Final Project Outputs Evaluation

Iraq Crisis Response and Resilience Project (ICRRP) – Iraq

October 2016- December 2022

Evaluation Report

November 21, 2023

Evaluation Team.

CRSM Consulting

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1. Project and Evaluation Details

Project/outcome Information	
Project title	Iraq Crisis Response and Resilience Project (ICRRP)
Atlas ID	00085156
Corporate outcome and output	United Nations Development Assistance Framework (2015-2019) for Iraq. Outcomes involving UNDP / ICRRP: - **Outcome A.1:** Targeted government institutions capacities strengthened for accountability, transparency, and provision of equitable and quality services. - **Outcome B.2:** Economic and livelihood opportunities increased for women and youth in both public and private sectors. United Nations Sustainable Development Cooperation Framework (2020-2024) for Iraq, Outcomes involving UNDP / ICRRP: - **Outcome 2.1:** Improved people-centered economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth, and vulnerable populations, and - **Outcome 3.2.** People in Iraq, civil society, and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations. Outcome indicators as stated in the Country Programme (2016-2020): - **Indicator 3.1.** Public services available and functioning - **Indicator 3.2.** Number of small businesses restored. - **Indicator 3.4:** Increase in percentage of internally displaced persons returning to liberated areas. - **Indicator 3.5:** Percentage of host community individuals, refugees, and internally displaced persons able to consistently afford basic needs. Outcome indicators as stated in the Country Programme (2020-2024): - **Indicator 2.1.** Number of jobs created in productive non-oil sectors out of total jobs by sex and age and persons with disabilities. - **Indicator 3.1.** Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service and governorates
Country	Iraq
Region	**Kurdistan Regional Government (KRG):** in the governorates of Duhok, Erbil, Sulaymaniyah, and Halabja, **New Liberated Areas (NLAs):** in the governorates of Diyala, Anbar, Ninewah, Salah-al-Din, and Kirkuk, **Southern Iraq:** in the governorates of Muthanna and Basra
Date project document signed	17 December 2018 20 October 2019(first revision) 13 August 2021 (second revision)
Project dates	Start	Planned end
	26 October 2016	31 December 2022
Project budget	USD 108,947,188	

Project expenditure at the time of evaluation	USD 108,947,188
Funding source	Governments of Germany, United States, Japan, Austria, France and UNDP through its Funding Window on Poverty and Inequality
Implementing party[1]	United Nations Development Programme (UNDP)

Evaluation information		
Evaluation type	Final ICRRP Project Outputs' Evaluation	
Period under evaluation	Start	End
	26 October 2016	31 December 2022
Evaluation Firm	CRSM Consulting	
Evaluator email address	wasi@crsmconsulting.net	evaluations@crsmconsulting.net
Evaluation dates	Start	Completion
	20-May-2023	30- September-2023

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[1] It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and work plan.

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2. Acronyms and Abbreviations

ABRA	Area-Based Recovery Approach
COVID-19	Coronavirus (2019)
CPD	Country Programme Document
CSO	Civil Society Organization
DAC	Development Assistance Committee
ECCI	Erbil Chamber of Commerce and Industry
EM	Evaluation Matrix
EQ	Evaluation Question
FFS	Funding Facility for Stabilization
FGD	Focus Group Discussion
GOI	Government of Iraq
HH	Household
HRBA	Human Rights-based Approach
ICRRP	Iraq Crisis Response and Resilience Programme
IDP	Internally Displaced Person
IOM	International Organization for Migration
ISIL	Islamic State of Iraq and the Levant
JCC	Joint Crisis Coordination Centre of the Kurdistan Regional Government
JCMC	Joint Coordination and Monitoring Centre of the Government of Iraq
KII	Key Informant Interview
KRG	Kurdistan Regional Government
KRI	Kurdistan Region of Iraq
LOA	Letter of Agreement
LPAC	Local Project Appraisal Committee
M&E	Monitoring and Evaluation
MFI	Micro-Finance Institution
MOHESR	Ministry of Higher Education
MSME	Micro, Small and Medium Enterprise
NGO	Non-Government Organization
NLA	Newly Liberated Areas
OECD	Organization for Economic Co-operation and Development
PSS	Psychosocial Support Services
PVE	Preventing Violent Extremism
PWD	Persons With a Disability
RRP	Recovery and Resilience Programme
SDG	Sustainable Development Goal
SGBV	Sexual Gender Based Violence
ToC	Theory of Change
UNDP	United Nations Development Programme

3. Executive Summary

3.1. Brief about the Iraq Crisis Response and Resilience Project (ICRRP)

The United Nations Development Programme (UNDP) initiated the Iraq Crisis Response and Resilience Programme (ICRRP) in 2014 to assist the people of Iraq in their recovery from a crisis resulting from the rise of ISIS and the associated conflicts and challenges in the region. ICRRP, a flagship program, employed a comprehensive approach, implementing short and medium-term projects to support various groups including IDPs, Syrian refugees, returnees, and host communities. It placed special emphasis on marginalized groups like GBV victims, women-led households, widows, and youth. Operating alongside life-saving efforts, it complemented long-term development initiatives by other partners. ICRRP's primary mission was to enhance social cohesion in Iraq by ensuring equitable support access and considering conflict and gender-sensitive factors in beneficiary selection, striving for a more unified and harmonious society.

UNDP's role in Iraq involved implementing both the country's largest stabilization program, the Funding Facility for Stabilization (FFS), Building Resilience through Employment Promotion (BREP) and medium-term interventions through ICRRP. This dual approach uniquely positioned the agency to facilitate the transition from humanitarian assistance to sustainable development.

3.2. Brief about the Evaluation

This final evaluation of the ICRRP interventions completed by September 2022 served the primary purpose of assessing ICRRP's progress and performance against the predefined targets within its six project outputs. With a summative focus ICRRP aimed to fulfil accountability requirements for UNDP Programme Management by comprehensively documenting project achievements, identifying shortcomings, capturing conclusions, and providing recommendations for future improvements and adjustments based on the evaluation approach and methods employed. This ensured a thorough assessment of project outcomes to inform decision-making for future initiatives and proffer recommendations. Moreover, it met donor requirements and aligned with UNDP's organizational policy of accountability towards various stakeholders, including project beneficiaries and involved institutions such as the Iraqi Ministry of Labour and Social Affairs (MOLSA) and other ministries. The findings and recommendations derived from this evaluation were expected to play a pivotal role in shaping future programming, refining approaches, fostering organizational learning, and ensuring accountability within UNDP's interventions in Iraq. By providing insights into the underlying reasons for both successes and challenges, this evaluation informed the design and implementation of similar projects in the future, ultimately contributing to the broader advancement of UNDP's programming objectives.

To accomplish these objectives, the evaluation adhered to UNDP Guidelines and aligned with the evaluation criteria established by the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC). Its specific goals encompassed assessing the project's achievement of targets and objectives, evaluating its overall progress and its contribution to UNDP's Country Programme Document (CPD) for Iraq, analysing project implementation to derive lessons that enhance sustainability, assessing the project's impact on the lives of Iraqis, and understanding how it integrated considerations of gender, youth, and persons with disabilities. The evaluation also strived to provide constructive recommendations for improving project selection and implementation, thus enhancing the sustainability of UNDP's programming, including the CPD for Iraq (2020-2024). Key evaluation criteria encompassed relevance, coherence/partnerships, effectiveness, efficiency, impact, and sustainability, with a specific emphasis on inclusion and intersectionality, including human rights, gender equality, and disability considerations.

The evaluation employed a hybrid approach, amalgamating a theory-based evaluation design with a blend of 'contribution analysis' and a 'pre-post single group' research design. This methodology aimed to comprehensively assess the project's progress, results, challenges, lessons learned, and potential impact at multiple levels, encompassing the micro, meso, and macro levels.

Moreover, 'contribution analysis' was instrumental for several reasons. It conducted a thorough examination of all inputs, activities, and processes within the project, understanding their contributions to socio-economic changes for the target groups, as well as improvements for government institutions, private businesses, and responsible partners. It also enabled the identification of causal links between inputs and outcomes, attributing specific project interventions to outcomes and highlighting areas for improvement and best practices.

3.3. Principal Findings

The evaluation of the ICRRP highlighted several key aspects of the project, including its relevance, coherence and partnership, effectiveness, efficiency, impact, sustainability, and intersectionality. These findings provide valuable insights into the project's alignment with strategic frameworks, its contributions to gender equality and human rights, and its adaptability in the complex context of Iraq.

Relevance: The ICRRP project demonstrates a high degree of relevance to various strategic frameworks. It closely aligns with UNDP's Strategic Plans (2018-2021) and (2022-2025) and contributes significantly to the Sustainable Development Goals (SDGs), United Nations Development Assistance Framework (2015-2019), Country Programme Document (CPD) (2016-2020, 2020-2024) and United Nations Sustainable Development Corporation Framework (2020-24). Each of its six outputs directly addressed key aspects of these frameworks, emphasizing poverty reduction, inclusive[2] governance, sustainable development, and gender equality. Furthermore, the project aligned well with the development priorities of the Government of Iraq as per The Iraqi National Development Plan (2018–2022), addressing critical issues such as poverty reduction, infrastructure development, crisis management, and social cohesion.

Coherence and Partnership: The project exhibits a strong commitment to coherence and partnership. It actively engaged local communities, government entities, and external expertise in its design and implementation. Community involvement is a cornerstone of the project, with participatory[3] needs assessments allowing communities to shape project objectives. Collaboration with the MOLSA ensured alignment with national policies. External partners, such as vocational training providers, enhanced the project's quality. Regular beneficiary feedback mechanisms and adaptability demonstrated a commitment to effective partnership and responsiveness to changing circumstances.

Effectiveness: The project has been effective in designing and delivering skills development, business support and short-term employment. Beneficiaries of these supports included host community members, IDPs, and Syrian refugees, who reported improved skills, employability, and economic prospects. The project's adaptability in addressing challenges, such as accommodating beneficiary preferences and

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[2] **Activities reach "communities" rather than specific target groups** within those communities, even though the identified communities may have been selected because of the high prevalence of a disadvantaged group. However, by reaching entire communities, the ABRA is non-discriminatory. ICRRP also brought separate communities together and built positive relations between them.

[3] Successfully tackling the area-specific problems requires the inclusion and participation of all stakeholders in the area (representing all socioeconomic members of the community) in a process that leads to a locally identified and appropriate resolution of the problem. This approach engages with the communities, local authorities, civil society, development and humanitarian partners for assessment, planning, implementation, and monitoring while ensuring government and community ownership of the process.

addressing gender-related issues, contributed to its overall effectiveness. While different project outputs achieved varying levels of success, adaptive measures were employed to overcome challenges.

Efficiency: Resource mobilization and utilization in the project have generally been efficient. Although some beneficiaries expressed concerns about resource adequacy, most respondents reported timely mobilization and efficient resource use. Delays, including those caused by the COVID-19 pandemic, were addressed through adaptive measures. The project's robust monitoring and evaluation system, which included continuous data collection and third-party monitoring, contributed to its efficiency. Strategies like responsible party agreements and partners' collaboration enhanced resource allocation and management.

Impact: The project has made a significant impact through its employment opportunities, contributing to short-term, medium-term, and long-term employment prospects. The gender-disaggregated data highlighted variations in the perception of employment opportunities among beneficiaries, emphasizing the importance of tailored strategies to address gender disparities. The project also positively impacted basic infrastructure, with beneficiaries actively participating in repairing and rehabilitating infrastructure projects. It indirectly promoted environmental sustainability through various measures, including waste management, water resource management, and compliance with local regulations.

Sustainability: The sustainability of project outputs was promising. Factors contributing to sustainability included capacity building, local ownership, economic viability, adherence to policies and regulations, environmental considerations, community engagement, robust monitoring and evaluation, and a well-planned exit strategy. Apart from Employment Investment Approach, all outputs received positive outlooks for long-term sustainability. The project's focus on capacity building empowered local stakeholders, fostering a sense of ownership and ensuring economic viability. Adherence to local policies and regulations created a conducive environment for success, while environmental considerations promoted sustainability.

Intersectionality: The project had a diverse beneficiary composition, including host community members, IDPs, Syrian refugees, and people with disabilities. Efforts to promote gender equality and inclusivity were observed, with a commitment to addressing the diverse needs of beneficiaries. The project's active engagement with these various groups underscored its commitment to human rights and inclusivity.

3.4. Summary of Conclusions

The evaluation of the six outputs of the ICRRP revealed a series of strengths and weaknesses across each output, shedding light on the overall impact and effectiveness of the project.

