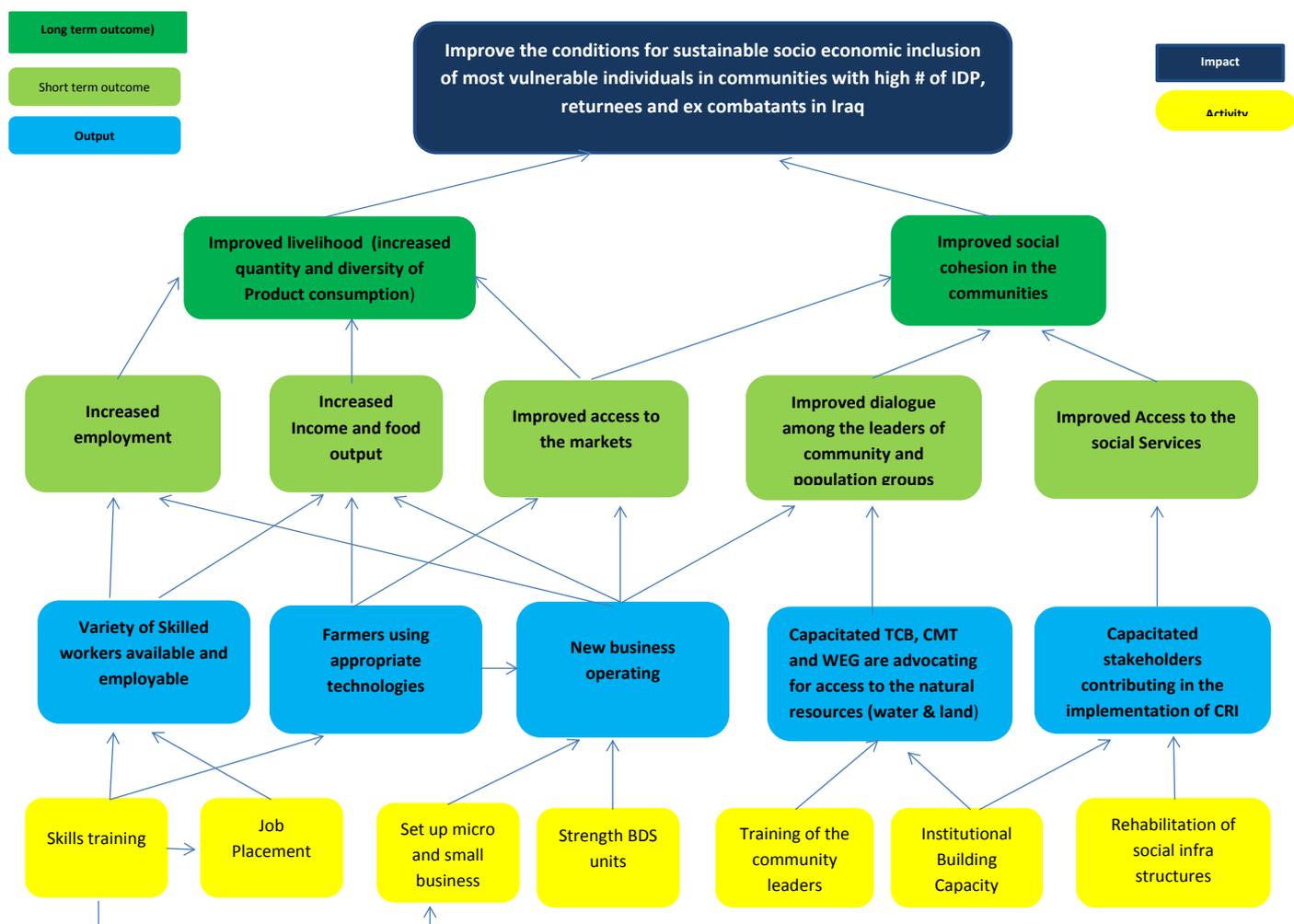iv.   360 beneficiaries trained in farming training courses and awarded with toolkits.

v.   1,800 beneficiaries provided with Business Development Services.

vi.   A minimum of 180 beneficiaries successfully referred to partner agencies/organizations operating in the area through the ICRS framework.

vii.   At least 180 beneficiaries successfully referred to microfinance institutions or other credit-providing entities for financing business expansion.

viii.   A minimum of 55 CRIs implemented, benefiting a minimum of 30 target communities.

ix.   5 Technical Consultative Boards (TCBs) in the targeted governorates strengthened, functioning as mechanisms through which local MODM Branch Offices can work with relevant local authorities and actors toward improving service delivery.

x.   Lessons learnt and emerging best practices identified, documented and disseminated with the aim of listing linkages and strengthening program implementation.

xi.   12 joint key stakeholder monitoring and evaluation meetings facilitated and/or attended to increase operational capacity of local partners (program level).

xii.   Four strategic partnership meetings facilitated to assess program and agree on program adjustments.

The project document includes a narrative description of activities, indicators, expected outcomes, assumptions, project purposes and objectives, and overall objective. A matrix (referred to as a "programme results chain") comprised of outcomes, objectives, process, results, and output and outcome level indicators was attached to the proposal as an annex. However neither the project document not the matrix present a sufficiently elaborated theory of change. There is confusion in the terminologies used; for example the items presented as activities are a mix of activities, targets, and indicators, and there is unclear and inconsistent use of the terms outputs, outcome, purpose, and objectives. There is no clear presentation of the means-ends relationship between activities, outputs, outcomes, and objective. The assumptions presented in the project document are general in nature and are not linked to a means-ends relationship. Indicators are not clearly linked to specific outputs and outcomes.[3]

During the course of project implementation efforts were made to improve on the project design presented in the project proposal, however these efforts did not appear to be sufficiently internally coordinated nor applied consistently. Internal coordination appears to have been limited as two revised frameworks were developed. One is the logic model presented in Figure 1 below, and the other is the logical framework and results chain developed in the CRP strategic framework 2011-2012 guidance note attached as Annex H. Both offer improvements over the original design. In the first case, the logic model in Figure 1 clearly demonstrates a theory of change linking activities to outputs, outputs to short and long term outcomes, and outcomes to impact. The logic framework and results chain from the guidance note includes risks, assumptions, and means of verification, delineates between result levels (outputs and outcomes) and includes appropriate output and outcome level indicators. However both models represent significant departures from the original project design. The logic model in Figure 1 structures results is differently than the project document. The logic framework and results chain the guidance note is focused solely on CRP I, but also has a different results structure than the project document. Finally, neither of these revised documents appear to have been utilized as the basis for monitoring and reporting, as the results reported in the donor report mainly align to the results originally envisaged in the project document.

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[3] It should be noted that the Organization was undergoing revisions to its project development and implementation procedures during the period in which the project was being designed, which included a shift towards results based management and adoption of terminologies more in line with Organization for Economic Co-operation and Development-Development Assistance Committee evaluation terminologies. This may have contributed to some of the confusion and inconsistencies of use of terminologies in the project document.

Figure 1. Logic model for livelihood programme

Long term outcome)	
Short term outcome	
Output	

Improve the conditions for sustainable socio economic inclusion of most vulnerable individuals in communities with high # of IDP, returnees and ex combatants in Iraq

Impact
Activity

Improved livelihood (increased quantity and diversity of Product consumption)

Improved social cohesion in the communities

Increased employment

Increased Income and food output

Improved access to the markets

Improved dialogue among the leaders of community and population groups

Improved Access to the social Services

Variety of Skilled workers available and employable

Farmers using appropriate technologies

New business operating

Capacitated TCB, CMT and WEG are advocating for access to the natural resources (water & land)

Capacitated stakeholders contributing in the implementation of CRI

Skills training

Job Placement

Set up micro and small business

Strength BDS units

Training of the community leaders

Institutional Building Capacity

Rehabilitation of social infra structures

The following logic model was developed and adopted for the purposes of the evaluation. This logic model is based on the programme results chain that was annexed to the project proposal, as there was no evidence that changes to project scope were agreed upon with the donor, and because the programme results chain appears to have been the document guiding preparation of the final report. The evaluator attempted to ascertain the intended logical linkages between outputs, outcomes, and the objective[4], and attempted to match the indicators and targets with the appropriate output and outcome.

Table 4. Partial logic model adopted for the purposes of evaluation

	Indicator	Target
Objective: To contribute to on-going stabilization in Iraq by improving the conditions for sustainable economic and social development of vulnerable communities with significant populations of IDPs and returnees.	Not established in programme results chain.	Not established in programme results chain.

[4] Regarding terminologies, the evaluator opted to adopt the project design terminologies currently in use in the Organization, as per the IOM Project Handbook.

Outcome 1: Increased socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq.	Percentage of individuals who showed an increase in knowledge and change in behaviour (compared with pre and post assessments).	Not established in programme results chain.
	Percentage of individuals who, after three, six, and twelve months after trainings, show increase in ability to manage small businesses.	Eighty per cent of IKG beneficiaries have operational businesses by the fourth quarter of programme implementation.
	Percentage of individuals who, through small businesses, after the training employ additional resources.	Eighty per cent of IKG beneficiaries have access to monthly average incomes/profile of a minimum 350 USD, by the fourth quarter of implementation.
	Percentage turnover of supported small businesses.	Not established in programme results chain.
Output 1.1 To expand income generation opportunities for vulnerable families.	Number of individuals provided with toolkits that report on using these within the context of their businesses.	720 toolkits disseminated to trained beneficiaries.
		900 individuals identified for suitable IKG assistance.
		900 individuals receive IKGs for business development and self-employment (minimum 180 females).
	Number of individuals that received job placements and completed the full tenure of the placements.	180 beneficiaries provided with on the job placements (minimum 18 females).
	Number of individuals referred that accessed referrals.	Not established in programme results chain.
	Type of referrals made, documented, and reported on.	180 beneficiaries successfully referred to partner agencies/ organizations operating in the area through the ICRS (minimum 18 females).
		180 beneficiaries successfully referred to microfinance institutions or other credit-providing entities for financing business expansion (minimum 18 females).
Output 1.2 To provide technical assistance and capacity building interventions to selected beneficiaries with a focus on vocational training, on-the-job placements, and farming training interventions.	Number of individuals trained, disaggregated by gender, female-headed household status, race, governorate, and age.	360 beneficiaries training in vocational training courses (minimum 62 females).
		Three beneficiaries trained in farming training courses and awarded with toolkits (minimum 62 females).
	Number and type of trainings facilitated.	Not established in programme results chain.
	Number of individuals who enrolled for and completed trainings.	Not established in programme results chain.
	Number of beneficiaries provided with support and mentorship interventions by programme end date.	1,800 selected beneficiaries provided with individually targeted business development services (comprised of 900 IKG recipients, 260 vocational training recipients, 360 farmer training recipients, and 180 job placement recipients)

Outcome 2: Improved social cohesion and sustainable development through the promotion of socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq by improving shared economic spaces and absorbing displaced and returnee families	Number and geographical scope of communities reached through commercial livelihood interventions.	Thirty communities reached through the implementation of infrastructure programmes.
	Percentage of infrastructure programmes functional three, six, and twelve months after programme implementation.	Eighty per cent of the 55 community infrastructure programmes continue to be functional, serve the needs of the communities, and are maintained by the local structures/communities themselves, by the fourth quarter of programme implementation.
Output 2.1: To identify and partner with key stakeholders at community level with the aim of increasing commercial livelihood interventions.	Number and type of programmes identified and partnered with (disaggregated by community infrastructure, commercial activities, and livelihoods).	Fifty-five small community infrastructure programmes which support and increase commercial activities or access to livelihoods are identified and partnered with.
Output 2.2 To provide technical assistance to community infrastructure programs with the aim of community ownership towards functionality and sustainability	Number of programmes implementing operational procedures and guidelines.	Minimum one female headed/supported organization provided with capacity building and empowerment towards improved service delivery, in addition to income generation interventions.
Outcome 3: Increased collaboration and coordination among key stakeholders (including but not limited to programme partners and key stakeholders at Government, donor, other UN agencies, and civil society levels).	Number of governorates strengthened that reported increased ability to implement and sustain community partnerships and programmes.	Five TCBs in the targeted governorates strengthened, functioning as mechanisms through which local MODM branch offices can work with relevant local authorities, and actors towards improving service delivery.
		Four strategic partnership meetings facilitated to assess programme and agree on programme adjustments.
Output 3.1 To promote good governance by strengthening the connections and accountability between local stakeholder groups/community representatives and local and regional governmental authorities.	Percentage of local population/host communities accessing services from beneficiary groups (disaggregated by gender that accessed services, type of service, and business turn over).	Not established in programme results chain.
	Percentage of partnerships that show increase in shared resources (including but not limited to desegregation by beneficiary groups and key stakeholders).	Not established in programme results chain.