1. Output 1 - Integrated Recovery Support, community-based organizations and stakeholder engagement proved successful in promoting sustainable recovery, yet there were delays and limited gender mainstreaming.
2. Output 2 - Resilience Building – Employment, achieved remarkable results in employment generation and vocational training but faced challenges related to job sustainability.
3. Output 3 – The focus on private sector collaboration under the output Employment Investment Approach bolstered economic growth, although bureaucratic delays and gender disparities persisted.
4. Output- 4 - Building resilience of internally displaced persons, Syrian refugees and host communities, significantly improved access to essential services and livelihood opportunities but faced approval delays and required further gender-sensitive programming.
5. Output 5 - Broad resilience-building efforts of Resilience Building in Iraq II yielded infrastructure improvements and community engagement, yet administrative complexities and gender inclusivity issues surfaced.
6. Output 6 – The capacity-building of Strengthen Crisis Management was successful but needed a sustainability plan and increased focus on gender-specific training and representation.

Overall, the project made substantial progress in resilience-building and recovery, emphasizing the need for streamlined processes, enhanced gender sensitivity, and sustainable impacts in future endeavours.

3.5. Summary of Recommendations

The evaluation of the project identified several important areas for improvement and action:

Adequacy of Cash Grants: Beneficiaries have expressed concerns about the adequacy of cash grants for project initiation, potentially hindering effective project kick-start. To address this issue, it was recommended to reassess and adjust the cash grant amounts to align with the specific requirements of different projects under Integrated Recovery Support, Resilience Building – Employment, and Employment Investment Program outputs.

Timely Resource Mobilization: While resource mobilization practices were efficient, there is room for improvement in terms of timely mobilization to mitigate unforeseen delays. To address this issue, the project must strengthen early resource mobilization practices through improved coordination and streamlined approval processes[4]. This could be achieved through a strategic approach that aligns with the various stages involved in the approval process for financial transactions:

> **Initiation:** To expedite resource mobilization, improve initiation, review, and authorization processes, while maintaining transparency and internal controls.

> **Review:** In the review phase, inculcate comprehensive examination checks for policy compliance and budget availability, involving various authorized personnel. Streamlining and automating could speed up this phase, minimizing delays.

> **Authorization:** To reduce delays at this stage, authority delegation and clarify decision-making roles, minimizing unnecessary approval layers could be helpful.

Diversifying Risk Mitigation Strategies: External factors, such as the global COVID-19 pandemic, have significantly affected project implementation timelines, emphasizing the necessity for diverse risk mitigation strategies. Considering the impact of the pandemic on staff mobility and programmatic work worldwide, the UNDP CO in Iraq proactively responded by adopting a business continuity/contingency plan. Nonetheless, to address such challenges effectively, it was advisable to invest in diversifying risk mitigation strategies and further develop contingency plans.

Promoting Inclusivity and Empowerment: There was a need to enhance inclusivity and empowerment, particularly regarding gender mainstreaming and addressing the specific needs of persons with disabilities. To achieve this, the project should embed gender mainstreaming and women's empowerment strategies across all project outputs, where applicable. Additionally, targeted initiatives should be implemented to ensure the inclusion and empowerment of persons with disabilities, promoting equity and social justice.

Developing an Exit Strategy: As the project approaches conclusion, there is a need for a clear exit strategy to sustain project outcomes beyond its lifespan. To address this, it is crucial to prioritize the development of a comprehensive exit strategy. This strategy should involve engagement with project stakeholders to facilitate a smooth transition and ensure the long-term impact of the project's efforts, leaving a lasting positive effect on the communities.

Incorporating these recommendations into the project's planning and implementation will contribute to its overall effectiveness, sustainability, and the fulfilment of its intended goals and objectives.

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[4] http://web.undp.org/execbrd/pdf/UNDPFinRegsRules.pdf

4. Evaluation Purpose and Objectives

The primary objective of the evaluation was to gather evidence concerning the progress and performance of the Project in relation to the targets outlined in the results frameworks of the six Project Outputs. It placed a strong emphasis on achieving a "summative focus," aiming to fulfil accountability requirements, document project achievements, identify shortcomings, capture valuable lessons, and highlight best practices. Furthermore, the evaluation complied with donor requirements and adhered to UNDP's organizational policy of being accountable to stakeholders, especially project beneficiaries (right holders) and involved institutions like MOLSA and other ministries.

The findings from this evaluation would have a significant impact on future programming, leading to improved approaches, enhanced organizational learning, and a heightened sense of accountability. By capturing key lessons, the evaluation identified successes and challenges, providing insights into the underlying reasons or justifications. This information contributed to refining project design and guiding the implementation of similar projects in the future.

4.1. Evaluation Objectives

The broader objectives of this evaluation encompassed providing evidence of the project's progress and challenges, promoting accountability in its implementation, and identifying and sharing knowledge and best practices. The evaluation adhered to the UNDP Guidelines and the evaluation criteria set forth by the OECD/DAC. Specific objectives derived from the Terms of Reference (ToRs) included:

1. Assess the Project's achievement of targets and objectives, aligning with the six UNDP evaluation guidelines and the evaluation criteria of OECD/DAC.
2. Evaluated the overall progress of the project, assessed its results against expected outcomes, and examined its contribution to Outcome 3[5] of the UNDP Country Program Document (CPD) (2020-2024) for Iraq.
3. Assess the achievement of project results and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.
4. Assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluation include whether the project has contributed to or enabled progress toward restoring and rebuilding the lives of Iraqis, including women, in response to the 2014 conflict and crisis, which had a devastating effect on the country.
5. Explain how the project mainstreamed gender, youth, and PWD focus on programming through a right-based approach.
6. Draw lessons[6] and develop recommendations that may help in improving the selection, enhancing the design and implementation of similar future projects and activities in the country, improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming

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[5] **CPD (2016-2020)-Outcome 3:** Conditions improved for the safe return of internally displaced persons in newly liberated areas.

CPD (2020-2024)-Outcome 2: Improved people-centered economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth, and vulnerable populations, and

Outcome 3: People in Iraq, civil society, and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.

[6] Informed also by the lessons learned review exercises that by the time of the evaluation are completed for ICRRP and/or commissioned by donors.

7. Provide constructive and practical recommendations on factors that can contribute to project sustainability, including for the CDP 2020-2024

4.2. Evaluation Stakeholders (Users and Uses)

The Table below lists key evaluation stakeholders, their roles, interests, and how they intend to utilize the evaluation outcomes.

Table 1. Evaluation Stakeholders'- their roles and intended use of evaluation outcomes

Evaluation Stakeholders	Role in Evaluation and Intended Use of Evaluation Outcomes
UNDP	**Role:** UNDP served as the primary stakeholder, providing access to project data, coordinating with national partners, and collaborating with the evaluation team. **Uses:** UNDP intends to use the evaluation outcomes to assess the overall effectiveness and impact of the ICRRP Project at the country, regional and global level; and to inform future programming decisions and improve project implementation strategies for similar initiatives. Additionally, UNDP aims to share the findings with donors to advocate for continued funding in the Country.
Donors	**Role:** Donors' contributions were essential in funding various project activities and interventions. In the evaluation, donors are key stakeholders whose financial commitments and priorities were assessed. **Uses:** Donors are interested in understanding how their contributions have been utilized and the impact they have had on project outcomes. They intend to use the evaluation outcomes to make informed decisions about future funding for similar initiatives. Additionally, donors may use the findings to advocate for effective humanitarian and recovery efforts in the region.
Responsible Partners	**Role:** To support evaluators during field work in accessing communities for data collection; act as key informants for the evaluation. **Uses:** To understand strengths and key gaps in implementation and to improve their implementation processes, coordination, and partnerships for crisis response and resilience service delivery.
Government Ministries	**Role:** Government ministries played a significant role in providing the necessary approvals, regulations, and support for the ICRRP Project. They were key partners in ensuring the project's alignment with national policies and priorities. In the evaluation, government ministries are essential stakeholders as their cooperation and engagement in project activities will be assessed. **Uses:** Government ministries aim to assess the project's alignment with national development goals and its impact on host communities, internally displaced persons (IDPs), and Syrian refugees. They intend to use the evaluation outcomes to inform their future strategies for addressing similar challenges, improving their collaboration with UNDP and other stakeholders, and making policy decisions related to crisis management and recovery efforts across the country. The findings may guide them in formulating effective policies and interventions in the future.
Communities / Beneficiaries	**Role:** To participate in focus groups discussions and surveys to share their reflections on the services received and their perceived benefits for them. **Uses:** To use the evaluation outcomes to advocate for their needs and rights, inform future community development initiatives, and engage with project implementers and government authorities to address any outstanding issues or unmet needs. The findings will help them understand their role in sustaining the livelihood, basic infrastructure and social cohesion services rendered by ICRRP at the community level and to participate more effectively in decision-making processes and access additional support if necessary.

5. Introduction

This section provides a comprehensive perspective on the Project, which was the subject of evaluation. It covers the contextual landscape within the country, the historical background, and essential attributes, including project chronology, thematic elements, geographical scope, funding sources, and contributing donors.

The subsequent subsection outlines the six project outputs, which served as the focal points for evaluation, both as individual sub-projects and as integral facets of the Project's holistic assessment.

5.1.   Country Context and ICRRP Project Background

5.1.1. Country Context (Pre-Project Situation)

▪ *Pre-Project Situation:*

The situation in Iraq, leading up to the initiation of the ICRRP, was marked by a combination of factors that necessitated a comprehensive response:

Conflict and Displacement: Iraq had been grappling with protracted conflict and insecurity since 2014. This period saw significant internal displacement, with at least 3.2 million people displaced within the country. This crisis impacted all segments of the population, including vulnerable groups like internally displaced persons (IDPs), returnees, Syrian refugees, and host communities.[7]

Humanitarian Needs: The conflict led to the displacement of at least 3.2 million people within Iraq, with an estimated 8.2 million people, including 47% children, requiring humanitarian assistance. Their needs encompassed various aspects such as shelter, food, water, and healthcare. Of particular concern were the areas outside the government's control, which presented unique challenges for service provision. [8]

Protection Risks: The conflict brought forth numerous protection challenges, including attacks on civilians, extrajudicial killings, abductions, gender-based violence, forced recruitment of children, and extensive damage to property and infrastructure. Between 2014 and mid-August 2015, there were 1,113 incidents of grave violations involving 2,758 children.[9]

Syrian Refugee Crisis: The Syrian crisis also had a significant impact on Iraq. According to the United Nations High Commissioner for Refugees (UNHCR), as of 2021, approximately 3.2 million Syrians have sought refuge in Iraq, with many living in informal settlements in and around cities such as Erbil, Mosul, and Baghdad. [10] They primarily settled in camps and host communities within the Kurdistan region, adding to the complexity of the humanitarian situation.

Inequality and Deprivation: A child-centred equity analysis conducted in 2012 revealed that approximately one in three children, or roughly 5.3 million, faced multiple deprivations in areas such as health, education, water, sanitation, hygiene, nutrition, and protection. These deprivations were not evenly distributed across the country, with some governorates reporting higher levels of child deprivation.

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[7] OCHA, 'Iraq Humanitarian Response Plan', June 2015.

[8]https://reliefweb.int/report/iraq/unicef-iraq-monthly-humanitarian-situation-report-march-2016?_gl=1*wrhysb*_ga*ODMyNjA3OTcyLjE3MDA0NzM4OTA.*_ga_E60ZNX2F68*MTcwMDQ3Mzg5MC4xLjAuMTcwMDQ3Mzg5MC42MC4wLjA.

[9] https://reliefweb.int/report/iraq/humanitarian-action-children-2023-iraq

[10] https://data.unhcr.org/en/country/irq#:~:text=Iraq%20Operation&text=Iraq%20generously%20hosts%20close%20to,of%20Palestine%2C%20and%20other%20countries.

GDP Decline: Despite ongoing instability, Iraq's GDP per capita dropped by 28.5% from $6,500 in 2012 to $4,630 in 2015[11]. Real GDP is estimated to have edged up by 1.3% in 2021, after a sharp contraction of 11.3% in 2020.[12]

- ▪ *During Project Period:*

The trajectory of the ICRRP was influenced by ongoing changes in the country context, which necessitated revisions to the project document:

Changing Dynamics: The security and political dynamics in Iraq continued to evolve, impacting the operational environment for ICRRP. These changes required adaptability and flexibility in project implementation to address emerging needs.

New Challenges: Ongoing displacement, security concerns, and the impact of the Syrian crisis continued to shape the humanitarian landscape. The ICRRP had to adjust its strategies to respond to these evolving challenges.

Enhanced Coordination: ICRRP strengthened its coordination with the Government of Iraq (GoI) and other key stakeholders to improve the efficiency and effectiveness of project interventions. Government coordination remains a vital thematic area of focus.

Unemployment: Iraq's unemployment rate was more than 10 percentage points higher than its pre-COVID-19 level of 12.7 percentage points in 2021. [13]Unemployment among the displaced, returnees, women jobseekers, pre-pandemic self-employed and informal workers remained elevated.

Livelihood Recovery: Economic recovery and livelihood support were crucial aspects of the program, particularly in areas affected by the conflict. ICRRP adapted to changing economic conditions and livelihood needs.