Output 3.2: To emphasize the linkages and improve the operational capacity of MODM and other local actors to coordinate and deliver assistance independently.	Number and type of technical assistance provided to and received from key partners and stakeholders (TCB members disaggregated by gender, status per governorate, and type).	Not established in programme results chain.
	Type of stakeholder capacity building initiatives facilitated.	Not established in programme results chain.
	Number and type of technical assistance site visits conducted and reported on.	Twelve joint key stakeholder monitoring and evaluation meetings facilitated and/or attended to increase operational capacity of partners (programmatic levels).
	Number and type of emerging best practices and lessons learned that were identified, documented, and implemented in future programme planning.	Lessons learned and emerging best practices identified, documented, and disseminated with the aim of listing linkages and strengthening programme implementation.
	Percentage of families that report an increase in household income after 12 months.	Not established in programme results chain.
Outcome 4: Improved governance and control of the CRP I programme within IOM Iraq and key stakeholders.	Number and type of revisions of annual programme work plans and budgets conducted and reported on.	Not established in programme results chain.
	Number and type of programme support and monitoring units established and functional in key programme sites.	Not established in programme results chain.
Output 4.1: Improved M&E among programme partners and IOM programme management staff internally.	Number and type of monitoring and evaluation systems, processes, and associated tools/reports according to programme overall objectives adopted and reported on to donor.	Monitoring and evaluation toolkit developed and adopted across all programme areas in IOM Iraq.
		Mid-term evaluations and end-of-programme evaluations conducted, documented, and reported on.
		Twelve joint key stakeholder monitoring and evaluation meetings facilitated and/or attended to increase operational capacity of partners (programmatic levels).
		Four strategic partnership meetings facilitated to assess programme and agree on programme adjustments.
	Number of programme managers and key stakeholders/partners trained in monitoring and evaluation and programme management.	Key programme staff trained in monitoring and evaluation.
	Number of monitoring and evaluation focal points per programme site identified.	Not established in programme results chain.
Output 4.2: To review and identify gaps and good practices within the programme with the aim of lessons learnt and emerging best practices documented.	Not established in programme results chain.	Not established in programme results chain.

Output 4.3: To facilitate a multi-stakeholder dialogue forum to assess programme and provide adjustments.	Number and type of programme assessments conducted across programme scope.	60 monitoring and evaluation site visits conducted
		55 commercial programmes provided with assessments, feedback, basic programme management, and monitoring and evaluation support.
Output 4.4: To develop and implement Standard Operating Procedures and Guidelines to support the collection of programme data, information management monitoring, tracking, and reporting to key stakeholders and donors.	Number and levels of key performance indicators identified, communicated, and reported on to donor and key stakeholders.	Not established in programme results chain

ANALYSIS OF FINDINGS

Relevance

Finding 1: The project intervention is relevant and designed to respond to the needs of displaced persons and communities affected by displacement.

The project document identifies displacement as a result of a number of factors including conflict, violence, targeting of minorities, territorial disputes, resource-based conflicts, and unemployment as the core problem to be addressed by the project. Specifically, the project aims to address the needs of displaced persons and communities affected by displacement, and the project document identifies lack of adequate livelihoods as the primary concern for IDPs, returnees, and vulnerable host community members. A secondary problem identified in the project document is the inadequacy of basic social services, such as water, education, and health in communities. The individual assistance and community revitalization components of the project are clearly designed to address these needs, and the capacity building and coordination components of the project are clearly designed to support and entrench the achievements of individual and community level assistance. Stakeholders, project beneficiaries, and community members confirm both that the target population of the project is appropriate, and that their most pressing need is livelihoods. Further, project stakeholders consider the project to be well aligned to their priorities.

"On the way to this interview we were talking about the project. I said that if the government copies the IOM experience in selecting the beneficiaries and implementing the projects, I think **all of Iraq will change** because this is the actual need of the communities."
-Community Management Team (CMT) member interviewed in Basra

Finding 2: The project components are internally aligned with IOM strategies at national, regional, and global levels.

The IOM Iraq internal strategy paper for 2011 to 2013 states that IOM Iraq's mission is to:
contribute to the efforts and initiatives of the Government of Iraq, its peoples, [and the] United Nations and other partners in rebuilding lasting stability in the country, including safe, orderly, and voluntary return, sustainable reintegration, and community stabilization.

IOM further aims to assist the Government of Iraq in comprehensively managing migration flows to, from, and through Iraq, as a means [of] successfully facilitating and regulating migration, but also to realizing the country's full development potential. Activities undertaken by IOM specifically seek the direct participation of Iraqis in the normalization of life and the rebuilding of their homeland.
The overall objective of this project, "to contribute to on-going stabilization in Iraq by improving the conditions for sustainable economic and social development of vulnerable communities with significant populations of IDPs and returnees" is therefore in line with IOM Iraq's mission, as are the components of the project that specifically focus on socio-economic development, social cohesion, and sustainable development.

The project is aligned to IOM's regional strategy for the Middle East and North Africa[5], specifically Objectives 2.1 and 2.4:

- Regional Objective 2.1: Promoting community stabilization in displacement- and return- affected communities and countries in transition.
- Regional Objective 2.4: Facilitating resettlement and other durable solutions for refugees, migrants, and IDPs.

The project is also aligned to IOM's global strategy, particularly commitments 4 and 9:
- To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefit.
- To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.

Finding 3: The project components are externally aligned to the Government of Iraq's Poverty Reduction Strategy of 2009 and the National Development Plan for 2010 to 2014, the Kurdistan Regional Government's Regional Development Strategy for the Kurdistan Region, and the United Nations Development Assistance Framework.
The Government of Iraq's National Strategy for Poverty Reduction (2009) has six outcomes:

- Outcome 1: Higher income for the poor from work.
- Outcome 2: Improvement of the health status of the poor.
- Outcome 3: Dissemination and upgrading of education for the poor.
- Outcome 4: A better living environment for the poor.
- Outcome 5: Effective social protection for the poor.
- Outcome 6: Less inequality between poor women and men.
-

While the project's target beneficiary group is not specifically the poor in Iraq, the project is designed to alleviate poverty of its target group of vulnerable IDPs, returnees, female headed households, and host community members in communities with significant returnee or IDP populations through its individual assistance services. Further, the method for selecting individuals for participation in the project includes a poverty indicator, "monthly income per capital (total income divided by number of family members) below USD 67 (poverty line)" that is heavily weighted (20 per cent of total score), as well as other poverty related indicators such as lack of adequate housing, limited access to social safety nets, and limited access to electricity, water and sanitation facilities, potable water, and basic household commodities. The CRI component of the project is aimed at improving the shared social and economic assets in targeted communities, and included construction or rehabilitation of water, sanitation, and education facilities, as well as a health awareness campaign in Missan governorate.   The project can therefore be seen to be contributing to the achievement of, or consistent with, the following outputs of the National Strategy for Poverty Reduction:

- Output 1.1: Factors for increasing productivity of agricultural work were made available to the poor.
- Output 1.6: Evening handcraft centres and rapid training programmes have been established or activated for the poor on income generating vocations.
- Outcome 2.2: Awareness of behavioural risks for communicable and non-communicable diseases is increased.
- Output 2.3: Government programme to supply potable water and sanitation services to the poor areas is implemented or underway.
- Output 3.2: Priority is given to the construction of primary, intermediate, and secondary schools in poor areas.
- Output 3.6: Programmes which link vocational education with labour market needs, especially in the agricultural and rural sectors, are prepared and implemented.
- Output 6.2: Specialized training programmes for poor women are implemented aiming at increasing job opportunities available to them.

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[5] The project document was developed before the regional strategy; nonetheless the alignment between the two is noted.

The Government of Iraq's National Development Plan for 2010 to 2014 has nine general objectives which are related to: i) increased gross domestic product; ii) generation of new jobs; iii) diversification of the economy; iv) strengthening the role of domestic and foreign private sectors; v) increased productivity and competition; vi) reduction in poverty rates; vii) fair distribution of infrastructure and public services across Iraq's provinces; viii) sustainable development; and viii) strengthened role of local governments.

The project contributes to a number of these objectives; specifically objective six which focuses on poverty reduction through the creation of job opportunities for vulnerable groups such as youth and women, and through a focus on ensuring basic social services for rural areas and vulnerable groups, and objective nine, which focuses on capacity building for local government.

The Kurdistan Regional Government's Regional Development for the Kurdistan Region 2012 to 2016 has a series of objectives related to macroeconomic development; the financial sector; population, manpower, and employment; agriculture and water resources; energy; infrastructure; education and higher education; health; tourism, culture, and heritage; social issues including women's empowerment, youth, and vulnerable groups; spatial development and environmental sustainability; good governance; and private sector role and participation. The project, with its focus on livelihoods, employment, community infrastructure, and targeted assistance to vulnerable groups, supports a number of goals stated in this plan by providing appropriate vocational training in line with market needs; improving women's access to livelihoods and employment; contributing to the development of local agricultural sectors; improving access to potable water and to appropriate educational facilities; and improving people's participation in the development decision making process.

The project is also aligned to the United Nations key programming document, the UNDAF for Iraq 2011 to 2014. Specifically, it supports the following priorities and outcomes:

- UNDAF Priority 1: Improved Governance, including the protection of human rights.
- Outcome 1.1: The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue.
- UNDAF Priority 2: Inclusive, more equitable and sustainable economic growth.
- Outcome 2.1: People in Iraq have improved access to equal job and income opportunities in a diversified and competitive market economy.
- UNDAF Priority 4: Increased access to quality essential services.
- Outcome 4.4: People in Iraq have improved access to safe water, sanitation, electricity and municipal services.
- Outcome 4.6: People in Iraq have improved food and nutrition security, and food safety.
- UNDAF Priority 5: Investment in human capital and empowerment of women, youth and children.
- Outcome 5.2: Women and young people actively participate in political, social and economic development processes in Iraq.

Finding 4: Some elements of the project design lack clarity, internal coherence, and appropriate measurement frameworks.

As shown in Table 4, there are logical linkages between the project outcomes and its objective. There are also logical linkages between some, but not all, of the project's outputs and outcomes. For example, Output 1.1 (improved income generating opportunities) and Output 1.2 (technical assistance and capacity building for beneficiaries) are logically linked to Outcome 1 (increased socio-economic development); but the link between Output 2.1 (partnering with key stakeholders at community level with the aim of increasing commercial livelihoods interventions) and Outcome 2 (improved social cohesion and sustainable development through the promotion of socio-economic development of vulnerable IDPs, returnees, and host communities in Iraq by improving shared economic spaces and absorbing displaced and returnee families) is unclear. A number of outputs and outcomes are poorly formulated and either contain several results (for example Outcome 2) or are formulated as activities rather than results (for example Output 1.2). A number of indicators are either unclear (for example the indicator "percentage of individuals who show an increase in knowledge and change in behaviour" does not specify what knowledge is to be gained or what changes of behaviour are desirable) or are not appropriate measures for the result. For example, none of the indicators for Output 1 "increased socio-economic development of vulner-

able IDPs, returnees, and host communities in Iraq'' aims to measure socio-economic development of the target group, but instead focus on skills, knowledge, and success rates of individual businesses. There is an incomplete set of targets, and the assumptions are not specified. These weaknesses in design appear to have contributed to a system focused on output level rather than outcome or impact level monitoring and reporting.

Finding 5: The project was designed to foster inclusivity in the design and implementation process.

The CRP I project was designed to take into account lessons learned and best practices identified during implementation of the PHSS programme. Regular lessons learned workshops were held together with partners and government counterparts. These lessons learned were documented, and project documentation explicitly application of these lessons learned to project design. Government counterparts consulted during the evaluation expressed their satisfaction with IOM's design process, and confirmed that the project's reflected their agencies priorities and their understanding of priority needs to be addressed within the target communities and for the target populations. Further, the project specifically aims to foster community participation and leadership in local development processes through institutional development, capacity building, and technical assistance for local community organizations.

Effectiveness and Impact

Finding 6: The project's activities directly improved access to training services to improve employability and to income generation opportunities for vulnerable IDPs, returnees, and host communities; and project stakeholders and beneficiaries consider both the trainings and income generation services provided to be of good quality.

The project was successful in organizing and delivering vocational training, farmer training, and business development services training. Nine farmer training packages and 22 vocational training courses were developed and delivered to a total of 759 individuals (205 female and 554 males), as demonstrated in Table 5 below.

Table 5. Farmer training and vocation training packages delivered and number of beneficiaries

Farmer Training courses delivered	Female	Male	Total
Agriculture: Intensive Barley Breeding for Fodder	-	7	7
Agriculture: Irrigation System	2	3	5
Agriculture: Uncovered Production	-	34	34
Agriculture: Calf Raising Production	7	17	24
Agriculture: Cattle Breading Production	14	33	47
Agriculture: Sheep Raising Production	42	58	100
Bee keeping	6	31	37
Green houses	23	71	94
Use of fertilizer, plant agriculture pesticide, and agriculture sprayers	-	60	60
Total	**94**	**314**	**408**

Vocational training courses delivered	Female	Male	Total
Air conditioning devices repair	-	15	15
Aluminum	-	15	15
Blacksmith	1	5	6
Carpentry	-	11	11
Ceramic and alabaster installation	-	1	1
Computer maintenance	23	26	49
Computer repair	-	2	2
Electrical installation	-	24	24
Electronic maintenance	-	4	4
Hairdresser salon (for women)	11	-	11
Heating and cooling devices repair	-	1	1
Household appliances maintenance	-	10	10
Leather products	12	4	16
Mobile maintenance training	2	18	20
Mobile repair	-	2	2
Networking	15	5	20
Plumbing	-	30	30
Services: false ceiling	-	6	6
Small generator maintenance	-	19	19
Toolkit for computer training	11	27	38
Turnery	-	10	10
Weaving Rugs	36	5	41
Total	**111**	**240**	**351**

The project was similarly successful in organizing and delivering BDS training, with a total of 1,665 beneficiaries (1,275 male and 390 female) trained; in providing beneficiaries with job placements, with 178 job placements made (140 male and 38 female); and in referring CRP beneficiaries to external agencies for services not available within the CRP framework, with a total of 213 beneficiaries referred. Finally, the project was successful in providing beneficiaries with IKGs for use in business start-up, with 924 IKGs provided to beneficiaries (713 male and 211 female).

Overall, the project achieved excellent delivery rates (ranging from 98 to 113 per cent delivery rates) on the outputs related to individual assistance, despite the security constraints and the overall difficult nature of the environment in which the project was implemented.

In terms of quality, beneficiaries of vocational, farmer, and business development trainings indicated that as a result of the training provided, they expanded or otherwise improved already existing businesses, started new businesses, and/or they had improved capacity to operate their businesses more effectively. The skills they learned in the project's trainings had benefit not only for themselves, but benefited family and community members through social transmission. Training

"Before the agricultural training, I did not know anything about potassium. I did not know what it should be used for, or how to use it. Now I am using **modern farming techniques**, and even my neighbours are learning from me. It was very helpful to have agricultural experts and engineers participate in the training. Trainings like these are like a sweet taste for the Iraqi farmer."
-Iraqi farmer and beneficiary of farmer; participant in focus group discussion in Baghdad

beneficiaries also viewed the conduct of the trainings positively. They felt that the organization of the trainings was good, and that they received good treatment, such as transport allowances and breakfast at the beginning of the trainings. They felt that the trainers were experienced and competent to deliver the trainings, that training beneficiaries were treated with respect by the trainers; and that the trainers took good care to ensure that they answered questions well and to the satisfaction of trainees.

The project established a mechanism to regularly gather data on IKG beneficiaries' views on the IKG packages received. The Beneficiary Satisfaction Survey (BSS), which is distributed along with the IKG package and collected by staff a few weeks later, focuses on beneficiaries' level of satisfaction with the quality and appropriateness of the items received, the competence and efficiency of the staff with whom they interacted, the processing time for delivery of the IKG package; as well as examining the individual beneficiaries' motivation for participation in the assistance programme. Beneficiary recommendations for improvement are documented, and interviews with project staff and project stakeholders demonstrate that the project is responsive to these recommendations, with improvements and revisions to the IKG packages made regularly in response to beneficiary feedback and changes in the market. Monitoring data demonstrates that beneficiaries are overwhelmingly satisfied with the IKG services. In a monitoring report from August 2012, 94 per cent of beneficiaries indicated that they were satisfied or very satisfied with the items received and that they thought the items received were appropriate for the small businesses they intended to start; 86 per cent of beneficiaries stated that the quality of the items in the IKG packages they received were of good or superior quality; 96 per cent agreed or strongly agreed that the staff they dealt with were courteous, 99 per cent agreed or strongly agreed that the BDS trainers were knowledgeable and assisted them well in choosing a small business to pursue; 97 per cent agreed or strongly agreed that the staff that assisted them in developing a business plan was knowledgeable; 99 per cent agreed or strongly agreed that the waiting time between their first interview and their enrolment in the BDS course was satisfactory; and 96 per cent agreed or strongly agreed that the waiting time between approval of their business plan and the delivery of the IKG items was satisfactory.

Beneficiary feedback includes requests for both a broadening and deepening of the assistance services available. This includes both requests for additional types of IKGs (for example agricultural items to be used for the production of additional types of food such as strawberries, as well as IKGs for livestock), as well as requests for scaled up services to individual beneficiaries, for example loans. Beneficiaries noted that additional agricultural and livestock production would have positive impact not only on the beneficiaries in receipt of these IKGs, but that communities would benefit from improved food production. In terms of loans and additional equipment, beneficiaries noted that successful projects have the potential to grow and to provide employment to others, but that access to financial services, particularly loans, remains difficult. Larger-scale investments would, they note, facilitate the growth of those business that had already proven successful. Project staff note that at present, the Organization faces budget constraints that have not allowed them to, as yet, incorporate this beneficiary input into programming.

Finding 7: The individual assistance component of the project had positive impacts on the individual beneficiaries, their families, and their communities.

The project's activities led directly to intended positive changes in the beneficiaries' capacity to generate income to support themselves and their families, and these changes would not have been realized in the absence of the project. All of the beneficiaries consulted during the evaluation perceived that their lives had improved since their participation in the project. They all agreed that they had more income that was used for a variety of consumption purposes including food, education, clothing, and entertainment; as well as for re-investment in their small businesses. All beneficiaries consulted stated that they did not independently have the resources, nor did they have independent access to the resources, that were necessary to start their businesses, and that the IOM assistance programme was the only avenue for assistance available to them. Other project stakeholders, such as community members and government officials, held similar views. The community members consulted felt that the project appropriately targeted the most vulnerable members of the community who did not have any independent means to establish small businesses. Government officials noted that the demand for income generation assistance services far outstripped the supply of such services and, in some communities; IOM was the only provider of income generation assistance services.

The income generation support services provided to individual beneficiaries had further positive impact on their communities. These positive effects included improved access to goods and services in the communities as a result of project activities. Most notably, community members benefited from agricultural projects such as the eggplant greenhouses that increased the availability of eggplants, a staple in the Iraqi diet, in the community, as well as reducing the price off eggplants and the distance they had to travel to purchase them.

Beneficiaries and project stakeholders also perceived positive changes in the attitudes and outlook of communities. They indicated that the exposure to successful small businesses "opened the eyes" of other community members to new ways and means of income generation. A number of project stakeholders noted that traditionally, people looked to the public sector or to formal paid employment as the main source of livelihoods but, once they saw the project beneficiaries' success in small businesses, they became more interested and confident in small businesses as a livelihood. This is viewed as a positive development, as project stakeholders perceive the availability of public sector and formal jobs to be limited and affected by sectarianism.

Finally, project staff note that the purchasing of IKG items in large scale has had a positive effect on local markets, particularly in Erbil where purchasing, storage, and transport of IKG and emergency relieve items are centralized. Project staff and stakeholders note that this purchasing has contributed to job creation (for example in logistics and transport companies who hire drivers for IOM contracts) and expansion of businesses that provide goods for the IOM project (please refer to page XX below for more information on IOM Iraq's supply chain management process.

Finding 8: While the project's activities led to improved community involvement and ownership of the community development process and the implementation of CRIs, the impact of the project on social cohesion is unclear.

The project established local structures in each of the governorates and communities in which it was implemented. At the governorate level six TCBs were established, composed of representatives from MODM, MOLSA, the Governor's Office, the Provincial Council, an IOM representative, and other relevant committees or institutions, such as the Governorate Emergency Cell of Coordination Committee. At the community level, a CMT and a WEG was established in each of the 28 communities in which the project was implemented. CMTs were composed of community leaders such as religious representatives, local community and tribal leaders, NGO representatives, representatives of IDPs or refugees, local council representatives, or other influential and respected community members, along with an IOM representative. The WEGs were composed of women with leadership roles in the community such as representatives of community organizations or non-governmental organization, teachers, nurses, lawyers, or businesses women, or women in who were members of influential families. Data on these structures is summarized in Table 6 on the next page.

> "Before I left Syria I was a small business owner. I have been involved in trade for many years. When I came here I had my own money and my own knowledge, so **I could start my business by myself**. There are other people that do not have the resources and skills that I have. It is good that these people are being helped. There are many people here and not that many businesses, so I am not worried about competition."
> *-Syrian grocery store owner interviewed in Domiz refugee camp.*

> "The success of the IOM projects **encouraged others** to start their own projects. In one area, IOM supported eight greenhouses. They were successful, and other people in the community started another six greenhouses. So far they are successful too."
> *-TCB and CMT members interviewed in Basra.*

> "At first, I worked as an employee in the pastry factory. Now, I am a supervisor. I felt motivated by the training to move up in the factory. I **am going to continue my education** and, if I can get a loan, I will start my own factory. It is not only me that is motivated. Before, the majority of the people in my community were unemployed. But now many people have grants and opportunities because of the project. My community has been totally revitalized by the project."
> *-Job placement and training beneficiary; participant in focus group discussion in Baghdad.*

Table 6. Data on governorate and community level structures

Type of structure	Number established	Number of members
TCB	6	50
CMT	28	139
WEG	28	119

Once the community structures were established a capacity assessment was conducted, and a capacity building training programme established. The training programme included trainings on the CRP project and its methodologies, on monitoring and evaluation, on self-empowerment and communication, and on community mobilization. Project implementers indicate that capacity building was also delivered through "learning by doing" techniques and on-going technical assistance in planning processes such as meetings.