Protection and Social Cohesion: Protection of vulnerable populations, including children, and efforts to promote social cohesion remained central to the program. These aspects evolved with the changing context to address new protection concerns and foster community resilience.

- ▪ *UNDP's Commitment:*

Having maintained a presence in Iraq since 1976, UNDP displayed a deep commitment to supporting Iraq's transition towards reconciliation, reform, and stability. UNDP's support spanned a wide range of areas, from promoting emergency livelihoods and fostering community dialogue in crisis-affected districts to preventing sexual and gender-based violence (SGBV) among Syrian refugees and internally displaced people (IDPs). UNDP also played a pivotal role in stabilizing newly liberated areas through its Funding Facility for Immediate Stabilization (FFIS). UNDP's interventions in Iraq, as outlined in its Country Program Documents (CPD) for the periods 2016-2020 and 2020-2024, have been instrumental in advancing the nation's stabilization efforts. These initiatives primarily focused on a multifaceted approach, addressing immediate needs while fostering long-term stability. Key elements of UNDP's support include the rehabilitation of critical infrastructure, which not only restored essential services but also nurtured a sense of normalcy and stability in crisis-affected areas. Additionally, UNDP actively promoted community resilience, strengthened local capacities in conflict resolution and peacebuilding, and enhanced the rule of law and governance structures. By addressing these core areas and engaging with youth to mitigate the

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[11] https://reliefweb.int/report/iraq/iraq-crisis-response-and-resilience-programme-annual-report-2016

[12] https://www.worldbank.org/en/country/iraq/overview

[13] https://www.worldbank.org/en/country/iraq/overview

risk of recruitment into extremist groups, UNDP played a pivotal role in promoting reconciliation, reform, and stability in Iraq, aligning with its CPD goals for these two key program periods.[14]

These interventions contributed to stabilizing newly liberated areas and were essential for sustaining peace in conflict-affected regions. Furthermore, UNDP's efforts in inclusive area-based planning, governance reforms, decentralization, and initiatives related to environmental and climate change resilience provided a comprehensive framework for addressing Iraq's stabilization challenges. UNDP's deep commitment to these principles underscores its dedication to fostering positive change in Iraq's journey towards reconciliation, reform, and prosperity.

UNDP served as a significant partner in enhancing democratic processes and good governance in Iraq. It provided valuable technical assistance during national parliamentary elections in 2010 and provincial elections in 2013. UNDP's support to the Government, both at the federal and regional levels, was instrumental in prioritizing the Millennium Development Goals (MDGs) and safeguarding the development gains made. UNDP remained committed to helping Iraq achieve the Sustainable Development Goals (SDGs). With a strong record of accomplishment across various domains, UNDP was well-positioned to pursue a cutting-edge resilience agenda, incorporating a gender perspective and a specific focus on the economy, social cohesion, and national reconciliation, all aimed at assisting the people of Iraq in their recovery and the building of a brighter future.[15]

5.1.2. Background of the ICRRP

Since January 2014, Iraq grappled with a significant political and security crisis, resulting in the displacement of over 3.2 million individuals who were compelled to abandon their homes due to the violence and conflict linked to the seizure of substantial territories by the Islamic State of Iraq and the Levant (ISIL). Furthermore, approximately 250,000 Syrian refugees sought refuge, primarily in the Kurdistan Region of Iraq (KR-I). According to the 2016 Iraq Humanitarian Response Plan (HRP), over 9.3 million people in Iraq urgently needed humanitarian assistance. This situation evolved into a protracted conflict, with an anticipated ongoing increase in the number of internally displaced people (IDPs).[16]

In response to this crisis, in 2014, UNDP initiated the Iraq Crisis Response and Resilience Project (ICRRP) with financial support from the Governments of Austria, France, Japan, Germany, the United States, and the United Kingdom. Initially slated for two years (2014-2015), the project aimed to support the Government of Iraq's efforts to prevent and respond to crises while catalyzing resilience development against shocks arising from renewed violence, natural disasters, and instability. The project served as a platform for delivering emergencies, early recovery, and resilience support. Initially, it focused on geographical areas lacking sufficient support from humanitarian clusters or agencies, with a particular concentration on the Kurdistan Region of Iraq. UNDP significantly complemented primarily life-saving and short-term activities carried out by other partners through ICRRP's multi-sectoral strategy, with sustainability as a core principle. ICRRP was originally structured around five thematic areas: government coordination, basic services, livelihood recovery, protection, and social cohesion. These areas aimed to assist internally displaced persons, returnees, Syrian refugees, and host communities.[17]

ICRRP built upon existing experience and served as a foundation for Iraq's early recovery and resilience agenda. Through a multi-sectoral, integrated approach aimed at enhancing the resilience of communities

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[14] https://www.undp.org/iraq/publications/country-programme-document-iraq-2016-2020
https://www.undp.org/iraq/publications/country-programme-document-iraq-2020-2024

[15] https://www.undp.org/sites/g/files/zskgke326/files/migration/iq/UNDP-IQ--Fast-Facts--SIRI-Reconciliation--20171105.pdf

[16] https://reliefweb.int/report/iraq/iraq-humanitarian-response-plan-2016-december-2015

[17] https://www.undp.org/iraq/projects/iraq-crisis-response-and-resilience-programme

most affected by the influx of refugees and IDPs, it complemented the primarily life-saving and short-term activities conducted by other partners.

Furthermore, ICRRP is closely aligned with multiple strategic frameworks and policies, including UNDP's Strategic Plans (2018-2021) and (2022-2025), the Sustainable Development Goals (SDGs), United Nations Development Assistance Framework (2015-2019), Country Programme Document (CPD) (2016-2020, 2020-2024), and United Nations Sustainable Development Corporation Framework (2020-24). Its six outputs directly contribute to these frameworks, addressing poverty reduction, inclusive governance, sustainable development, and gender equality. The project also aligns with the Government of Iraq's priorities as outlined in the Iraqi National Development Plan (2018–2022), focusing on issues like poverty reduction, infrastructure development, crisis management, and social cohesion.

5.2. Overview of the ICRRP

In 2014, UNDP launched the Iraq Crisis Response and Resilience Program (ICRRP) with the primary goal of assisting the people of Iraq in rebuilding and restoring their lives. As a flagship initiative of UNDP in Iraq, ICRRP employed a comprehensive approach. It implemented short and medium-term projects targeting a diverse demographic, including internally displaced persons (IDPs) in both camp and non-camp environments, Syrian refugees, returnees, and host communities, while also providing support to the government and civil society. ICRRP placed a special focus on marginalized youth and vulnerable groups, including victims of gender-based violence (GBV), women-led households, widows, and girls.

ICRRP strategically operated in tandem with life-saving and shorter-term stabilization efforts, seamlessly integrating its activities with those of other humanitarian actors. It collaborated with partners to provide immediate relief, such as food, shelter, and healthcare, to those affected by conflict and displacement. Simultaneously, ICRRP aligned its interventions with longer-term development programs initiated by partner organizations. These encompassed areas such as livelihood recovery, education, and community-building, with the aim of restoring normalcy and building resilience among affected populations.

By directly addressing the humanitarian-development-peace nexus, ICRRP contributed to a holistic approach in addressing the complex challenges faced by Iraq. This approach recognized the independence of short-term stabilization, mid-term recovery, and long-term development, leading to more impactful and resilient results.

5.2.1. ICRRP Objectives

Specifically, ICRRP aimed to achieve the following key objectives:

1. Strengthen crisis response coordination, processes, and management.
2. Enhance local access to basic services and improve institutional delivery and accountability.
3. Improve livelihood opportunities, particularly for communities hosting internally displaced persons (IDPs) and refugees.
4. Provide protection to vulnerable communities, with a specific focus on women and youth who are at risk of Conflict Related Sexual Violence (CRSV) and GBV.
5. Foster social cohesion of internally displaced persons, Syrian refugees, and host communities.

UNDP's implementation of Iraq's most extensive stabilization program, the Funding Facility for Stabilization (FFS), alongside medium-term interventions under the resilience program (ICRRP) and Building Resilience Through Employment Promotion programme (BREP) a part of UNDP's stabilization intervention in Iraq positioned the agency uniquely to facilitate the transition from humanitarian to development efforts. This approach aimed to restore national capacity, livelihoods, and peaceful conditions, creating a foundation for sustainable development. The synergistic approach of combining stabilization and resilience

interventions demonstrated a seamless transition in targeted areas for returnees and vulnerable host communities seeking sustainable livelihoods.

Through ICRRP, UNDP Iraq focused on providing integrated responses in targeted areas to ensure swift and effective recovery. Tailored assistance considered distinct socio-economic conditions among target areas and beneficiary groups, laying the groundwork for longer-term recovery. While immediate income generation activities were prioritized, cross-cutting issues such as social cohesion and the prevention of GBV were seamlessly integrated into the response. Social tensions, often exacerbated by ethnic and sectarian divisions, were common in communities with returnees.[18]
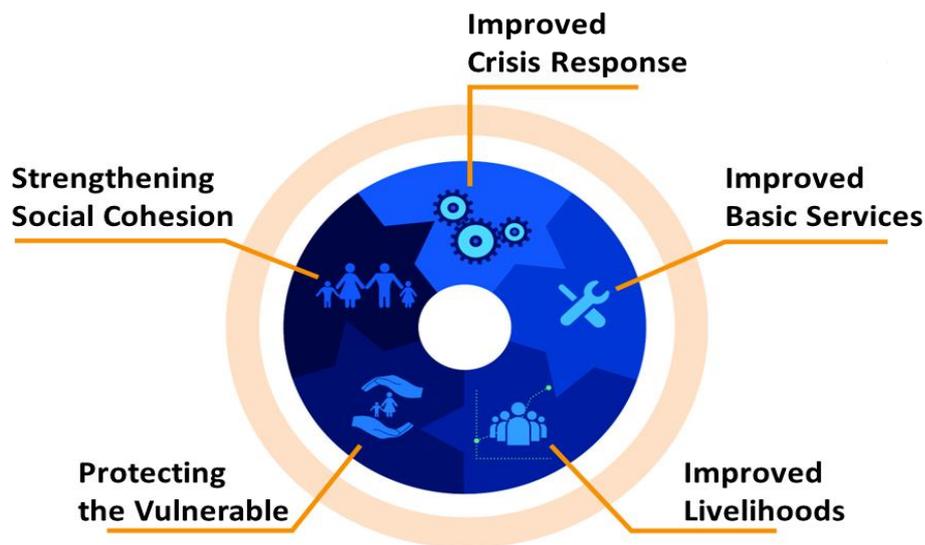
ICRRP's objectives also included fostering social cohesion by ensuring equal access to support and developing conflict and gender-sensitive criteria for beneficiary selection. Immediate livelihood support for returnees and host communities, particularly youth, served as an effective measure for countering terrorism, stabilization, and de-radicalization.

5.2.2. Key Focus of ICRRP Interventions by Components

Government Coordination and Strategic Planning: UNDP supported the GoI and the Kurdistan Regional Government in strengthening the Joint Crisis Coordination and Monitoring Centre (JCCMC) in Baghdad and the Joint Crisis Centre (JCC) in Erbil. These institutions serve as coordination hubs for crisis response networks, forming the national crisis management system. ICRRP's efforts encompass normative, strategic, and operational levels, enhancing policies, planning, prioritization, resource mobilization, and response effectiveness across governorates.

Basic Services and Accountability: UNDP initiated immediate interventions to rehabilitate or construct local infrastructure in host communities and refugee/IDP settlement areas, improving basic service provision through community-based dialogues and government ownership of implementation.

Livelihoods Recovery: ICRRP interventions were linked to local economies, offering short term and sustainable income opportunities. This was achieved through identifying niche businesses/industries, conducting market/value chain assessments, fostering public-private partnerships, providing short term employment, vocational training, and supporting small and medium-sized enterprises with the condition of employing job seekers from displaced and local populations.

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[18] standard letter of agreement between the United Nations development programme (UNDP) and the ministry of interior (MOI) of the Kurdistan regional Government-Joint crisis Centre (JCC) On establishment of GIS system & website development

SGBV and Protection: To address the vulnerability of women and girls to SGBV, ICRRP focused on advocacy, prevention, protection, rule of law, access to justice, and resilience building, both within and outside IDP and refugee camps.

Social Cohesion: ICRRP fostered policy dialogues, advocacy, and community involvement to reduce inequality and tensions among ethno-religious groups. Activities strengthen mechanisms for community input into decision-making, enhance governmental accountability, and develop monitoring tools to assess social tensions and institutionalize data collection mechanisms at sub-district levels.