According to project implementers and project stakeholders, these structures were established to encourage local leadership in development and planning processes. Perceptions on the success of this component of the project were to some degree divergent between project implementers and project stakeholders. Some project implementers felt that IOM continued to drive the processes for selection of individual beneficiaries and community revitalization projects. This largely appears to be due to the amount of time necessary to establish the structures and to train the members, with a number of project staff noting that in some communities, the selection and training activities were not complete until after selection of CRIs and individual beneficiaries were already well underway or completed. However, the members of the TCBs, CMTs, and WEGs consulted during the evaluation did not share this perception. Rather, they demonstrated a strong sense of ownership and participation in the process. TCB members described their roles in coordinating between relevant actors and appeared to feel that they had a key role to play in selecting the communities in which the projects would be implemented.

> "I have been working with women in my community for a long time. I know the women who need help in my community, even the ones that others do not know about because they stay quiet and in their homes. They know me, **they have trust in me**, so I can reach out to them and help get them in the programme"
> -WEG member interviewed in Baghdad

The CMT and WEG members felt that they had key roles in identifying and selecting appropriate community revitalization projects, as well as on identifying the vulnerable people in their communities that would benefit from individual income generation assistance services. CMT and WEB members also felt that they knew the true intentions of beneficiaries (for example, if beneficiaries intended to sell IKG items or if they genuinely intended to start small businesses), and that they had responsibilities and the ability to follow up on beneficiaries and to encourage them to persist in their small businesses. A number of TCB, CMT, and WEB members noted that they would be the ones who would carry forward these development processes in the future.

A total of 55 CRIs were implemented in five of the governorates: Anbar, Baghdad, Diyala, Missan, and Ninewa. The CRIs included infrastructure projects such as road works, water and sanitation facilities, and improvements to education facilities; construction or rehabilitation of social facilities such as community centres and parks; construction or rehabilitation of economic spaces such as markets; and support for community income generation projects such as greenhouses. According to the project report, these CRIs benefited a total of 58,781 individuals, including farmers, shop owners, students, and community members.

When asked about the impact of the new community structures and the CRIs on their communities, project stakeholders agree that they are beneficial. However for the most part project stakeholders, including project staff, were unable to clearly articulate how they contributed to social cohesion. There are a number of factors that could have contributed to this. First, the project document is vague in describing the relationship between community structures, CRIs, and social cohesion. The community structures are presented as a means to improve community-level leadership and ownership, and the CRIs are presented as a means to provide resources that support community members in their livelihoods, to improve immediate living conditions of vulnerable

individuals and families and the host community, and to mitigate potential resource-based conflict as a result of inadequate service provision. Community-level leadership and ownership is evident in discussions with CMT and WEG members, Stakeholders note that the CRIs do improve living conditions of vulnerable individuals, families, and the host community; in particular stakeholders in Missan noted that the limb factory established under the project provided concrete and direct assistance to the disable, and that market construction or rehabilitation provides benefit to the community as a whole. Further, some of the CRIs were noted to create shared social spaces, such as the parks that are "for everyone's children." However in the project document social cohesion is not clearly defined and no indicators for improved social cohesion are identified.

Second, the potential for additional resources in a community to be a cause for conflict rather than a conflict-mitigating factor was not adequately addressed in either project design or implementation. While the project document mentions the need to train community structures on "conflict sensitive development" it is unclear if such trainings were delivered[6]. The project document identifies potential conflicts between IDPs, returnees, and host communities, but does not examine potential conflicts between other social groupings. Further, the project methodology does not include mechanisms for conflict analysis. For example, neither the individual or community vulnerability criteria specifically address conflict factors, and the form used for recommending CRI projects does not require the staff member to assess or comment on the conflict potential of the proposed project. An anecdote from a TCB member interviewed during the evaluation demonstrates the need for such analyses. His community had inadequate access to potable water. He estimated that the community needed 20 wells to ensure adequate access for all members of the community, but that the IOM CRI provided only three and, as a result, there was conflict amongst community members over who would have access to the wells. On the other hand, many project implementers demonstrated sensitivity to potential conflict dynamics and the potential for deep investment in one community (for example, by providing 20 wells) to be interpreted as sectarian.

Overall, resource constraints appear to limit the capacity of the Organization to respond to all needs identified by the communities, in the magnitude requested by communities, in a manner that is perceived as equitable.. Within these resource constraints, CRIs do appear to have had increased the resources within communities, and it is likely that positive impacts on social cohesion could be discerned if appropriate indicators for social cohesion are defined and monitored over time.

Finding 9: The PHSS and CRP projects' activities led to improved collaboration and coordination amongst key stakeholders, government capacity to independently implement similar activities, and responsiveness of government to the needs and interests of communities; and is contributing to best practices in implementation of livelihoods and community infrastructure projects in the country.

Project stakeholders and implementers shared the perception that the activities of the PHSS and CRP projects[7] improved coordination and cooperation amongst key stakeholders, both within government and between government and communities. In terms of inter-departmental government cooperation, government counterparts at governorate levels noted that they were now working together and "sitting at the same table" to discuss project implementation. Project implementers noted that in some cases this was the first known instance of different ministries, which they characterized as being politicized and sectarian, participating in formal inter-departmental meetings.

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[6] Conflict sensitive development is not on the list of topics presented in the project report, nor was in included in the training materials received. The evaluator requested but did not receive the complete capacity building training packages, as they were only available in Arabic.

[7] The capacity building and technical assistance components of the CRP project build upon previous similar efforts undertaken in previous PHSS projects, and similar activities are continuing under the CRP II project. As such, the effects are not attributable to the CRP I project alone.

A number of government officials noted that their participation in the PHSS and CRP programmes not only improved their work in programmes' specific areas of activity, but that there were general institutional improvements, including improved community outreach, better overall coordination, and improvements in budget execution. Project stakeholders, including individual members of the community, noted positive gains in accessibility and responsiveness of governance. A governorate-level MODM official noted that every day, ten to 15 people were coming to register with MODM to be included in the next project. He stated that this was a sign of trust on the part of the community, because previously no one would come to seek assistance from the government. He also noted that he had received no complaints about the implementation of the projects. A CMT member noted that the community felt that the projects were implemented with "authenticity" and that this increased their trust in local government. An individual member of the community noted that he now felt he could turn to government services for assistance if he needed to, because when he was having a problem with insects in his greenhouse he called the Ministry of Agriculture and received good advice on pesticide use. A number of respondents indicated that as a result of the PHSS and CRP projects, the Ministry of Agriculture had implemented some similar projects, and that MODM has requested, received funding, and was currently implementing their own "PHSS" project.

> "The experience with IOM has been **very beneficial** to us. It has promoted inter-agency and inter-ministerial cooperation. We have learned about the importance of community participation. For example, we have a community health outreach team of about 530 people. Now, we ensure that 15 per cent of the team is composed of community representatives, as this will help us be closer to the communities and to **serve them better.** We have also been encouraged to set up a provincial council on health issues, similar to the TCBs. IOM has also helped us learn how to budget. Before, we had money but did not know how to spend it. IOM has helped us understand how to best spend our budget."
> *-Ministry of Health official interviewed in Missan*

Respondents attributed these positive institutional impacts to the PHSS and CRP projects, and in particular to what they characterized as the highly consultative nature of project implementation and the diligence in appropriate profiling and selection of beneficiaries. They also indicated that the best practices established in these projects were not only spreading to government agencies but to other NGOs and international organizations. A number of respondents shared experiences of previous (non IOM) projects where agencies had come to communities and implemented community infrastructure projects without appropriate consultation, capacity building, beneficiary selection, or handover to local communities, with the result being that they projects were failures. The lessons learned and best practices from the PHSS and CRP projects are seen as helping all agencies avoid similar scenarios in the future.

Efficiency and Process

Finding 10: Substantial investment was made in developing structures and processes to support overall implementation of the project, some of which resulted in efficiency gains.

The IOM Iraq office has invested in a number of management processes to improve the efficiencies in implementation of all projects, including the CRP. Five of these processes will be discussed in this section: the Joint Operations Cell, supply chain management, monitoring and evaluation, staff capacity building, and remote management.

Joint Operations Cell

The JOC is described in mission materials as a management principle that aims to improve efficiency and effectiveness in all areas of the Organization's operations in Iraq. The central idea is that key elements of IOM's programming (emergency assistance, assisted migration, information management, reintegration and community stabilization, and capacity building) are managed centrally, and not solely on a project-by-project basis which tends to be the organizational norm. This is said to allow the Organization to track a beneficiary through all stages of assistance, from receiving relief items in an emergency, to receiving materials to foster business development, to on-going technical assistance and training in business management. Efficiency gains are also expected in allowing different projects with similar components to share resources, for example human resources such as the RARTs.

While a thorough review of JOC is beyond the scope of this evaluation, project staff indicate that JOC has been an improvement from the old style of management, whereby individual projects did not share any resources, and went so far as to establish separate offices.

The value of JOC as a centralized information management system was clear during the evaluation. Projects have developed standardized forms (for example community assessment forms, family assessment forms) that form the basis for comprehensive data management. Some staff noted difficulties in having all staff members in all locations provide the data for input into the system, but steps have been taken to improve this, with the appointment of information management in each of the hubs, and good centralized quality control measures are in place. Monitoring data was readily available for review and analysis. In the specific case of the CRP project, however, not all indicators were included in the system. This is likely to be the result of a combination of factors. First, there are a number of poorly designed, irrelevant, or duplicative indicators in the original project design, and it would appear that at some point an appropriate decision to streamline indicators and collection of data was made. Secondly, information management staff were not provided with a detailed list of what indicators would be tracked during the CRP project. This has since been corrected, and for CRP II information management staff produced a results based matrix showing each indicator that would be used to collect data on the accomplishment of each result.

Supply chain management

A second key process underpinning IOM Iraq's operations, and the implementation of this project, is supply chain management. IOM has invested in improving performance and efficiency of purchasing relief items and items for IKG packages, standardizing IKG packages, controlling quality of items received and dispatched, packaging and storage of these items, and transportation of the items from the centralized warehouse in Erbil. According to project staff, efficiencies have been reached through this system by better managing contracts with suppliers, reducing costs through bulk and centralized purchasing, reducing corruption and waste through quality control and tracking systems, and measuring beneficiary satisfaction with the process and the items received. Further, the capacity of the Organization to roll out services and respond to emergencies has steadily improved over time. For example in 2010-2011, project staff note that average response time to crisis (such as heavy rains and floods) was 36 hours. By 2013, this average response time was reduced to 18 hours, record response times as quickly as 11 hours from identification of need. The Organization has partnered with the Kuehne Foundation, which provides technical expertise in logistics and supply chain management on a pro bono basis. Their expert's assessment of IOM's performance in supply chain management is good, with some potentials for optimization remaining.

> "**We don't have a hero, we have systems.**"
> -Logistics staff interviewed in Erbil

According to project implementers, the overall efficiencies achieved by strong supply chain management have driven down costs for project implementation. In order to assess the effect of supply chain management on costs, a basic cost per unit analysis was conducted. The evaluator assessed financial data for all of the projects for which both accurate and complete financial and monitoring data were available, which was eight of the 12 completed projects. First, the evaluator calculated what percentage of the operational expenses was for IKGss. The evaluator then used that percentage to calculate total costs of the in IKG assistance, including staff and office costs (i.e., if IKGs accounted for 20 per cent of the operational expenses, then 20 per cent of staff and office costs were included in the "total cost" of IKGs). Overhead was excluded from the analysis. The total cost of IKGs was then divided by the number of beneficiaries reported in the final narrative reports to generate an estimated cost per unit. Due to differences in accounting for CRP (whereby IKGs and vocation training were lumped together in the same budget expense line) it was excluded from the analysis. The results are presented in Table 7 below.

**Table 6**. Cost per unit for projects with IKG components

Project	Number of beneficiaries	Cost per unit
CS.0147	2,709	1,865
DP.0369	402	2,018
CS.0177	3,670	1,161
CS.0275	4,067	2,151
CS.0277	1,292	2,647
CS.0181	174	3,281
CS.0286	475	2,796
CS.0459	31	2,074

The results of the analysis do not demonstrate much variance in costs per unit from the first project (CS.0147, implemented from 2007 to 2009) to the last project (CS.0459, implemented in late 2012), except for two outlier at either end of the scale (CS.0177 and CS.0181). However it is necessary to remain cautious in the interpretation of this data as it is limited by the availability of information and the structure of financial tracking and reporting processes. Further, it does not account for quality control issues.

Remote management

A third process that affects the efficiency of implementation of the CRP project is remote management. The operational environment in Iraq is extremely challenging, with severe security challenges that limit the Organizations ability to move freely within the area of operations. It is particularly difficult to maintain international staff presence on a consistent basis in all areas of operation, as the Organization must comply to United Nations Department of Safety and Security procedures, which includes security clearances for movements into and within the country. Due to these factors, the Organization faces continued challenges in having international staff based in the field on a full time basis. A number of project stakeholders have indicated that the "comings and goings" of managers is a limiting factor in project implementation. To cope with the challenges of operating in Iraq, the mission has adopted a management structure comprised o a support office in Amman, hub offices in Baghdad, Basra, and Erbil, and sub offices in each of the governorates. The structure for the CRP project implementation is demonstrated in Figure 2 below where grey boxes represent management-only locations and green boxes represent project implementation sites.

Table 6. CRP I management structure
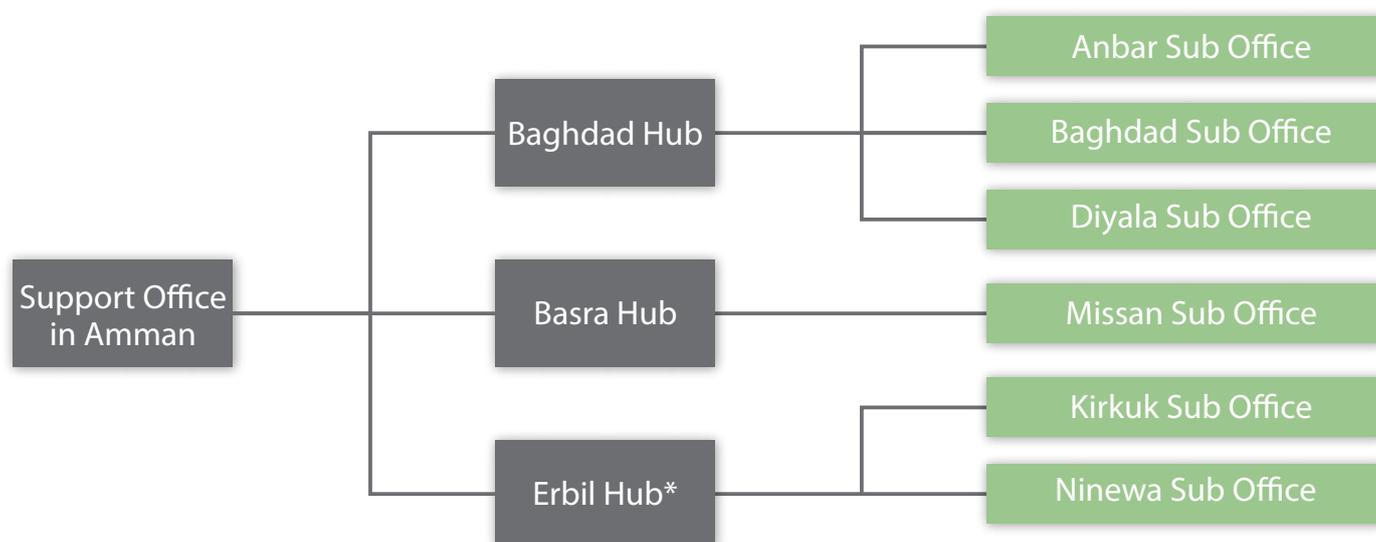
*Warehouse and SCM centre

Strengths and weaknesses of this system were noted during the evaluation. One strength is that formal lines of reporting and authority are clear, with each hub having a manager who is responsible for oversight of all activities and projects being implemented within the hub. In line with the JOC system, this is helpful in improving complementarity and maximizing efficiencies in projects management and implementation. A second strength is that remote management allows for continuous implementation of project activities, even in the absence of international staff members. Further, remote management allows for national staff to take direct responsibility for many aspects of project implementation, contributing to staff development, learning, and ownership. However, there is some tension between a unified reporting structure at the site location level and the need to report to an overall project manager based elsewhere. Staff in the field are required to report to the administrative manager in the hub, but also to technical supervisors for a number of projects and from a number of locations. Without adequate coordination at senior management levels, including at the support office in Amman and between the hub leads, staff can experience difficulty in prioritizing or even completing all requests

> *"Sometimes things in the field are not being done as requested but we just have to let it go because they have too many things to do. If it was me* **in their shoes,** *I would cry."*
> *-Supervisory staff interviewed in Amman*

Monitering and evaluation

Over the past several years the mission has also been investing in improvements to its monitoring and evaluation capacities, for example through hiring a monitoring and evaluation officer. Project staff indicate that this has increased project staff and project partners understanding of results based management, monitoring processes, and evidence based decision making. The project donor considers the monitoring and evaluation component of the project to be very strong, and number of improvements in monitoring and evaluation processes are evident over the course of the CRP project. As previously discussed, efforts were made to revise and improve indicators and monitoring structures, field monitoring visits were conducted, and a participatory mid-term assessment was implemented jointly with project beneficiaries. Results based monitoring processes were adopted for the CRP II phase of the project, which are now appropriately informing information management processes. There do however appear to be some challenges in uptake of monitoring data by senior management. One project staff member expressed the perception that monitoring reports that were issued "disappeared into the void" with little or no feedback or little or no effect on decision-making processes. The mid-term assessment report includes recommendations that do not appear to have resulted in changes to management process and, as a result, they are repeated in this evaluation (for example, see the recommendation below on exit strategies). One reason for this may be different levels of understanding and competency in monitoring and evaluation, with one senior manager noting the need to "simplify" monitoring processes so that they could be practically implemented in the field. The differing level of competency in monitoring and evaluation is likely related to the historical and (internally) acknowledge under-investment in monitoring and evaluation within the Organization. Within the organization, staff tend to have limited access to appropriate monitoring and evaluation training and limited exposure to monitoring and evaluation expertise, although this is being addressed with the Organization's shift towards results based management. IOM Iraq is one of only a few IOM offices to have a full time international monitoring and evaluation officer, and the mission considers this as an investment in accountability and responsible project management.

> *"Supply chain management is like a religion here. Everyone knows about it, and the systems are in place and supported. The same thing now* **needs to happen** *for monitoring and evaluation."*
> *-IOM staff interviewed in Amman*

Capacity building

A cross cutting issue in IOM Iraq's projects and programmes is capacity building for staff. Technical staff regularly develop training curricula and deliver trainings for staff in a variety of areas including project methodologies, monitoring and evaluation, information management, human trafficking, psychosocial assistance, etc. National staff are also given opportunities to participate in international training courses. A significant investment in staff capacity building is the enrolment of 15 staff members in a masters course in supply chain management. Overall, these

investments certainly contribute to the effectiveness and efficiency of project implementation, with beneficiaries, stakeholders, donors, and senior management holding overall positive perceptions of the capacity of national colleagues in Iraq, and of their capacity to ensure programme continuity in the absence of international staff based permanently in country. These capacity building opportunities for national staff are also considered by senior staff to be a form of compensation for the salary levels offered by the Organization.

Sustainability

Finding 11: Some of project's benefits are likely to be sustained at individual, community, and institutional levels.

Project monitoring data demonstrates high rates of success in the individual assistance component, although the degree of success of the different types of individual assistance activities varies. Recipients of in IKGs have a high success rate, at least in the short term. The sustainability of other individual assistance components, such as job referrals, is less clear, although there are a number of documented success stories. Further, the skills and knowledge gained by beneficiaries, and the exposure of beneficiaries and other individuals to successful income generation projects, are likely to have lasting effect, regardless of the success or failure of a particular small business venture. The types of attitudinal shifts described by project stakeholders and beneficiaries could carry forward the benefits of the project beyond its implementation period, provided certain conditions such as the current level of security hold or improve.

At the institutional level, the inclusion of livelihoods programming in the national budget and the adoption of the PHSS methodology by the MODM are very positive signs for the sustainability of the IOM community stabilization programme. MODM independently secured funding through the national budgeting process to incorporate PHSS methodologies into its response framework, and is currently implementing PHSS programming. The methodologies of the CRP project have not yet been adopted, but this is not unusual considering that they have only been recently introduced. Should the community-based approach prove successful, it is reasonable to expect that government counterparts will continue to adapt lessons learned from IOM programming. Overall, prospects for sustainability of the individual assistance component of the programme are strong.

Finding 12: The sustainability prospects for the IOM community stabilization programme are mixed.

IOM has created a niche area for itself in the area of livelihoods programming in Iraq. Project stakeholders, donors, and other international organizations appear cognizant of its technical expertise and comparative advantage in the field. The Organization has invested in processes and procedures that underpin effective performance, particularly in the individual assistance components of these projects. Procedures have been established and documented and staff have been comprehensively trained on, and are expected to comply to, these processes and procedures. Nonetheless, the projectized nature of the Organization necessitates a continued funding stream from donors, and donor priorities in the region may be shifting. Project staff indicate that US government spending on Iraq is trending downwards, a perspective shared by the donor for the CRP project. Current events in Syria are likely to absorb significant portions of the main donors' budgets for the region for the next several years. A key potential source of funds for the Organization is the Government of Iraq, although modalities for such potential cooperation have not yet been established between the Organization and the Government of Iraq.

One risk to the Organization's sustainable involvement in community stabilization programmes in Iraq is staffing. Again, significant investments have been made in training and capacity building initiatives for staff. Project beneficiaries and stakeholders, donors, and some senior management officials have noted the overall competency of project staff, although some areas of potential improvement were also noted. However a number of project staff noted the perceived inability of IOM to compete with United Nations salaries, which is considered to contribute to a situation where the Organization is losing trained staff "hand over fist." Should the IOM Iraq mission experience a reduction or gap in funding, it could risk losing trained and qualified staff which could have broader negative impact on its capacity to implement programmes to the same degree of competence.

CONCLUSIONS, LESSONS LEARNED, & RECOMMENDATIONS

Conclusions

The project is highly relevant, is clearly responsive to the needs of stakeholders and beneficiaries, and is reaching the intended beneficiaries, although some limitations in design obscure the intended results, and the progress toward achieving these results. The project has a high delivery rate at the output level, although delivery of outcomes is more difficult to measure due to some weaknesses in the monitoring framework as initially design and eventually reported on. The activities of this project had direct and positive impact on its intended individual beneficiaries, as well as on targeted communities and institutions. Significant efforts were made to maximize efficiencies in project implementation, including efforts to adhere to global best practices in supply chain management.