ICRRP consisted of six Outputs projects (or sub-projects) that were implemented between 2016 to 2022. Detailed information and result framework of the six outputs of ICRRP is given in the Annex 12. The evaluation scope of this report covers UNDP-ICRRP led outputs completed after the 2018 project evaluation. These outputs were implemented between 26 October 2016 to 30 September 2022, as mentioned in the Results Frameworks of ICRRP Project outputs. The report also excludes project outputs that had been completed by 2018. Therefore, a mid-term evaluation of the ICRRP was conducted in 2018, which is why this evaluation report does not cover the project from 2015.

- ## *Project Coverage (Geographic)*

The ICRRP Project through its six outputs has been implemented in about 72 districts including some cities in 13 Governorates. The figure 5 below lists all the targeted districts/cities of the ICRRP Project implementation. The Appendix 04 provides a detailed mapping of the key thematic interventions for each of the below mentioned districts/cities.

Output Wise Donation Amount By The Project Donors

Output	Amount
Strengthen Crisis Management (Austria)	3.6
Resilience Building in Iraq_II (Japan/JSB2018)	1.8
Building resilience IDPs, SR, HCs (RRFII Fund, USAID, France, Germany KFW 40836)	5.2
Employment Investment Approach	1.1
Resilience Building – Employment (Germany KfW 733)	3.0
Integrated Recovery Support (Germany KfW 777 & 18644)	6.2
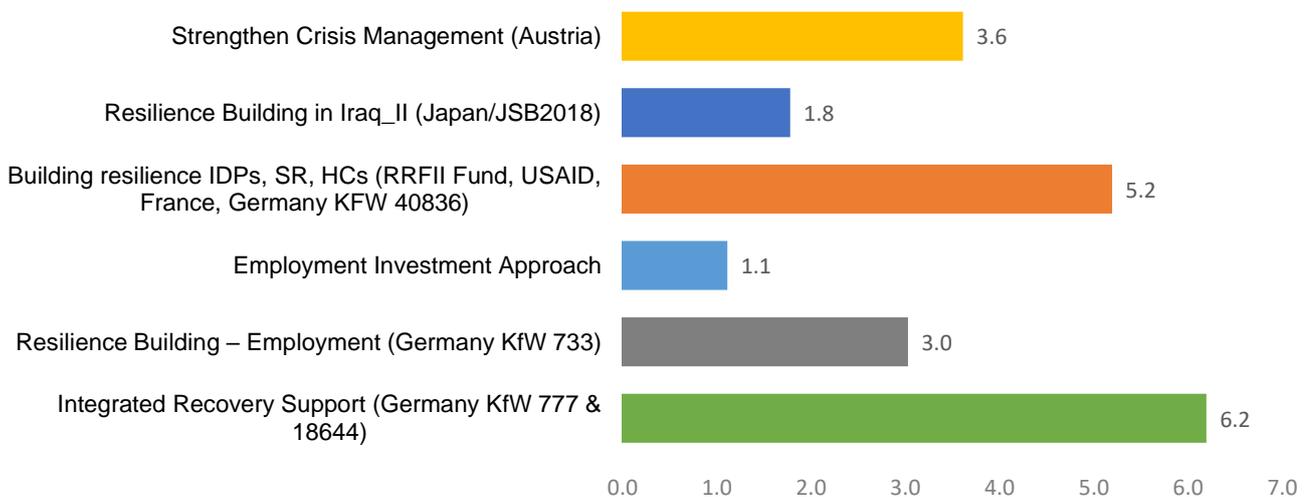
Legend: Governorates   Districts / Cities

Figure 2. Map of Project Locations

● *Project Donors*

The Project consisted of six outputs (sub-projects) that were funded by various donors during the period of 2016-2022. While some outputs were supported by a single donor, others received funding from multiple donors. This diversity of donors within ICRRP created opportunities for synergy and complementary, but also posed challenges in consolidating financial information for each output (sub-project). The figure 6 below presents the overall summary of all six outputs and the involved donors.

Output Wise Project Donors

Output	Value
Strengthen Crisis Management (Austria)	3.6
Resilience Building in Iraq_II (Japan/JSB2018)	1.8
Building resilience IDPs, SR, HCs (RRFII Fund, USAID, France, Germany KFW 40836)	5.2
Employment Investment Approach	1.1
Resilience Building – Employment (Germany KfW 733)	3.0
Integrated Recovery Support (Germany KfW 777 & 18644)	6.2
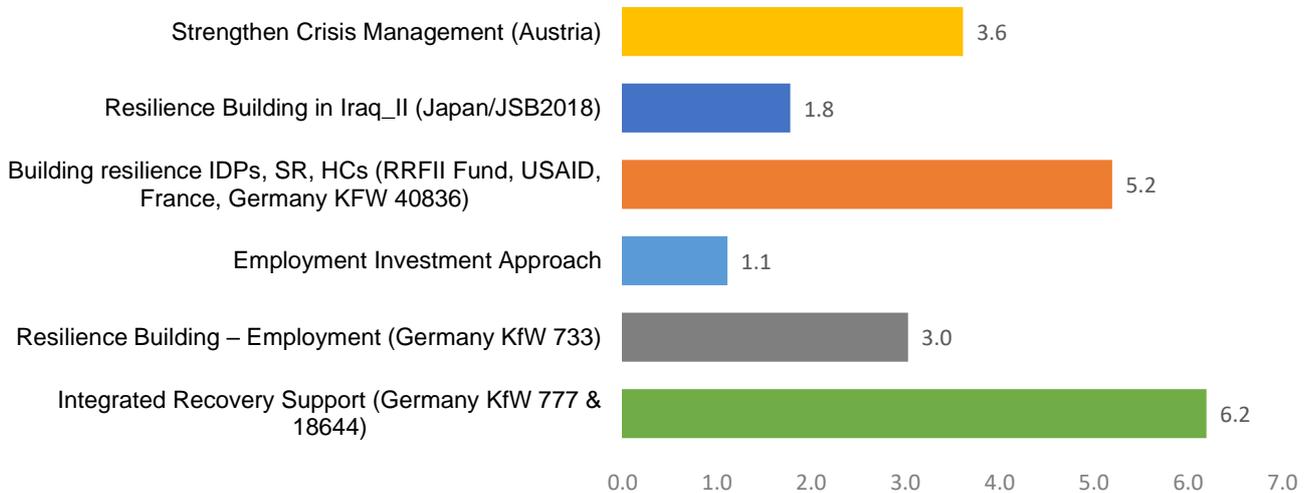
● *ICRRP Project Funding*

According to the UNDP Factsheet (March 2016), the ICRRP Project funds were estimated at **USD 57 million** as per the following details. However, considering the long-term duration of the project, and involvement of multiple donors, the funds were determined after consulting detailed project financial documents during the primary data collection phase. The Table 3 provides initially planned financial resources vis-à-vis the respective donors of the ICRRP Project.

Table 2. ICRRP Funds

Output 1

22

Sector	Value/ Contract Cost / PO amount / (2016-2023) in USD	Target Number of beneficiaries	Actual number of beneficiaries	Cost per BEN
Agriculture	130,217.50	144,000.00	144,000.00	0.90
Community Centre	29,280.00	18,000.00	18,000.00	1.63
Education	10,798,049.62	16,153.00	16,153.00	668.49 [19]
Electricity	2,976,113.54	100,113.00	100,113.00	29.73
Health	96,256.00	96,256.00	96,256.00	1.00
Livelihood	8,599,245.36	3,634.00	4,380.00	1,963.30[20]
Road	1,931,903.00	165,850.00	165,850.00	11.65
Social Cohesion	2,261,897.00	13,546.00	24,594.00	91.97
Water	851,699.60	22,000.00	22,000.00	38.71
Output 2				
Sector	Value/ Contract Cost / PO amount	Target Number of beneficiaries	Actual number of beneficiaries	Cost per BEN
Livelihood	36,736,194.53	20,300.00	22,270.00	1,649.58
Output 3				
Sector	Value/ Contract Cost / PO amount	Target Number of beneficiaries	Actual number of beneficiaries	Cost per BEN
Livelihood	373,231.80	87.00	210.00	1,777.29
Output 4				
Sector	Value/ Contract Cost / PO amount	Target Number of beneficiaries	Actual number of beneficiaries	Cost per BEN
Education	91,539.33	6,084.00	6,084.00	15.05
Electricity	1,479,308.50	361,898.00	361,898.00	4.09
Livelihood	5,550,707.00	3,554.00	3,920.00	1,416.00
Road	3,104,355.23	391,879.00	391,879.00	7.92
Water	5,368,320.49	663,508.00	663,508.00	8.09
Output 5				
Sector	Value/ Contract Cost / PO amount	Target Number of beneficiaries	Actual number of beneficiaries	Cost per BEN
Livelihood	6,718,124.73	6,214.00	6,113.00	1,098.99
Social Cohesion	769,196.45	15,007.00	16,948.00	45.39
Water	51,530.00	51,306.00	51,306.00	1.00
Output 6				
Sector	Value/ Contract Cost / PO amount	Target Number of beneficiaries	Actual number of beneficiaries	Cost per BEN
Community Centre	185,277.00	840.00	840.00	220.57
Livelihood	1,513,906.20	1,505.00	2,089.00	724.70
Social Cohesion	607,818.68	-	2,112.00	287.79

[19] The higher cost per beneficiary in the education sector is attributed to the unique nature of infrastructure rehabilitation. The figure reflects a snapshot of beneficiaries directly utilizing the infrastructure during its initial phase. This is due to the sustained and expanding impact of the rehabilitated infrastructure, showcasing a continuous and increasing benefit over the years.

[20] For the livelihood activities in all outputs encompassing sustainable livelihoods, small business grants, vocational training, and emergency livelihood stabilization through cash for work, it is acknowledged that the benefits are predominantly individual in nature rather than community wide. This distinction stems from the project's focus on empowering individuals through targeted interventions. The cost analysis reflects the investment in individual capacities, fostering economic resilience and self-sustainability.

5.2.3. Implementation Strategies

Creating sustainable income and employment opportunities: Creating sustainable income opportunities and employment, particularly for the returnees, vulnerable host communities, focusing on youth and women, as well as strengthening the capacity of national institutions were the key drivers of smooth recovery and resilience building under ICRRP's interventions. The key assumption underlying this strategy was that by providing sustainable livelihood opportunities, especially for youth and women, it would contribute to economic stability and reduce the susceptibility of youth to radical ideologies, thus preventing violent extremism.

Focus on employment opportunities for youth: Considering that youth are most susceptible to radical ideologies, promoting employment for youth through employment creation was a key strategy to serve as a powerful tool for preventing violent extremism.

Immediate income generation opportunities: Immediate income-generation opportunities, such as asset replacement and short-term employment, were provided to returnees who just returned to their original place. Internally Displaced Persons and the host community members who were in extreme vulnerability. The assumption was that providing immediate income sources would address the urgent economic needs of returnees and vulnerable communities, helping them recover from displacement and extreme vulnerability.

Creation and expansion of micro/small businesses and provision of professional business training: Additionally, to complement the emergency livelihood support, longer-term livelihoods recovery support, including supporting micro/small business startups, business scaleups/ expansion and provision of professional business training. The assumption here was that by facilitating the growth of small businesses and providing training, it would enhance economic opportunities, improve the livelihoods of beneficiaries and create more employment opportunities, leading to economic recovery.

Promotion of Innovative livelihood means: These efforts included promotion of innovative livelihood ideas linking with the overall strategic direction of economic recovery and diversification in Iraq. The key assumption was that fostering innovative livelihood means would contribute to economic diversification and enhance the resilience of communities in Iraq.

Gender mainstreaming: Specific support to promote women's economic empowerment was also undertaken. An investment was made to increase the capacity, both in skills and knowledge of relevant national institutions. The assumption was that by prioritizing women's needs, providing tailored activities for livelihood access, and addressing gender-based violence (GBV), it would empower women economically and enable them to access essential public services, contributing to gender equality and social cohesion.

Women empowerment: The Project prioritised on women's needs, by providing tailored activities for livelihood access. The assumption was that increased livelihood opportunities for women and addressing their unique challenges will enable them to access essential public services enhancing their overall empowerment. ICRRP support included grants for female-headed households, business creation assistance, and addressing GBV through the project's collaboration with UNDP's global GBV pilot project.

Basic Infrastructure and Social Cohesion Activities: ICRRP engaged in basic infrastructure and social cohesion activities to rehabilitate critical infrastructure and promote community cohesion. The assumption was that by rehabilitating infrastructure and fostering social cohesion, it would improve the living conditions of the population, enhance social harmony, and contribute to overall community resilience.

These strategies and assumptions were integral to ICRRP's efforts to create sustainable income and employment opportunities, address immediate economic needs, and promote innovative livelihood means, while also prioritizing gender equality and social cohesion in the project's interventions.

Additionally, addressing the need for basic social services for refugees, IDPs, and host communities was integral to facilitating the return of IDPs to their original locations. These strategies and assumptions collectively formed the foundation of ICRRP's comprehensive approach to recovery and resilience in Iraq.