Recommendations

1. Continue to invest in community based programming. The individual assistance component of the community stabilization programme appears to have reached maturity, and good management processes surround the implementation of individual assistance activities. A similar level of competence in the community leadership and community rehabilitation components of the programme will enhance the combined and sustained impacts of the programme. This could be achieved by advocating with donors for longer term programming that would allow for sustained capacity building of CMTs and WEGs. Prepare exist strategies and redouble capacity building efforts. While the Organization has developed strong capacities for implementing community stabilization programmes and intends to continue to do so in the future, shifting donor priorities or other external factors may limit the opportunities to do so. Investing heavily in capacity building of local partners and government agencies to implement similar projects and programmes may help carry forward the achievements of this and other community stabilization projects. This could be achieved through continued and enhanced training and mentorship for partners, and implementing partnerships with local organizations to transfer IOM's skills and expertise.

2. Address conflict dynamics in project design and implementation. Remain sensitive to the perception that "over investing" in one community or group may lead to better outcomes for that community or group, but may contribute to inter-community tensions. Staff members, including project developers, project managers, and frontline staff should participate in trainings on conflict sensitive programming.

3. Adhere to Organizational procedures for project development, and incorporate technical recommendations for monitoring and evaluation into project design, particularly on the selection and use of outcome indicators. Deepen understanding of results based management and encourage its application at all levels through training on results based management, project development, and monitoring and evaluation at all levels, including senior management.

4. Establish quantitative and qualitative impact indicators at the programme level to allow for rigorous impact evaluations, and incorporate collection of data measuring this indicators into regular monitoring activities Given the size, scope, and duration of the IOM community stabilization programme in Iraq, significant potential exists for the Organization to contribute to global lessons learned and best practices.

5. Note multi-year programming (advocate with donors). Setting up in new communities is a time-consuming process-for ex the TCBs and WEGs, and it can be hard to do that, then select beneficiaries and CRIs, and get the up and running and ready for evaluation within a 12 month time frame.

6. Encourage multi-year planning processes and encourage donors to invest in multi-year programmes. The process of establishing and capacitating local structures to implement CRIs is time consuming and a 12 month programming cycle tends to promote a focus on achieving outputs (e.g., delivery of CRIs) over outcomes (e.g., institutional capacity) . Multi-year programming would ease constraints associated with implementation of a large programme, in multiple locations, and under difficult circumstances in a short period of time.

ANNEXES

Annex A: Evaluation matrix

Criteria	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
Relevance	What is the logic model underlying the project?	What is the results chain linking project inputs to project outcomes?	Inputs, activities, outputs, outcomes, and objectives. Extent to which there are logical cause-effect linkages among inputs, outputs and outcomes.	Project document. Project stakeholders.[8]	Document review. Interviews with project stakeholders.
		What are the underlying assumptions in the logic model?	Definitions and assumptions regarding socio-economic development, social cohesion, sustainable development, accountability, stability, capacity, participation, ownership.	Project document. Project stakeholders.	Document review. Interviews with project stakeholders.
		Do underlying assumptions remain valid?	Changes to environmental, social, political, security, economic context.	Project document, research reports, project reports. Project stakeholders.	Document review. Interviews with project stakeholders.
		Are any important assumptions missing?	Contextual and capacity factors.	Project document. Project stakeholders.	Document review. Interviews with project stakeholders.
	How appropriate is the project design for the context within which it operates?	Are project activities and outputs tailored to local needs?	Responsiveness to identified needs or gaps.	Project stakeholders.	Interviews with project stakeholders.
		How has ownership been factored into project design?	Inclusiveness of national counterparts in project design and implementation.	Project stakeholders.	Interviews with project stakeholders.
		Is the project design aligned to national strategies and priorities?	Alignment to stated national strategies and priorities.	National strategy documents and policy statements. Government representatives.	Document review. Interviews with government representatives.

[8] Inclusive of IOM project staff, government representatives; beneficiaries; community leaders; community members; donors; and staff of non-governmental organizations.

Effectiveness				
To what extent did the project increase socio-economic development of vulnerable IDPs, returnees, and host communities?	To what extent did the project's activities lead to expanded income generation opportunities?	Overall availability of services.	Project reports. Project stakeholders.	Document review. Interviews with project stakeholders.
	To what extent did the project's activities improve access to vocational training, on the job placements, and farmer training?	Overall availability of services.	Project reports. Project stakeholders.	Document review. Interviews with project stakeholders.
To what extent did the project improve social cohesion and sustainable development?	To what extent did the project's activities lead to the involvement of community stakeholders in livelihood interventions?	Data on membership in TCBs, WEGs, and TCMs.	Monitoring data. Project stakeholders	Review of monitoring data. Interviews with project stakeholders.
	To what extent did the project's activities lead to improved capacity of community structures?	Data on knowledge of form and function of community structures.	Monitoring data. Project stakeholders.	Review of monitoring data. Interviews with project stakeholders.
	To what extent did the project's activities lead to community ownership?	Data on perceptions of community involvement, ownership, and cooperation.	Project stakeholders.	Interviews with project stakeholders.
To what extent did the project increase collaboration and coordination amongst key stakeholders?	To what extent did the project's activities lead to the development of accountability mechanisms between local and regional government and local community groups and representatives?	Data on perceptions of connectivity and accountability.	Project stakeholders. Government representatives.	Interviews with project stakeholders and government representatives.
	To what extent did the project's activities improve the operational capacity of MODM and other local actors to coordinate and deliver assistance independently?	Data on coordination mechanisms between MODM and other relevant actors. Data on perceptions of operational capacity.	Project reports. Project stakeholders. Government representatives	Document review. Interviews with project stakeholders and government representatives.

To what extent did the project improve governance and control of the CRP programme?	To what extent were performance management frameworks developed and adhered to?	Presence and quality of monitoring and evaluation processes and tools. Knowledge and use of monitoring and evaluation tools.	Performance management framework, lessons learned, best practices, and operational guidance documents Project staff and project stakeholders. Senior management and support staff.	Document review. Interviews with project staff, project stakeholders, senior management, and support staff.
	To what extent were lessons learned and best practices documented and incorporated?	Presence and quality of lessons learned and best practices documentation.	Lessons learned and best practices documents.	Document review.
	To what extent was stakeholder dialogue facilitated?	Presence and use of mechanisms to facilitate dialogue.	Project reports. Meeting notes.	Document review.
	To what extent did the project's activities lead to the development of oversight and coordination (i.e., "governance and control") mechanisms?	Clarity on roles, responsibilities, and reporting lines.	Project staff and project stakeholders.	Interviews with project staff and project stakeholders.

Category	Evaluation question	Sub-question	Indicator	Data source	Method
Process	Were project activities implemented as planned and on schedule?	Is there a work plan? Was the project implemented on schedule?	Project activities implemented in line with updated work plan.	Work planning documents. Project stakeholders.	Document review. Interviews with project stakeholders.
	What is the quality of the project outputs and/or the project activities?	Is the target audience being reached?	Alignment between planned and actual beneficiaries.	Project document and monitoring data.	Document review. Review of monitoring data.
		How satisfied are beneficiaries with income generation support and training services?	Level of beneficiary satisfaction with project services and products.	Beneficiary satisfaction surveys.	Review of monitoring data.
		How satisfied are capacity building beneficiaries with training services and technical support?	Level of beneficiary satisfaction with project services and products.	Project beneficiaries.	Focus group discussion with project beneficiaries.
	Are there variations in the implementation of the project across project sites?	Are there standardized implementation guidelines and processes in use at all project sites?	Presence and quality of implementation guidelines and processes.	Implementation guidelines and processes documents.	Document review.
		Are there local factors that result in differences in implementation?	Contextual and capacity factors.	Project stakeholders.	Interviews with project stakeholders.
Impact	What positive and negative changes have come about as a result of the project?	Did the project's activities lead to changes, either positive or negative, intended or unintended?	Perceptions of impact of the project on individuals, communities, and institutions.	Project stakeholders.	Interviews with project stakeholders.
		What individuals, groups, and institutions have been affected by these changes?	Perceptions of individuals, groups, and institutions affected by changes resulting from project activities	Project stakeholders.	Interviews with project stakeholders.
	What would have happened in the absence of the intervention?	Would the changes have been possible without the project activities? Are there any other factors that may have contributed to the changes?	Perceptions on attribution of impacts to project activities. Presence of other factors (e.g., development programmes, social and economic factors) that may have contributed to the changes.	Project stakeholders. Development programming documents.	Document review. Interviews with project stakeholders.

Criteria	Evaluation question	Indicator	Data source	Data source
Efficiency	How cost-effective is the project?	Average cost per unit. Extent to which additional resources were leveraged during project implementation.	Financial and monitoring data. Project stakeholders.	PRISM financial records and monitoring data. Interviews with project stakeholders.
	To what extent did the project make the best use of available resources to promote socio-economic development, improve social cohesion and sustainable development, increase collaboration and coordination, and improve project governance?			
	How efficient is the overall management of the project?	Perceived strengths and weaknesses in project management structures and processes.	Project staff.	Interviews with project staff.
	Have the project management structures and processes contributed to the efficient management of the project?			
Sustainability	To what extent are the project results likely to be sustained in the long-term?	Institutionalization of project outputs.	Guidelines, terms of reference, policy documents, budgets.	Document review. Interviews with project stakeholders
	Will the benefits generated by the project continue once/if external support ceases?			
	Are alternative sources of funding available?	Potential and existing trends in donor contributions. Evidence of alternative sources of funding.	Country programme documents. Donor representatives. National budgets. Government officials.	Document review. Interviews with donor representatives. Interviews with government officials.
	To what extent has the Organization developed the internal capacities to implement similar projects in the future?	Data on perceptions of Organizational investment in resources necessary for implementation.	Project staff. Senior management.	Interviews with project staff and senior management.
	Will the Organization have sufficient resources (human, financial, and technical) to continue implementation?			

Annex B: Documents reviewed

IOM, *Beneficiary follow up form*

IOM, *Beneficiary profile and needs assessment form*

IOM, *CRP Implementation Guideline and Checklist*

IOM, *CRP individual assistance information flow diagram*

IOM, *CRP mid-term review narrative summary*

IOM, *CRP Strategic framework 2011-2012 guidance note*

IOM, *CRP workplan for December 2011 to November 2012*

IOM, *Final report to OFDA: Humanitarian Assistance to Vulnerable Populations in Iraq*, available on IOM PRISM.

IOM, *Final report to PRM: Contributing to on-going stabilization in Iraq through the CRP*, Phase I, available on IOM PRISM.

IOM, *Final report to PRM: Psychosocial, Legal and Livelihood Support to the Most Vulnerable Internally Displaced and Returnee Female-Headed Households in Baghdad, Diyala and Missan*, available on IOM PRISM.

IOM, *Final report to the Government of Australia: Reintegration Assistance to Returnees in Baghdad, Anbar, Diyala, Babylon, Najaf and Karbala Governorates*, available on IOM PRISM.

IOM, *Final report to the Government of Germany: Human Security and Stabilization in Iraq,* available on IOM PRISM.

IOM, *Final report to the Government of Germany: Human Security and Stabilization in Iraq*, available on IOM PRISM.

IOM, *Final report to the Government of Japan: Iraq Programme For Human Security And Stabilization*, available on IOM PRISM.