5.3. ICRRP's Six Outputs (Sub-projects)

This section provides an overview of the six outputs of the project. During the data collection phase, the evaluation team extensively reviewed project documents to gather specific information on log frames, baseline values, targets and the progress or achievements related to each output. Consequently, the description of these outputs was expanded in the final evaluation report as appendices, providing a comprehensive understanding of their scope and outcomes.

5.3.1. Output-1: Integrated Recovery Support

Output 1 aimed to enhance socio-economic resilience for refugees, IDPs and host communities, including the new displaced from Mosul and to create enabling conditions to rebuild people's lives in newly liberated areas (NLAs).

▪ *Alignment with Frameworks and Priorities:*

National Priorities: "Integrated Recovery Support," is closely aligned with Iraq's national priorities. It focuses on enhancing socio-economic resilience for refugees, internally displaced persons (IDPs), and host communities. This is a critical priority for Iraq, given its history of conflict and displacement. The output's goal of creating enabling conditions for rebuilding lives in newly liberated areas is central to Iraq's post-conflict recovery efforts.

UNDAF/UNSDCF Priorities: The output strongly aligns with the United Nations Development Assistance Framework (UNDAF) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities. It supports the key areas of resilience to shocks and crises, as outlined in Outcome 3, which is critical for Iraq's continued development and stability. Moreover, promoting peaceful and inclusive societies for sustainable development (Outcome 3.2) is fundamental to post-conflict Iraq.

Strategic Plan: Integrated Recovery Support is consistent with the United Nations Development Programme's (UNDP) Strategic Plan (2018-2022) by contributing to Outcome 3: Strengthening resilience to shocks and crises. Specifically, it advances Outcome 3.1.1 by rehabilitating community-based infrastructures for restoring basic services and Output 3.2 by focusing on social cohesion. These outcomes are central to UNDP's efforts to enhance resilience and foster development in Iraq.

SDGs: The output directly supports multiple Sustainable Development Goals (SDGs). It addresses SDG 3 (Good health and well-being) and SDG 6 (Clean water and sanitation) through the rehabilitation of community-based infrastructures. It also contributes to SDG 9 (Industry, innovation, and infrastructure) by creating emergency livelihood opportunities and revitalizing the local economy. Additionally, it supports SDG 16 (Promote peaceful and inclusive societies for sustainable development) by promoting social cohesion through peacebuilding and reconciliation dialogues.

CPD (Country Programme Document): While specific information about CPD is not provided, Output-1 aligns with the overarching development priorities outlined in the CPD for Iraq. These priorities typically focus on areas of recovery, resilience, and conflict prevention, all of which are addressed by this output.

▪ *Scale of Implementation:*

Number of Target Population: Output-1 aimed to assist 1,613,024 beneficiaries and succeeded in reaching 1,625,184 people, including 745,393 women and 128 persons with disabilities (PWDs). The program also facilitated social cohesion with 9,985 beneficiaries.

Social Cohesion: The project aimed to enhance social cohesion, which can indirectly impact a broader population by contributing to peaceful and inclusive societies.

▪ *Key Partners:*

Output-1 was implemented through the collaborative efforts of various partners, including government entities, UN agencies, and NGOs. Some of the key partners involved in the project include Mercy Hands for Humanitarian Aid, World Vision International- Iraq (WVI), Danish Refugee Council (DRC), Oxfam, the Ministry of Interior of the Kurdistan Regional Government, and many more. The involvement of these partners was crucial for the successful implementation of the project across diverse geographical areas.

▪ *Geographical Landscape:*

The geographical landscape within which Output-1 operated covered multiple governorates, districts, and sub-districts across Iraq. The project extended its reach to areas like Salah al Din, Diyala, Ninewa, Anbar, Erbil, Basra, Sulaymaniyah, Najaf, Dohuk, and more. This diverse geographical context presented a range of challenges and opportunities. In some areas, it required adapting project designs to address unique local conditions, while in others, logistical challenges arose due to remote or conflict-affected locations.

5.3.2. Output-2: Resilience Building – Employment

▪ *Alignment with Frameworks and Priorities:*

National Priorities: The output 2 "Resilience Building – Employment" program, aligns with Iraq's national priorities by focusing on employment generation for returnees, youth, women, and minorities. This aligns with Iraq's efforts to promote economic stability and resilience.

UNDAF/UNSDCF Priorities: The program aligns with the United Nations Development Assistance Framework (UNDAF) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities by addressing Outcome 3.2, which focuses on economic growth and decent work opportunities.

Strategic Plan: Resilience Building – Employment is well-aligned with the United Nations Development Programme's (UNDP) Strategic Plan (2018-2022), particularly Priority 7, which emphasizes employment and economic opportunities. The activities under this output directly contribute to this priority.

SDGs: The program significantly contributes to Sustainable Development Goal 3, 9 and particularly 8 (Decent work and economic growth) by promoting entrepreneurship, creating local employment opportunities, and facilitating SME growth.

CPD (Country Programme Document): Resilience Building – Employment objectives and activities are in line with the development priorities outlined in the CPD (2016-2022), which focus on employment, economic growth, and resilience-building.

▪ *Scale of Implementation:*

Resilience Building - Employment, targeted 20,300 individuals, and it managed to provide support to 22,270 beneficiaries. Out of these, 8,535 were women, and 2,523 were persons with disabilities (PWDs).

▪ *Key Partners:*

The success of Resilience Building – Employment depended on collaboration with a range of partners. These partners played pivotal roles in implementing various components of the program, including cash-for-work, vocational training, small business grants, and more. Some of the key partners include Mercy Hands for Humanitarian Aid, World Vision International- Iraq (WVI), Danish Refugee Council (DRC), and others.

▪ *Geographical Landscape:*

The intervention operated in several governorates, including Salah al Din, Diyala, Ninewa, Anbar, and multiple locations within these governorates. It covered a variety of districts and sub-districts, indicating a widespread presence across Iraq.

5.3.3. Output-3: Employment Investment Program

▪ *Alignment with Frameworks and Priorities:*

National Priorities: Output-3, the "Employment Investment Program," aligns with Iraq's national priorities by focusing on enhancing the socio-economic participation of vulnerable populations especially with its focus to reduce unemployment and underemployment rates. The program's emphasis on providing decent short-term jobs and improving access to sustainable economic opportunities directly addresses the country's goal of fostering economic growth and inclusivity, particularly for the most vulnerable.

UNDAF/UNSDCF Priorities: The program is in sync with the United Nations Development Assistance Framework (UNDAF) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities. These frameworks emphasize economic growth and reducing inequalities, both of which are key elements of the Employment Investment Program,".

Strategic Plan: Employment Investment Program," fits well within the United Nations Development Programme's (UNDP) Strategic Plan (2018-2022), particularly within Priority 7. This priority focuses on promoting inclusive and sustainable growth and employment, aligning with its objectives of providing decent jobs and improving access to economic opportunities.

SDGs: The program significantly contributes to Sustainable Development Goal 8 (Decent work and economic growth) by providing short-term employment and supporting small and medium-sized enterprises (SMEs). These actions are crucial for economic development and job creation, which are central to SDG 8.

CPD (Country Programme Document): While specific details about the Country Programme Document (CPD) are not provided, Output-3's objectives and activities are in line with the development priorities outlined in the CPD (2016-2022). These priorities often revolve around poverty reduction, inequality reduction, and economic development.

▪ *Scale of Implementation:*

Output-3 aimed to provide decent short-term jobs for the most vulnerable forcibly displaced persons (FDPs), returnees, and host communities in six infrastructure interventions. This output had a smaller target of 87 beneficiaries, but it reached 210 people, including 37 women and 6 persons with disabilities.

▪ *Key Partners:*

For the success of the Employment Investment Program, Sar Al Baraa for General Contracts and Trade LTD and World Vision International- Iraq (WVI) played pivotal roles in implementing the program. These partners were instrumental in delivering cash-for-work programs, small business grants, and other interventions.

▪ *Geographical Landscape:*

The output was primarily focused on the Ninewah Governorate in Iraq. Specific cities and towns included Tilkaif, Al-Qosh, and Hamdaniya. These areas had been affected by displacement and conflicts, and hence, the interventions aimed to provide economic opportunities and support for vulnerable populations in these regions.

5.3.4. Output 4- Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities

▪ *Alignment with Frameworks and Priorities:*

National Priorities: Output-4, "Building resilience of internally displaced persons, Syrian refugees, and host communities," aligns with Iraq's national priorities by focusing on the rehabilitation and construction of socio-economic infrastructure, creation of economic opportunities, and clean water provision. These initiatives are in line with Iraq's post-conflict recovery and development goals.

UNDAF/UNSDCF Priorities: The program aligns with the United Nations Development Assistance Framework (UNDAF) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities by addressing Outcome 3.2, which focuses on economic growth, infrastructure development, and clean water access.

Strategic Plan: It is well-aligned with the United Nations Development Programme's (UNDP) Strategic Plan (2018-2022), particularly Priority 7, which emphasizes livelihoods, economic recovery, and infrastructure development. The activities under this output directly contribute to this priority.

SDGs: The program significantly contributes to several Sustainable Development Goals (SDGs), including SDG 6 (Clean water and sanitation), SDG 8 (Decent work and economic growth), and SDG 9 (Industry, innovation, and infrastructure).

CPD (Country Programme Document): This output's objectives and activities are in line with the development priorities outlined in the CPD (2016-2022), which includes infrastructure rehabilitation, economic recovery, and clean water access.

▪ *Scale of Implementation:*

Building resilience of internally displaced persons, Syrian refugees, and host communities targeted a substantial 2,238,842 beneficiaries and successfully reached 2,251,002 people. Out of these, 1,033,041 were women, and 128 were persons with disabilities (PWDs). Additionally, the program aimed to foster social cohesion with 9,985 beneficiaries.

▪ *Key Partners:*

The success of this output was rationalized through the efforts of various key partners including the Human Relief Foundation, Al-Cheatham Ltd & Alastair Althea Ltd, and many others. Apart from this, a wide range of contractors and sub-contractors were engaged.

▪ *Geographical Landscape:*

The intervention operates in multiple governorates, including Muthanna, Basrah, Erbil, Sulaymaniyah, Diyala, Ninewah, Dohuk, and in various districts and sub-districts. This extensive coverage ensures that the program reaches beneficiaries in diverse regions.

5.3.5. Output-5: Resilience Building in Iraq – II

▪ *Alignment with Frameworks and Priorities:*

National Priorities: "Resilience Building in Iraq" program, aligns with Iraq's national priorities by focusing on building resilience among internally displaced persons, Syrian refugees, and host communities and the country's efforts to address the challenges posed by displacement and conflict.

UNDAF/UNSDCF Priorities: The program is in line with the United Nations Development Assistance Framework (UNDAF) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities, which emphasize strengthening resilience to crises and promoting social cohesion.

Strategic Plan: It is well-aligned with the United Nations Development Programme's (UNDP) Strategic Plan (2018-2022), which focuses on strengthening resilience to shocks and crises. The activities under this output directly contribute to this outcome.

SDGs: The program significantly contributes to several Sustainable Development Goals (SDGs), including Goal 3 (Good health and well-being), SDG 9 (Industry, innovation, and infrastructure) and SDG 16 (Promote peaceful and inclusive societies). The focus on basic infrastructure, livelihood, and social cohesion aligns with these SDGs.

CPD (Country Programme Document): Its objectives and activities are in line with the development priorities outlined in the CPD (2016-2022), which revolve around resilience-building and addressing displacement challenges.

- *Scale of Implementation:*

Resilience Building in Iraq_II (JSB2018), aimed to impact 72,551 beneficiaries and successfully reached 74,391 individuals, including 34,822 women and 2,012 social cohesion beneficiaries.

- *Key Partners:*

The success of Resilience Building in Iraq depended on the collaboration with a wide range of partners. These partners played pivotal roles in implementing various components of the program, including cash-for-work, vocational training, social cohesion, and more. Some of the key partners include the French Red Cross, Oxfam, the Norwegian Refugee Council (NRC), and several others.

- *Geographical Landscape:*

The intervention operated across various regions in Iraq, including Choman, Balak, Haj Ali, Diyala, Duhok, Erbil, Sulaymaniyah, Sadiya, Jalawla, Kifri, Muqdadiya, Kurani, Ainkawa, Dabes, Basrah, Qurna, Halabcha, Anbar, Kirkuk, Ninewah, Salah al-Din, Baghdad, Najaf, Baquba, Buhriz, Abara, Sumail, Misureek, and Kasnazan. This broad geographical coverage reflects the extensive reach of the program across multiple governorates in Iraq.

5.3.6. Output-6: Strengthen Crisis Management

This output mainly focused on improving the institutional capacity of Joint Crisis Coordination Centre (JCC) and Joint Crisis Management Centre (JCMC) in crisis analysis, planning, response coordination with effective management capabilities under Component 1 with the DFID contribution.

- *Alignment with Frameworks and Priorities:*

National Priorities: Output-6, "Strengthen Crisis Management," is closely aligned with Iraq's national priorities, particularly in the context of post-conflict recovery and crisis management. The focus on improving the government's capacity for crisis response coordination addresses a critical need for Iraq, given its history of crises and conflicts. Effective crisis management is a top national priority for ensuring stability and development.

UNDAF/UNSDCF Priorities: The output aligns with the United Nations Development Assistance Framework (UNDAF) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities, with a particular emphasis on Outcome 3.2, which pertains to improving basic services and infrastructure. Effective crisis management and the provision of basic services are essential components of these frameworks.

Strategic Plan: Output-6 is consistent with the United Nations Development Programme's (UNDP) Strategic Plan (2018-2022), especially Outcome 3.1.1, which aims to strengthen resilience to shocks and crises. The

output's focus on government crisis response coordination is integral to achieving this outcome and contributes to overall resilience building in Iraq.

SDGs: The output directly supports several Sustainable Development Goals (SDGs). It contributes to SDG 6 (Clean water and sanitation) by improving infrastructure, SDG 9 (Industry, innovation, and infrastructure) by enhancing basic services and infrastructures, and SDG 16 (Promote peaceful and inclusive societies for sustainable development) through activities that strengthen community solidarity and social cohesion.

CPD (Country Programme Document): This output aligns with the overarching development priorities outlined in the CPD for Iraq. These priorities emphasize resilience, post-conflict recovery, and community development, which are addressed in this output.

▪ *Scale of Implementation:*

It had a target of 2,345 beneficiaries but reached 5,041 people, which included 1,969 women with the primary focus being on crisis management. This is a substantial scale of implementation, indicating its importance in addressing the needs of vulnerable populations in crisis-affected areas.

▪ *Key Partners:*

Output-5 benefited from the collaboration of various partners to implement its initiatives. Notable partners involved in the project included organizations such as Mercy Hands for Humanitarian Aid, World Vision International- Iraq (WVI), Danish Refugee Council (DRC), Agency for Technical Cooperation and Development (ACTED), Caritas Czech Republic (CCR), and Stars Orbit Consultant and Management Development. These partners played a pivotal role in executing the project across multiple geographical areas.

▪ *Geographical Landscape:*

The geographical landscape within which this output operated spanned various governorates and towns in Iraq, reflecting the widespread need for crisis management and basic service improvement. The project extended its reach to regions such as Salah al Din, Diyala, Ninewa, and Anbar. Specific towns and sectors where the interventions occurred include Shirqat, Khanaqin, Jalawla, Tikrit, and Heet, among others.

5.3.7. Opportunities and Challenges:

▪ *Opportunities:*

Diverse Donor Support: Most of the outputs received funding from multiple donors, allowing for a more extensive and well-funded approach to recovery and development efforts. For instance, Output-6, focused on building resilience for internally displaced persons, Syrian refugees, and host communities. The output enjoyed contributions from the Governments of the United States, France, and Germany. This collaboration provided not only the financial resources required but also the expertise and diverse perspectives that come with each donor's support.

Similarly, many outputs demonstrated the effective utilization of donor funding to create comprehensive recovery support programs. An example is Output 5 - Strengthen Crisis Management, which received contributions from the Governments of Austria and the United Kingdom. Such partnerships harness international support for local initiatives and leverage resources efficiently.

Alignment with National Priorities: Many programs closely aligned with Iraq's national priorities, indicating a strong synergy with the country's development agenda. These outputs predominantly emphasized critical areas like infrastructure development, employment generation, and livelihood support. For example,

Output-3, the Employment Investment Program, was designed to enhance socio-economic participation by providing short-term jobs for the most vulnerable, in harmony with Iraq's focus on decent work and economic growth as highlighted in the Strategic Plan and the Sustainable Development Goals.

Infrastructure Rehabilitation: Several outputs significantly contributed to infrastructure rehabilitation and development in post-conflict regions. Output-4, Resilience Building in Iraq, aimed at building basic infrastructure for community services, thus promoting sustainable development (in line with SDG 9), and ensuring that the affected populations receive clean water and sanitation, a crucial element of recovery and well-being.

Focus on Vulnerable Populations: Many programs targeted the most vulnerable populations, including returnees, youth, women, and minorities through vulnerability assessment of prospective communities and beneficiaries. Output-2, Resilience Building – Employment, placed particular emphasis on engaging returnees, youth, women, and minorities in various livelihood activities. By doing so, these outputs offer opportunities for these marginalized groups, contributing to their empowerment and resilience against socio-economic shocks and stresses.

Crisis Preparedness: Some outputs were designed to enhance crisis management capabilities in a region historically prone to conflicts. For instance, Output-1, Integrated Recovery Support, was focused on supporting crisis-affected areas and enhancing crisis management capabilities. This strategic focus aligns with the United Nations Strategic Plan and the UNDP Country Programme Document.

- ▪ *Challenges:*

Inclusivity of Persons with Disabilities (PWDs): Some outputs did not provide specific information about engaging persons with disabilities (PWDs). The absence of detailed strategies for involving PWDs suggests the need for more explicit and comprehensive efforts to ensure inclusivity. For outputs that did not report on PWD engagement, it may be challenging to achieve equitable outcomes for this segment of the population.

Gender Equity: While many programs focused on vulnerable populations, a few did not explicitly address gender equity. This could lead to unequal opportunities for women in these programs, potentially hampering their full participation and benefit. Ensuring that gender considerations are incorporated throughout the project cycle remains a challenge for some outputs.

Social Cohesion: Social Cohesion had minimal interventions under ICRRP. In June 2021, a fully-fledged Social Cohesion Pillar was carved out of ICRRP to enable deeper and more focused social cohesion programming. So since then, it is an independent pillar.

Scale of Implementation: The scale of implementation for some programs was relatively small in relation to the broader needs of affected communities. The discrepancy between the target population and actual beneficiaries suggests a challenge in expanding outreach to address more extensive community needs effectively. Programs may need to explore ways to increase their footprint and impact.

Monitoring and Evaluation: Effective monitoring and evaluation are critical for assessing and adjusting these diverse initiatives for maximum impact. While this aspect is essential to the success of these programs, it was not always explicitly addressed in the information provided. The lack of emphasis on monitoring and evaluation presents a potential challenge in terms of measuring the outcomes and impacts of the outputs accurately.

5.4. Theory of Change

The Iraq Crisis Response and Resilience Programme (ICRRP) is a multi-year program that aims to improve the resilience of crisis-affected communities in Iraq. The program has a theory of change that outlines the expected outcomes and impact of the program.

The theory of change of ICRRP is based on five components: crisis response management, access to basic services, livelihood opportunities, protection, and social cohesion. The inputs of the program include activities such as assessing needs, providing necessary equipment and furniture, and emergency employment for internally displaced people.

The first component of the program is crisis response coordination. The expected output of this component is strengthened crisis response, recovery, preparedness, and prevention structures. The expected outcome is strengthened legislative, institutional, and risk information systems for crisis prevention and resilience building. The expected impact is the safe return of internally displaced persons in newly liberated areas.

The second component of the program is access to basic services. The expected output of this component is improved delivery of basic services in the target locations through rehabilitation of community-based infrastructure. The expected outcome is the rehabilitation of priority infrastructure and services in target areas. The expected impact is improved national and regional management of sustainable returns, recovery, and IDPs.

The third component of the program is livelihood opportunities. The expected output of this component is the creation of emergency and sustainable livelihood opportunities for internally displaced people, host communities, returnees, and Syrian refugees. The expected outcome is the development of the capacity of public/private stakeholders to support livelihood recovery in the target locations. The expected impact is increased participation of civil society, including women, youth, and professionals, in crisis response and prevention.

The fourth component of the program is protection. The expected output of this component is strengthened protection mechanisms for vulnerable communities, specifically women and youth. The expected outcome is increased awareness of women and youth on sexual and gender-based violence. The expected impact is protection mechanisms strengthened for vulnerable communities, specifically women and youth.

The fifth component of the program is social cohesion. The expected output of this component is strengthened social cohesion through dialogue and capacity development of local and national stakeholders. The expected outcome is improved social cohesion among/within target communities through implementation of community-based initiatives. The expected impact is improved resilience of the crisis-affected communities in Iraq.

Overall, the theory of change of ICRRP outlines the expected outcomes and impact of the program based on five components: crisis response coordination, access to basic services, livelihood opportunities, protection, and social cohesion. The program aims to improve the resilience of crisis-affected communities

6. Evaluation Scope and Criteria

This section details an introduction, the evaluation's purpose, objectives, criteria, and questions, as well as defining its scope to the final evaluation of the six Outputs completed by 30 September 2022. (This excludes project outputs that had been completed by 2018) Additionally, it delves into the importance of the evaluation, identifies relevant stakeholders, and elucidates their roles in the planning, implementation, and participation in the evaluation.

6.1. Evaluation Scope

The evaluation scope at the three levels is as follows.

Chronological Scope: The evaluation scope covered UNDP- ICRRP led outputs completed after the 2018 project evaluation. These outputs were implemented between 26 October 2016 to 30 September 2022, as mentioned in the Results Frameworks of ICRRP Project outputs.

The evaluation was successfully conducted between June 01, 2023, to November 15, 2023.

Thematic Scope: The evaluation scope is guided by the Results Framework of the six Project outputs; it encompasses all interventions implemented under the Project's six Project Outputs, as outlined by the evaluation TOR. The overall thematic scope includes ICRRP's 6 project outputs and their interventions. The Iraq Crisis Response and Resilience Program (ICRRP) originally aligned with the Outcomes 1 and 2 of the UNDAF for the period 2015-2019 and Outcome 3 of the CPD spanning from 2016 to 2020. However, in 2020, a new UN framework, known as the UNSDCF (United Nations Sustainable Development Cooperation Framework), was introduced, along with a fresh CPD for the years 2020 to 2024. This signifies that ICRRP's six project outputs, which are under evaluation from 2016 to 2022, contributed to two distinct corporate frameworks and two CPDs. The CPD Outcome indicators that ICRRP contributed to are presented below for both periods:

For the Country Programme (2016-2020):

- Indicator 3.1: Availability and functionality of public services.
- Indicator 3.2: Number of small businesses restored.
- Indicator 3.4: Increase in the percentage of internally displaced persons returning to liberated areas.
- Indicator 3.5: Percentage of host community individuals, refugees, and internally displaced persons able to consistently afford basic needs.

For the Country Programme (2020-2024):

- Indicator 2.1: Number of jobs created in productive non-oil sectors, categorized by sex, age, and persons with disabilities, out of the total jobs.
- Indicator 3.1: Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service, and governorates.

It is important to note that ICRRP aligns with the UNDP Strategic Plan for 2018-2022 and contributes to the attainment of Sustainable Development Goals (SDGs) on a global scale. The scope includes UNDP-led national and regional level governance, coordination, and management structures as well as infrastructural support and other interventions (basic services, livelihoods, social cohesion, and SGBV/Protection) at the district and local/community levels.

Geographic Scope: The Project's six outputs were implemented in the three **(3) Regions i.e., Kurdistan Regional Government (KRG); New Liberated Areas (NLAs); and South of Iraq,** mainly affected by the crisis either directly or indirectly. Within these three (3) regions, the Project interventions were geographically

spread in **13 Governorates** to **cover about 72 districts and some cities including the Capital City 'Baghdad'.** The table 4 below mentions the names of the eight governorates targeted by the project and included in the evaluation scope. The map shows the 8 governorates and some of the locations where data has been collected.[21]

Table 3. Evaluation Geographic Coverage

Evaluation Geographic Coverage		
New Liberated Areas (NLAs)	Southern Iraq	Kurdistan Regional Government (KRG)
Diyala Anbar Ninewah Salah Al Din	Basra	Dohuk Erbil Sulaymaniyah

For primary data collection, the evaluation team selected a sample of the beneficiaries from the above project locations in the ICRRP targeted governorates. [22]

6.2. Evaluation Criteria and Questions

In accordance with the ToRs, the evaluation addressed evaluation criteria elements proposed by the OECD/DAC. These encompassed relevance, coherence/partnerships, effectiveness, efficiency, impact, and sustainability.

Furthermore, the evaluation incorporated non- OECD-DAC evaluation criteria elements to assess the project's performance concerning inclusion and intersectionality, encompassing human rights, gender equality, and disability. It analyzed insights gained, obstacles encountered, and commendable practices identified during the implementation period, while also spotlighting areas where the project may not have met initial expectations.

Derived from the provided evaluation questions in ToRs, the evaluation team devised a comprehensive EM. This EM included primary EQs, sub-questions, domains of investigation (potential indicators), data collection methodologies, information sources, and analytical approaches. It encompassed all EQs from the ToRs, with some EQs rephrased, reorganized, or grouped for enhanced clarity and alignment with the evaluation criteria. The preliminary EM underwent further refinement based on feedback from UNDP and pertinent stakeholders during the review of the Inception Report (IR). See Table 08 below. presents the principal evaluation questions categorized according to their respective evaluation criteria. A more detailed EM reference was attached as Appendix 02.