IOM, *IKG service business plan form.*

IOM, *IOM Iraq internal strategy paper, 2011-2013, December 2010.*

IOM, *IOM Mission in Iraq 2003-2011.*

IOM, *Iraq alignment to UNDAF.*

IOM, *Job placement service and monitoring form.*

IOM, *JOC Portal Manual.*

IOM, *Location assessment form.*

IOM, *Logical model for livelihoods programme in Iraq.*

IOM, *Project document: Community Revitalization Programme, Phase II*, available on IOM PRISM.

IOM, *Project document: Contributing to on-going stabilization in Iraq through the Community Revitalization Program,*

Phase I, available on IOM PRISM.

IOM, *Project document: Contributing to Stabilization in Iraq by Promoting Sustainable Socio-Economic Reintegration of Returnees,* available on IOM PRISM.

IOM, *Project document: Emergency assistance to vulnerable IDPs, returnees and host community members,* available on IOM PRISM.

IOM, *Project document: Enhancing the livelihoods coping mechanisms of Syrian refugees in North Iraq,* available on IOM PRISM.

IOM, *Project document: Enhancing the livelihoods coping mechanisms of Syrian refugees in North Iraq, Phase II,* available on IOM PRISM.

IOM, *Project document: Human Security and Stabilization in Iraq,* available on IOM PRISM.

IOM, *Project document: Humanitarian Assistance to Vulnerable Populations in Iraq,* available on IOM PRISM.

IOM, *Project document: Iraq Programme For Human Security And Stabilization,* available on IOM PRISM.

IOM, P*roject document: Programme for Human Security and Stabilization-Government of Germany,* available on IOM PRISM.

IOM, *Project document: Programme for Human Security and Stabilization-PRM,* available on IOM PRISM.

IOM, *Project document: Protection of IDP, IDP returnees, and refugee returnees in the South,* available on IOM PRISM.

IOM, *Project document: Psychosocial, Legal and Livelihood Support to the Most Vulnerable Internally Displaced and Returnee Female-Headed Households in Baghdad, Diyala and Missan,* available on IOM PRISM.

IOM, *Project document: Reintegration Assistance to Returnees in Baghdad, Anbar, Diyala, Babylon, Najaf and Karbala Governorates,* available on IOM PRISM.

IOM, *Project recommendation form.*

IOM, *Regional strategy for the Middle East and North Africa, 2013-2016, September 2012 (draft).*

IOM, *Terms of reference for community management teams.*

IOM, *Terms of reference for technical consultative boards.*

IOM, *Terms of reference for women's empowerment groups.*

IOM, *Vocational/farming training service plan form.*

IOM, *Vulnerability criteria recommendations for CRP.*

IOM, *Vulnerability indicators for individuals and communities.*

Kurdistan Regional Government, *Regional development strategy for Kurdistan region, 2012-2016, March 2011.*

Republic of Iraq, *National Strategy for Poverty Reduction, 2009.*

Republic of Iraq, *National Development Plan, Years 2010-2014, 2010.*

United Nations, *United Nations Development Assistance Framework Iraq 2011-2014, May 2010.*

Annex C: List of persons interviewed or consulted

IOM staff members and partners		
Name	Position	Organization
Ihsan Hussein	Head of Sub Office	IOM Anbar
Torsten Haschenz	Deputy Head of JOC	IOM Baghdad
Munir Ali	National Officer	IOM Baghdad
Ziad Salih	Business Development Services Officer	IOM Baghdad
Musfata Saad	Head of Sub Office	IOM Baghdad
Sadeer M. Ali	National officer	IOM Baghdad
Mike Pellinger	Chief of Mission	IOM Baghdad
Luz Tantaruna	Programme Manager	IOM Baghdad
Ola Hawari	CRI officer	IOM Basra
Abdul Hameed Bassim	Head of Sub Office	IOM Diyala
Modher Alhamadani	Emergency Response	IOM Dohuk
Nuhad Shamoon	Operations, Supply Chain, and Logistics Officer	IOM Erbil
Lado Gvilava	Head of Hub	IOM Erbil
Sandra Celebic-Lukovac	Information Management	IOM Iraq Support Office
Krieng Thriumphavong	Information Management	IOM Iraq Support Office
Rex Alamban	Head of JOC	IOM Iraq Support Office
Saba Makkawi	Capacity Building Officer	IOM Iraq Support Office
Mark Lewis	Project Development Officer	IOM Iraq Support Office
Sandra Sarac	Information Management Officer	IOM Iraq Support Office
Diana Almoulla	Information Management Officer	IOM Iraq Support Office
Mandie Alexander	Monitoring and Evaluation Officer	IOM Iraq Support Office
Nicholas Hill	Project Development and Monitoring and Evaluation Assistant	IOM Iraq Support Office
Muhaned Rubayee	Head of Missan Operations	IOM Missan
Olaf Janssen (telephone)	Kuheune Foundation	Kuheune Foundation

Project stakeholders		
Jabar A. Shami	Head	MODM Missan
Khalaf Mohamad	Director Generals Office	Ministry of Health Missan
Majid Hameed	Head of Vocational Training Centre	MOLSA Missan
Anjalina Sen	Coordinator	PRM
Sattar Nowrouz	Assistant to the Director General	MODM Baghdad
Suham Al Okailee	Head	Iraqi Women's Organization
Ahmed Chasib	CRP focal point and TCB member	MODM Missan
Ali Hussein Al Bahadly	Technician and TCB member	Ministry of Agriculture Missan
Hashim Sneed	CMT member	
Ahmed J. Meftin	Field Programme Manager, member of TCB an	MODM Missan
Hashim Shonaishal Saneed	Member of local council and CMT	Local government, Al Mosha-rah
Ahmad Abdul Karim Hussien	Database manager	MODM Missan
Atta Rashid	Member of local council and CMT	Local government, Ali Algharbi
Mustafa Jabbar	Member of TCB	Missan

Annex D: Evaluation schedule

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
17 Staff interviews: IOM Iraq Support Office in Amman Staff interviews: IOM Iraq Support Office in Amman	18 SAIT SAIT	19 SAIT SAIT	20 SAIT SAIT	21 SAIT SAIT		
24 Staff interviews: IOM Iraq Support Office in Amman Staff interviews: IOM Iraq Support Office in Amman	25 Travel from Amman to Erbil	26 Site visit: Erbil warehouse Staff and stakeholder interviews: IOM Erbil	27 Site visit and beneficiary interviews: Domiz camp Site visit and staff interviews: IOM Dohuk	28 Travel from Erbil to Basra Staff interviews: IOM Basra	29 Staff interview: IOM Basra	30 Site visit: Basra greenhouses Site visit: Basra mechanics shop
31 Site visit: Missan government offices; partner organization Site visit: Missan greenhouses	1 Stakeholder interviews Documentation of findings	2 Documentation of findings Documentation of findings	3 Travel from Basra to Baghdad Staff interviews: IOM Baghdad Stakeholder Interviews	4 FGD: training beneficiaries FGD: WEG and CMT members Stakeholder interview	5	6
7 Review of project documentation and monitoring data Review of project documentation and monitoring data	8 Staff interviews: IOM Iraq Support Office in Amman Review of project documentation and monitoring data	9 Review of project documentation and monitoring data Review of project documentation and monitoring data	10 Staff interviews: IOM Iraq Support Office in Amman Review of project documentation and monitoring data	11 Staff interviews: IOM Iraq Support Office in Amman	12	13

Annex E: Interview protocol for stakeholders and project implementers

NB: Relevant questions were drawn from the comprehensive list drawn below, depending on the respondent's role and areas of competency.

I have been requested to conduct an evaluation of the IOM project "Contributing to on-going stabilization in Iraq through the Community Revitalization Program (CRP) Phase I." The objectives of the evaluation are to measure impact of the project, assess the effectiveness and efficiency of the project, identify any challenges faced in the implementation of this project, assess IOM's organizational capacities in the implementation of the project, and identify lessons learned, best practices, and potential areas for future project design and implementation. The evaluation focuses on the activities conducted under this project specifically, and not on IOM's entire programme of activities in the country. The key respondents in this evaluation are IOM staff involved in project implementation, IOM's implementing partner organizations, beneficiaries of the project's activities, and government and civil society stakeholders. Individual responses will be kept confidential, and we will only share generalized findings and anonymous comments.

Thank you for your time and cooperation in this process!

Background information
1. What is your title, role, and your responsibilities in relation to the IOM project?
2. How long have you been in this position?
3. Can you describe to me the functions of [relevant institution, e.g., JOC, TCB, etc.]?

Relevance
4. To your knowledge, what does the IOM project aim to achieve?
5. In your view were the activities and the outputs of the project consistent with the outcomes and objectives the project aimed to achieve?
6. To what extent is the project consistent with and aligned to Iraq's national strategies and priorities?

Effectiveness
7. To what extent did the project's activities lead to expanded income generation activities for vulnerable families?
8. To what extent did the project's activities lead to increased socio-economic development of vulnerable IDPs, returnees and host communities?
9. To what extent did the project's activities improve social cohesion and sustainable development?
10. To what extent did the project's activities increase collaboration and coordination amongst key stakeholders?
11. To what extent did the project's activities promote good governance?
12. To what extent did the project's activities improve the operational capacity of MODM and other local actors to coordinate and deliver assistance independently?
13. What have been key factors that have positively or negatively affected your work (or other's work) in this project?

Efficiency
14. In your view, to what extent did the project make the best use of its resources in order to promote socio-economic development, social cohesion, and capacity?

Process
15. Where there any systems in place that you feel facilitated the delivery of the project outputs? What were they? Why were they helpful?
16. Where there any systems in place that you feel hindered the delivery of the project outputs? What were they? Why were they unhelpful?

Impact

17. Do you think the project had a positive impact on the intended beneficiaries?
18. Do you think the project had a negative impact on the intended beneficiaries?
19. Do you think the project had a positive impact on anyone else?
20. Do you think the project had a negative impact on anyone else?
21. Do you think there are other factors that contributed to these positive or negative impacts? For example, did other governmental, non-governmental, UN, private sector, or other actors or agencies contribute to these impacts?
22. Do you think these changes would have been realized in the absence of the CRP I project?

Sustainability

23. What factors support or impede you in applying what you have learned or implementing decisions from this project?
24. What factors will contribute to or impede the continuation of the project's achievements after the end of the project?
25. To what extent have project outputs been institutionalized? For example, have any guidelines, terms of reference, policy documents, legislation, or other items been adopted by national institutions? New institutions created?

Annex F: Interview protocol for individual assistance beneficiaries

NB: Relevant questions were drawn from the list drawn below, depending on the types of assistance received by the beneficiary.

I have been requested to conduct an evaluation of some of IOM's activities, and I would like to talk to you about some of your experiences as a participant in this project. Individual responses will be kept confidential.

Thank you for your time and cooperation in this process!

Background

1. How long have you been in this location?
2. What were you doing before this?
3. How long have you been doing this activity?

Relevance

4. Thinking about your situation before this activity, did the CRP project do activities that responded to your needs?

Effectiveness and impact

5. Is the income from this activity sufficient?
6. How do you spend the income from this activity?
7. Did you receive training from IOM for this activity?
8. Do you think this training made you feel more confident about participating in this activity/gave you the skills needed to participate?
9. When you think about your life before the project and your life now, what is the biggest difference?
10. Do you think anyone else has benefited from this project?

Process

11. What do you think of the quality of the inputs provided by IOM? The training?
12. How do you feel the community has responded to the project? To your participation in the project?
13. If you have any problems do you feel that you could contact IOM for assistance?
14. If you have contacted IOM for assistance, what has the response been?

Sustainability

15. Do you think you will continue this business into the future?
16. Do you think there are more people in your community who could benefit from such a project?

Annex G: Interview protocol for training beneficiaries

Training attended:	Governorate:	Sex:
☐ Vocational training ☐ Farmer training ☐ Business Development training		☐ Female ☐ Male

Background

1. When did you receive training?
2. What is your education background?
3. What is your work history before the training?

Relevance

4. Have you benefited from this training?
    - a. If yes, how?
    - b. If no, why not?
5. Have other people benefited from this training?
    - a. If yes, who?
    - b. If yes, how did they benefit?
    - c. If no, why not?
6. Was the training relevant to your interests?
    - a. If yes, why?
    - b. If no, why not?

Effectiveness

7. What are the three things you remember best from the training?
8. Do you think that the training responded to your needs?
    - a. If yes, how did it respond to your needs?
    - b. If not, why?
9. What did you like best about the training you participated in?
10. What did you like least about the training you participated in?
11. Did the training motivate you to start a new income generation activity, or to expand an income generation activity?
12. Has your participation in this activity changed your knowledge, skills, and attitudes towards income generation? Please explain.

Sustainability

13. Are you able to use the new knowledge, skills, or attitudes in your day-to-day work?
    - a. If yes, how do you use the information (give examples):
    - b. If no, why are you not able to apply the new knowledge, skills, or attitudes?
14. What sort of follow up activities do you think should be done to build upon the training?

Annex H: Logic framework and results chain from strategic framework document

Logic Framework (Results Chain)			
Inputs	Input Indicators	Means of Verification	Risks and Assumptions
Executing Agency: IOM Iraq will provide specialized technical support and human and administrative expertise for the efficient and timely implementation of all project activities, including liaison with the Iraqi Government, specifically the MODM and local government representatives **Donor:** The Bureau of PRM is solicited to provide the needed funding and would provide guidance and input when necessary **Government of Iraq (GoI):** The GoI will provide suitable premises to accommodate joint offices for project implementation It will also appoint project focal persons to represent the GoI on the TCBs. Furthermore, the government will refer and share required information about potential beneficiaries with the project team	1. # & type of staff / consultants employed internally 2. Type of data collection and information management tools developed and implemented across the programme 3. # & type of administrative and technical support provided and/or received internally and externally 4. % of funding secured for continuation programming 5. Type of information shared among stakeholders	Employment and service level agreements and contracts Fiscal and narrative reports Database M&E framework Standard catalogue Training packages, IEC material Inventory of assets	Since the security situation across Iraq remains highly volatile and largely unpredictable, it is important for the programme to constantly readjust its implementation strategies by taking into consideration the prevailing conditions in the areas of implementation Fund not disbursed in time delaying programme implementation Existing skilled workers and services providers is sufficient to sustain programme implementation
Outputs	Output Indicators	Means of Verification	Risks and Assumptions
• 30 CMTs created within 5 governorates • 900 beneficiaries receive in-kind grants for business start-up and self-employment employment (minimum 180 females) • 360 beneficiaries receive vocational training courses and are awarded with toolkits	6. # & type of vulnerable communities selected 7. # of individuals assisted 8. Type of assistance provided 9. # of individuals trained 10. Type of training provided 11. Type of learning material developed	List of communities Location assessment report Community profile report	Increase of the prices in the market and importation Development of micro loans programmes

• (minimum 62 females)	12. # of individuals referred to external service providers	Database of the beneficiaries	challenging
• 180 beneficiaries receive job placement assistance (minimum 18 females)	13. # of toolkits disseminated	List of referrals	Fiscal decentralization and public-private partnership for local economy development
• 360 beneficiaries trained in farming training courses and awarded with toolkits (minimum 62 females)	14. # of job placements made	Business plans	
	15. % of operational businesses by the 4th qtr of implementation	IKG reports	Agriculture policy to protect the local production and micro credit for farmers in place
• 1,800 beneficiaries provided with BDS (including beneficiaries from PHSS III programme)	16. # & type of BDS provided	Training reports	
	17. # of beneficiaries reached through BDS	Attendance registers	IOM staff are capable to monitor the projects according to the need and report on the project indicators
• A minimum of 180 beneficiaries successfully referred to partner agencies/organizations operating in the area through the ICRS framework (minimum 18 females)	18. # & type of ICRS provided % of IKG beneficiaries have access to monthly average incomes/profit minimum USD 350 by the fourth quarter of implementation	Beneficiary satisfaction report	
		List of farmers	
		Grant agreements	Community management team in the selected community is involved in the implementation of the project
	19. % reduction in the total area affected by desertification	Progress report	
• At least 180 beneficiaries successfully referred to microfinance institutions or other credit-providing entities for financing business expansion (minimum 18 females)	20. % increase in net primary productivity in affected areas	M&E framework	
	21. % increase in production of agricultural commodities		Field staff are able to collect enough information to provide
	22. # & type of CRIs implemented		
• A minimum of 55 CRIs implemented, benefiting a minimum of 30 beneficiary communities	23. # of beneficiary communities benefiting from CRP programme		
• 5 TCBs in the	24. # of jobs created by each project		

• beneficiary governorates strengthened, functioning as mechanisms through which local MODM Branch Offices can work with relevant local authorities and actors toward improving service delivery • Lessons learnt and emerging best practices identified, documented and disseminated with the aim of listing linkages and strengthening programme implementation • 12 joint key stakeholder monitoring and evaluation meetings facilitated and/or attended to increase operational capacity of local partners (programme level) – including programme management meetings (IOM internally) • 4 national strategic partnership meetings facilitated to assess programme and agree on programme adjustments • 60 M&E site visits conducted • 55 community infrastructure projects provided with assessments, feedback, technical assistance in implementation, basic programme management and M&E support • 1 M&E toolkit developed and adopted across all programme • 2 M&E training sessions facilitated to MODM • 16 MODM officials trained on Interviewing Individual Beneficiaries • 2 trainings on BDS facilitated to MODM • 1 training on the Screening and Obtaining Governmental Approvals for MODM officials facilitated • All programme staff trained on M&E	25. % improvement and diversification in livelihood base 26. % decrease in the number of people negatively impacted by the processes of desertification 27. % increase in water supply and consumption 28. % reduction in the production cost in the first year after completion of project 29. # & type of research conducted and documented 30. # & type of governance and control procedures developed and adopted across the programme		
Outcomes	**Output Indicators**	**Means of Verification**	**Risks and Assumptions**

1. Improved livelihoods and food security through agriculture and rural development activities, as well as reinforcing the economic and social rights of the most vulnerable individuals and communities 2. Strengthened capacity of the civil society to contribute to sustainable development by raising awareness, enhancing skills and increasing public participation in the development and implementation of sustainable livelihoods programmes 3. Improved shared economic and social spaces and absorbing displaced and returnee families 4. Improved administrative capacity at central and local for the GoI to develop and implement sustainable policies and programmes, ensuring transparency, accountability and participation 5. .Increased access and utilisation of quality basic social services, equitably, with special emphasis on vulnerable groups 6. Improved governance and control of the CRP programme within IOM Iraq and amongst key stakeholders 7. Improved effectiveness of the CRP programme implementation and management to ensure donor expectations are met timely	31. % of the IKG beneficiaries have operational business 32. % of the IKG beneficiaries have access to monthly average income/profit minimum $350 33. % of the beneficiaries have access to micro-credit institutions 34. % of beneficiaries trained in basic skills that reported the training beneficial to increase income 35. % of beneficiaries that show an increase in income through employment 36. % and type of improvement of labour skills in the community 37. % increase of community members' involvement in the identification of livelihoods projects 38. # & type of technical assistance provided and/or received 39. % & type of im provements in community socio-economic infrastructure	Monitoring report List of referrals List of operational businesses Meeting minutes Agendas Training reports Attendance registers Beneficiary satisfaction survey	Implementation of the Economic Reform in Iraq
Impact	**Impact Indicators**	**Means of Verification**	**Risks and Assumptions**
IOM Iraq contributed to the ongoing stabilization of Iraq by improving the conditions for sustainable economic and social development of vulnerable communities with significant populations of IDPs and returnees in the selected governorates	40. % of individuals that reported improved living conditions 41. % increase in local economic development	M&E reports End-of-project evaluation Community assessment / survey	GoI remains committed to implement policies and programmes to assist displaced and returnees' populations in affected communities

Results Chain	
Objective 1: Improved livelihoods and food security through agriculture and rural development activities, as well as reinforcing the economic and social rights of the most vulnerable individuals and communities	Goal 1.1 To expand income generation opportunities for vulnerable families
	Goal 1.2 To provide technical assistance and capacity building interventions to selected beneficiaries and beneficiary communities
	Goal 1.3 To facilitate coordination meetings among MODM, PRM and IOM to confirm the beneficiary governorates, CRP offices and criteria
	Goal 1.4 To identify and list 30 priority beneficiary communities with significant numbers of returnees, IDPs and vulnerable populations
Objective 2: Strengthened capacity of the civil society to contribute to sustainable development by raising awareness, enhancing skills and increasing public participation in the development and implementation of sustainable livelihoods programmes	Goal 2.1 To identify and partner with key stakeholders at community level with the aim of increasing commercial livelihood interventions
	Goal 2.2 To provide technical assistance to community infrastructure programmes with the aim of community ownership towards functionality and sustainability
	Goal 2.3 To partner with CMTs in the development and implementation of the CRP programme interventions
	Goal 2.4 To facilitate community outreach and media relations, communication and branding interventions as it relates to the scope of the CRP programme
Objective 3: Improved shared economic and social spaces and absorbing displaced and returnee families	Goal 3.1 To promote good governance by strengthening the connections and accountability between local stakeholder groups/community representatives and local and regional governmental authorities
	Goal 3.2 To emphasize the linkages and improve the operational capacity of MODM and other local actors to coordinate and deliver assistance independently
	Goal 3.3 To establish referral networks and build civil society's capacity to integrate displaced and returnee families
Objective 4: Improved administrative capacity at central and local for the GoI to develop and implement sustainable policies and programmes, ensuring transparency, accountability and participation	Goal 4.1 Improved M&E among programme partners and IOM programme management staff internally
	Goal 4.2 To review and identify gaps and good practices within the programme with the aim of lessons learnt and emerging best practices documented
	Goal 4.3 To facilitate a multi-stakeholder dialogue forum to assess programme and provide adjustments
	Goal 4.4 To develop and implement Standard Operating Procedures and Guidelines to support the collection of programme data, information management monitoring, tracking and reporting to key stakeholders and donors

Objective 5: Increased access and utilisation of quality basic social services, equitably, with special emphasis on vulnerable groups	Goal 5.1 To facilitate community stabilization through better targeting socio-economic infrastructure that would help expands livelihood opportunities for the selected communities
	Goal 5.2 To coordinate and develop the creation of new jobs opportunities in the selected beneficiary communities
	Goal 5.3 To develop and coordinate the implementation of sustainable economic and livelihood projects
Objective 6: Improved governance and control of the CRP programme within IOM Iraq and amongst key stakeholders	Goal 6.1 To establish CRP offices in Anbar, Baghdad, Diyala, Ninewa, Missan
	Goal 6.2 To review the CRP procedures, SoPs, methodology, tools and beneficiary selection criteria
Objective 7: Improved effectiveness of the CRP programme implementation and management to ensure donor expectations are met timely	Goal 7.1 To develop a comprehensive programme management and M&E framework to be adopted across all programme areas
	Goal 7.2 To build the capacity of all field staff in programme management, M&E and Information Management
	Goal 7.3 To identify and document lessons learnt and emerging best practices for future programming

Prepared for IOM Iraq by
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IOM International Organization for Migration

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