Table 4. Key Evaluation Questions

Evaluation Criteria	Key Evaluation Questions (Evaluation Matrix)	How each evaluation criterion was addressed
Relevance	EQ1: To What extent did the Project design, implementation strategies, and results (outcomes/outputs) were aligned to GoI's priorities, policies, beneficiaries' assessed needs and donor's priorities?	The evaluation thoroughly examined how well the project's design, implementation strategies, and results align with the priorities and policies of the Government of Iraq (GoI), the assessed needs of beneficiaries, and the priorities of donors. It assessed the degree to which the project's

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[21]   https://earth.google.com/earth/d/1WuwMNltusDoOK2mv1tNmtNo7meJpXt_4?usp=sharing   *(Select Slideshow)*

[22] The primary data collection sample included the following project locations in the ICRRP targeted governorates : Sulaymaniyah City, Arbat District; Erbil City; Baghdad; Khanaqueen District; Zummar, Wana, Hamdaniya; Al-Shirqat District; and Basrah District.

		design was responsive to these factors, ensuring it met the intended objectives.
Coherence / Partnerships	EQ2: To what extent did the Project design and delivery be coherent with similar efforts by GoI, other partners, and with international obligations of GoI, and UNDP?	This criterion evaluated the project's alignment with similar efforts by GoI, other partners, and international obligations. It assessed whether the project design and delivery were consistent with these stakeholders' activities, ensuring effective collaboration and harmonization with broader initiatives.
Effectiveness	EQ3: To what extent did the Project achieve its intended results (and contributions to UNDP CPD2024 / SP 18-22); and what were key enabling or disabling factors and how these factors as well as the Project management arrangements, partnerships, and the COVID-19 pandemic impacted the delivery and achievement of intended project Outputs/Outcomes?	The evaluation measured the extent to which the project achieved its intended results, including its contributions to UNDP's Country Programme Document for 2024 (CPD2024) and Strategic Plans. It also identified key factors that facilitated or hindered the achievement of these outcomes, including the impact of Project management arrangements, partnerships, and external factors like the COVID-19 pandemic.
Efficiency	EQ4: To what extent were the Project's resources including funds, and human resources adequate in terms of quantity, and allocated strategically including for management structures and systems, mobilized timely, and utilized economically/efficiently to produce the desired results?	This criterion assessed the efficiency of resource utilization in the project, including funds and human resources. It examined whether resources were allocated strategically, mobilized timely, and used economically and efficiently to produce the desired results, ensuring optimal use of available resources.
Impact	EQ5: What direct (micro-meso-macro), and indirect broader benefits both intended and unintended, positive/ and negative, did the Project produce for beneficiaries, institutions/ businesses; and what are the multiplier effects of the Project?	The evaluation explored the direct and indirect benefits generated by the project, including those that were both intended and unintended, positive, and negative. It considered the effects at various levels (micro-meso-macro) and identified multiplier effects, providing a comprehensive view of the project's impact.
Sustainability	EQ6: To what extent are the Project benefits sustainable in terms of stakeholder ownership and environmental threats at all levels, and how effective was the documentation and sharing of lessons learned, and execution of Project's exit strategy?	This criterion examined the sustainability of the project's benefits in terms of stakeholder ownership and resilience against environmental threats. It also assessed the effectiveness of documenting and sharing lessons learned and the execution of the project's exit strategy to ensure that the project's impact endures beyond its lifespan.
Gender, HRBA, Disability	EQ7: To what extent did Project design, implementation, monitoring, and reporting of results integrate principles of mainstreaming gender equality, inclusion, the human rights-based approach, and the focus on persons with disability?	The evaluation assessed the extent to which the project integrated gender equality, a human rights-based approach, and inclusion principles into its design, implementation, monitoring, and reporting. It also focused on the project's attention to the needs and rights of persons with disabilities, ensuring that these aspects were addressed effectively throughout the project's lifecycle.

7. Evaluation Approach and Methods

The Evaluation adopted a hybrid approach, combining a theory-based evaluation design with a blend of 'contribution analysis' and a 'pre-post single group' research design. This methodology aimed to assess progress, results, challenges, lessons learned, and the potential impact of the Project at various levels (micro-meso-macro).

The Theory of Change (ToC) framework was employed to map out the anticipated pathways of change leading to desired outcomes. ToC guided relevant questions, helping generate reliable evidence regarding factors that facilitated or hindered the achievement of intended results within the project's interventions.

Additionally, 'contribution analysis' was used for several reasons. It comprehensively assessed all inputs, activities, and processes within the project, understanding their contributions to socio-economic changes for target groups and improvements for government institutions, private businesses, and responsible partners. It also helped the evaluation team identify causal links between inputs and outcomes, attributing outcomes to specific project interventions and highlighting areas for improvement and best practices.

To measure change accurately, post-intervention results were compared to pre-intervention baselines, providing a clear picture of project progress and bottlenecks faced during implementation.

7.1. Evaluation Methodology

In line with the evaluation's purpose and objectives, an integrated or mixed-method approach was adopted for data collection. Qualitative data were gathered through primary methods like in-depth semi-structured interviews, interviews, focus group discussions, and consultations with project stakeholders. Quantitative data were collected through beneficiary surveys across all six project outputs and observation-based tools for assessing infrastructure-related interventions in target governorates and districts.

An integrated approach was chosen due to the project's complexity, with six sub-projects varying in timelines, coverage, and thematic scope. This approach ensured comprehensive data collection from diverse sources, promoting cross-validation and triangulation.

7.1.1. Integration of Gender, Human Rights-Based Approach (HRBA), Equity, and Disability Dimensions

The evaluation methodology incorporated a gender-sensitive and inclusive approach, aligning with UNDP principles. In the evaluation of the ICRRP project, gender considerations were meticulously incorporated at various stages of data collection and analysis, and specific evaluation methods were employed to ensure a gender-sensitive approach:

Gender-Disaggregated Data: The evaluation involved the collection of gender-disaggregated data, which means data was gathered separately for men and women. This allowed for a detailed understanding of the impact of project activities on different genders.

Inclusion of Diverse Perspectives: During data collection, efforts were made to ensure the inclusion of diverse gender perspectives. This included conducting interviews, surveys, and focus group discussions with both men and women, as well as considering the views of gender and sexual minorities.

Gender-Based Analysis: The data analysis process included a gender-based analysis, which aimed to examine how project outcomes and impacts differed for men and women. This analysis helped in identifying any gender disparities and their root causes.

Intersectionality: The evaluation also considered the intersectionality of gender with other factors such as age, disability, and socioeconomic status. This intersectional approach allowed for a deeper understanding of the diverse experiences of project beneficiaries.

7.2. Desk Review

The desk review began promptly after the contract was signed and continued throughout the evaluation process. Initially, evaluators accessed a wide range of published and unpublished project documents, including UNDP's global strategies related to projects serving populations affected by crises or conflicts in similar contexts worldwide.

Subsequently, after receiving key project documents from UNDP's Stabilization Monitoring and Evaluation Team, a comprehensive desk review was conducted. This extensive review provided the evaluation team with a deep understanding of the Iraq crisis, its impact across various governorates, and its effects on different population groups. It encompassed all available documents related to the Project and its sub-projects, such as proposals, logframes, Theory of Change (ToC), key strategies, implementation approaches, coverage, timelines, project management arrangements, stakeholders, responsible partners, and other vital aspects of both the Project and the evaluation process.

The desk review also examined community assessment and market survey reports produced by the Project at the outset to grasp the needs of vulnerable groups affected by the crisis. It took into account UNDP's programmatic priorities, including gender mainstreaming, HRBA, inclusion, and disability focus. Findings from this review shaped the development of the evaluation matrix and the inception report.

7.3. Qualitative Data Collection Methods

In the evaluation of this multifaceted project, various qualitative data collection methods were employed, each tailored to specific intervention dimensions. A separate tool was developed for KIIs with different stakeholders such as UNDP staff (Management staff/ Field Staff), Government staff, Community elders/leaders, donors, implementing partner staff, WASH, Livelihood clusters, private sector stakeholders (banks, chamber of commerce) etc. was developed. The team conducted in-depth interviews (KIIs) with respective program managers, Partner staff, government, and community leaders in key project locations such as Shirqat, Tikrit, and Khanaqin. These KIIs provided valuable insights into the project's impact on vulnerable populations, including returnees, youth, women, and minority groups. This also included conversations with individuals with special needs and marginalized groups in towns like Amrli and Khalis, resulting in narratives that detailed the project's impact on their lives.

Focus group discussions (FGDs) were facilitated in all sampled project locations including Erbil, Diyala, Salah al Din, Basra, Dohuk, Sulaymaniyah and Ninewa, allowing engagement with beneficiaries and partner staff to delve deeper into their experiences. These discussions offered firsthand accounts of the challenges and opportunities these communities encountered as they worked towards socio-economic recovery.

This approach ensured a participatory and inclusive[23] data collection process, gathering a wide range of opinions and suggestions from stakeholders at all levels to meet the information requirements of the evaluation.

7.3.1. Qualitative Data Collection Sampling Approach

To select samples, the Evaluation Team (ET) adopted a hybrid approach, combining purposive sampling and systematic sampling. This approach aimed to secure representation of various project outputs, diverse

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[23] **Activities reach "communities" rather than specific target groups** within those communities, even though the identified communities may have been selected because of the high prevalence of a disadvantaged group. However, by reaching entire communities, the ABRA is non-discriminatory. ICRRP also brought separate communities together and built positive relations between them.

districts, and cities which benefited from the project outputs and interact with a wide spectrum of project beneficiaries during primary data collection exercise.

Under purposive sampling, districts and cities were selected based on specific criteria and objectives related to project outputs and interventions. The systematic approach involved a scorecard-based scheme for selecting districts and cities with the highest scores.

To achieve these objectives, evaluators utilized project-provided mapping of all districts and cities, incorporating information on the types of project interventions. This data was structured into a scoring-based framework to facilitate sample selection.

The following steps were applied to determine the final list of districts/cities for field visits and conducting the Focus Group Discussions (FGDs):

Table 5. Sampling for Qualitative Methods

Steps	Sampling Stages and Process Adopted
Step-1; Data Compilation:	The evaluators collected and organized the district/city mapping data provided by the Project, which included details on the types of Project Output interventions implemented in each location.
Step-2: Scoring System Development:	A scoring system was developed to assign scores to each district/city based on the relevance and representation of Project Output interventions. This system allowed for a quantitative assessment of the districts/cities.
Step-3: Scoring Criteria:	The evaluators applied standard "1" score for all types of interventions as all interventions are important to address beneficiaries' needs.
Step-4: Scoring Process:	Each district/city was scored based on the established criteria, considering the presence (or absence) of Project Output interventions in each district/city. Finally, the total score for each district was calculated.
Step-5; Selection Process:	Using the scoring-based grid, the evaluators conducted a thorough analysis to identify the districts/cities that achieved higher scores. These districts/cities were considered for inclusion in the sample for field visits and FGDs, as they represented a broader range of Project interventions and offered diverse perspectives. As the next step, at least ONE district/city from each Governorate was included (Yellow Highlighted) in the sample while aiming to achieve balanced/appropriate representation of each of three Regions (KRG, NLA, and South), and the Capital as well. Also, preference was given to the district/city, where JCC was established.

The above stepwise process yielded information of the sampling which can be seen in the annex.

The above working indicated that no district/city was found in the above list (of high-score districts) that benefited with SGBV interventions; also, no district/city from South Region appeared with high scores. In lieu of this reason, and to further achieve inclusiveness, in the 2nd round, all districts/cities that received SGBV interventions were filtered as shown in the table below. One district i.e., Domiz was selected randomly.

Also, Basrah was selected (as an exception to the above systematic sampling) to ensure one governorate from the South Region is included in the sample to achieve appropriate representation of all Regions in the sample.

7.3.2. Final Selected Sample Locations for Field Visits and FGDs

Drawn from all above working, the evaluators visited the seven (07) districts/Cities (i.e., Dohuk City; Sulaymaniyah City; Erbil City; Baghdad, Zummar, Basra, and Domiz) in the six Governorates of Dohuk, Sulaymaniyah; Erbil; Baghdad, Ninewah, and Basrah for field visits.

Table 6. Final Sampling for Qualitative Methods

Region	Governorate	District	Description	Govt. Coord	Basic Service	Livelihoods	SGBV and Protection	Social Cohesions	Total Score
KRG	Dohuk	Dohuk City	JCC Dohuk	1	1	1		1	4
KRG	Sulaymaniyah	Sulaymaniyah City	Suli JCC	1		1		1	3
KRG	Erbil	Erbil City	Erbil JCC and JCC	1	1	1			3
Capital	Baghdad	Baghdad	Federal	1	1	1			3
NLA	Ninewah	Zummar			1	1		1	3
South Iraq	Basra	Basra District	Suli JCC	1		1			2
KRG	Dohuk	Domiz			1		1		2

7.3.3. Sampling Rationale

Based on data provided by the Project, the sample described above was derived with well-founded rationale and justifications (Refer to table 9). The proposed sampling approach was carefully designed to achieve thorough coverage of Project interventions, maximize diversity across Project locations, and enable meaningful interactions with a wide spectrum of beneficiaries. These key aspects were detailed below for further clarity.

Table 7. Sampling Rationale for Qualitative Methods

Key Parameters	Sampling Rationale
Ensuring Representation of all Project interventions	The proposed sampling strategy ensured that all six (6) Project Outputs and respective livelihood, basic infrastructure and social cohesion interventions are adequately represented within the selected locations (i.e., Dohuk City; Sulaymaniyah City; Erbil City; Baghdad, Zummar, Basra, and Domiz). This approach enabled the evaluation team to comprehensively capture the diversity of interventions and their effects across various regions.
Maximizing Geographic Diversity	The sampling strategy outlined above maximized the inclusion of diverse districts and cities that have benefited from Project interventions. This diversity encompassed a wide range of factors, including rural and urban districts, varying levels of vulnerability, and distinct geographical features. By intentionally selecting locations with these differences, the evaluation captured variations in project outcomes and assessed the effectiveness of interventions across different contexts. This encompassed districts like Salah al Din and Diyala, which represent rural and urban areas, and areas with specific geographical features, such as Salah al Din and Ninewa. Additionally, the team ensured inclusion of both high and low vulnerability areas, effectively covering a spectrum of challenges and opportunities that different communities faced throughout the project.
Facilitating Beneficiary Interactions	The hybrid sampling approach enhanced the likelihood of interactions between the evaluation team and a diverse group of project beneficiaries during field visits. This diversity extended to various aspects, such as the types and quantities of project benefits

	experienced by individuals across different regions, governorates, and communities. By engaging with a broad spectrum of beneficiaries, including those residing in rural and urban settings, areas with differing levels of vulnerability, and communities with unique geographical features, the evaluation was able to collect primary data from individuals with a wide range of experiences. Their valuable insights and perspectives, rooted in the context of their specific circumstances, significantly enriched the evaluation's findings and analysis. This approach not only highlighted the breadth of project impacts but also painted a more comprehensive and nuanced picture of the outcomes across diverse beneficiary groups and locations.

7.3.4. Selection of Communities and Respondents for FGDs

In the final phase of the sample selection process, the Evaluators employed a collaborative approach with a focus on inclusivity. A 'convenience' sampling approach was utilized, facilitated by UNDP's Responsible Parties staff, and guided by input from the evaluation team's national consultants. Recommendations from UNDP's district-based staff were also considered to ensure a comprehensive selection of communities and respondents. This collaborative effort aimed to address data limitations at the project's inception stage while taking gender considerations and Leave No One Behind (LNOB) principles into account.

7.3.5. Selection of Project Construction (or Rehabilitated) Schemes

A similar collaborative approach was utilized to access project sites for conducting physical observations. Factors such as ease of access (i.e., which included permissions, security clearance, and logistical considerations, were considered. Additionally, the significance of the schemes and the availability of sufficient time played a role in site selection. This approach enabled the evaluation team to conduct on-site observations effectively, ensuring comprehensive data collection and assessment of the project sites, all while considering gender and LNOB perspectives.

The proposed scope of qualitative data collection included a diverse range of stakeholders for KIIs and ensured adequate representation of all Project beneficiaries across all six project Outputs and community-level actors. This approach resulted in multiple FGDs with different beneficiary groups, leading to qualitative findings reaching the 'point of saturation,' which is considered an optimum scope for any qualitative research design, according to qualitative research guidelines i.e., Constant Comparative Analysis and Framework Analysis.

7.4. Key Informant Interviews (KIIs)

The evaluation team conducted a total of 20 interviews with key informants, ensuring gender inclusivity by interviewing 15 men and 5 women. These interviews encompassed a diverse spectrum of stakeholders, including government officials, UNDP project staff and ICRRP Project Board members, responsible partners, private sector members including banks and chamber of commerce and individuals from local and national coordination bodies, NGOs and CSOs. Additionally, representatives from private businesses pivotal to project design and implementation were interviewed. These Key Informant Interviews (KIIs) spanned both the national and governorate levels, covering a comprehensive range of programmatic aspects. Table below provides the list of respondents who participated in the evaluation via KIIs.

Table 8. KII participant list

S.#	Stakeholders	Location	Organization	Name

1	Sulaymaniyah Governorate	Sulaymaniyah	National Government	Baba Rasool
2	Ministry of Municipalities and Public Works - One meeting	Baghdad	National Government	Hawraa Shaheed
3	Ministry of Higher Education and Scientific Research	Baghdad	National Government	Ms. Inas Zaki
4	Central Bank of Iraq	Baghdad	National Government	Ms. Samah Khalid
5	Ministry of Youth and Sports	Baghdad	National Government	Munaf Al-Janabi
6	Erbil Governorate (Erbil -Joint Crisis Coordination Centre)	Erbil	National Government	Naz Saleem
7	Al-Tahreer Association for Development (TAD)	Erbil	NGO/CSO	Abdulaziz Al Jarba
8	Zakho Small Villages Projects (ZSVP)	Dohuk	NGO/CSO	Badal Dosky
9	Al-Massela	Erbil	NGO/CSO	Ibrahim Ismael Ibrahim
10	Human Relief Foundation (HRF)	Erbil	NGO/CSO	Mohammed Rahman
11	Iraqi Company for Financing of SMEs,	Baghdad	Private Sector	Ahmed Sabah
12	Iraqi Company for Bank Guarantees (ICBG)	Baghdad	Private Sector	Hussein Thamer
13	Chamber of commerce and industry (CCIs) – 3 Meetings	Baghdad	Private Sector	Reyadh Mizher
14	Baghdad Chamber of Trade	Baghdad	Private Sector	Falah Hasan Al-Jubouri
15	Monitoring and Evaluation Specialist	Erbil	UNDP	Erinah Nakibuuka
16	Gender Specialist, Stabilization Pillar	Baghdad	UNDP	Gulistan Ibadat
17	Monitoring and Evaluation Specialist	Baghdad	UNDP	Hashim Abid
18	Funding Facility for Stabilization (FFS) Project	Baghdad	UNDP	Jim Sawatzky
19	Staff in charge of Implementation – Livelihoods Specialist	Baghdad	UNDP	Mohammad Alanakrih
20	Iraq Crisis Response and Resilience Project	Baghdad	UNDP	Raj Kamal

Respondent selection followed a purposive sampling approach, informed by an extensive stakeholder mapping during the desk review of project documents. This method ensured that respondents were chosen based on their roles during the project's design, implementation phases and reliability and validity of the Theory of Change (ToC).

Overall, the Evaluators conducted 20 KIIs at national and governorate levels, the KIIs were conducted by the national experts, who received comprehensive training on the KII guides (Refer to Appendix 05-06), from the data manager and the local field team supervisor. The KIIs were conducted using a hybrid approach, either on-site (by visiting their offices) or remotely using ITC tools (phone, Zoom, Microsoft Teams) as needed.

The evaluators had developed stakeholder-specific semi-structured interview guidelines (See Appendix 05-08) for these KIIs. The interview guides were translated and administered in Arabic or English language, whichever preferred by the respondent. These interviews employed a hybrid approach, conducted on-site by visiting respondents' offices or remotely using various information and communication technology (ICT) tools, such as phones, Zoom, and Microsoft Teams, as needed.

The interviews, while invaluable for data collection, did present some limitations. Initially, 75 KIIs were planned, but challenges arose in reaching key stakeholders, with contact details often missing or invalid. Some stakeholders were unavailable due to leave or their departure from the project, resulting in constraints in acquiring comprehensive insights from these individuals. The incomplete engagement of key stakeholders, due to these limitations. Nevertheless, the evaluation team made extensive efforts to maximize the number of conducted interviews and ensure the collected information was as comprehensive as possible given these circumstances.

7.5. Focus Group Discussions

The evaluators conducted 86 focus group discussions (FGDs) with a wide array of project beneficiaries, encompassing 37 sessions with both men (24) and women (13), 30 sessions with boys (15) and girls (15), and 19 sessions with partner staff. With each beneficiary FGD having 7 participants on average a total of 451 ICRRP project beneficiaries and community members participated in the FGDs while 75 members from the responsible partner staff participated in the 19 FGDs. These discussions brought together individuals from diverse backgrounds, including various ethnicities, internally displaced persons (IDPs), returnees, host community members, spanning different age groups and genders. The sampling process aimed to involve an extensive cross-section of the community, which comprised male and female community members, community leaders (mukhtars), partner staff, and district-level project personnel. The tables below give an overview of the FGDs held in all project locations and the number of participants.

Table 11. Geographic Spread of the FGDs conducted.

Governorate	Number of FGDs Conducted
Erbil	11
Baghdad	1
Diyala	10
Salah Al Din	11
Ninewah	11
Sulaymaniyah	4
Basra	12
Dohuk	26
Total	**86**

With a diverse range of project beneficiaries and participants at the community level, including 267 male and 184 female community members, community leaders (mukhtars), and beneficiaries. Whenever possible, efforts were made to include people with special needs (PWDs) and marginalized groups (such as the poor, illiterate, ethnic minorities, or others) in the FGDs to ensure a comprehensive and inclusive perspective. The evaluators used a 'purposive' sampling approach to select locations/communities and

recruit participants for the FGDs, as detailed in the previous section. The table below provides details of the types of FGDs and number of respective participants.

Table 12. Details of FGDs (Disaggregated by Gender)

FGD Type	No of FGDs	No of Participants
Beneficiaries / Youth (Boys)	15	96
Beneficiaries / Youth (Girls)	15	93
FGD Beneficiaries / Community Members (Male)	24	171
FGD Beneficiaries / Community Members (Female)	13	91
FGD Responsible Partners' Staff (Male & Female)	19	75
Total	**86**	**526**

The table below provides an overview of the Beneficiaries / Youth (boys and Girls) FGDs held in various locations and their respective sectors. A total 30 FGDs were conducted with varying numbers of FGDs for each project output. Specifically, Output-1 Integrated Recovery Support had 2 FGDs, Output-2 Resilience Building – Employment had 5 FGDs, Output-4 Building resilience of internally displaced persons, Syrian refugees, and host communities had 10 FGDs, Output-5 Resilience Building in Iraq II had 13 FGDs, and Output-6 Strengthen Crisis Management had 2 FGDs.

Table 13. Sector Wise Details of Beneficiaries / Youth (Boys &Girls) FGDs held in the project locations

Governorate Name	Total no of FGDs	Basic Infrastructure	Livelihood	Social Cohesion
Basra	12	2	4	6
Diyala	3		2	1
Erbil	3	2	1	
Ninewah	2		2	
Salah Al Din	8		4	4
Sulaymaniyah	2		2	
Total	**30**	**4**	**15**	**11**

The table below provides an overview of Beneficiaries / Community Members (Male/female) FGDs held in various locations and their respective sectors. In total, 37 Focus Group Discussions (FGDs) were conducted for the 6 project outputs. These FGDs were distributed among the various outputs as follows, Integrated Recovery Support involved 9 FGDs, Resilience Building – Employment had 2 FGDs, Employment Investment Program conducted 1 FGD, and Building resilience of internally displaced persons, Syrian refugees, and host communities encompassed 5 FGDs. In addition, Resilience Building in Iraq II included 2 FGDs, and Strengthen Crisis Management incorporated a total of 18 FGDs.

Table 14. Sector Wise Details of Beneficiaries / Community Member (Male & Female) FGDs held in the project locations

Baghdad	Total no of FGDs	Basic Infrastructure	Livelihood	Social Cohesion
Diyala	7	1	2	4
Dohuk	14	7	7	
Erbil	3		3	
Ninewah	8		5	3
Salah Al Din	3		3	
Sulaymaniyah	2	1		1
Total	**37**	**9**	**20**	**8**

The table below shows the FGDS held with Responsible Partners' Staff (Male & Female). These FGDs were not gender disaggregated and held combined as the partner staff could vary in gender on different designations. Also, each FGD comprised 4 members on average as it depended on the availability of the partner staff. A total of 19 FGDs were conducted, with 2 FGDs for Output-3: Employment Investment Program, 5 for Output-5: Resilience Building in Iraq II, and 12 for Output-6: Strengthen Crisis Management. Location wise details are given below.

Table 15. Sector wise KII details per location.

Baghdad	Total no of FGDs	Livelihood	Social Cohesion
Baghdad	1		1
Dohuk	12	11	1
Erbil	5	2	3
Ninewah	1		1
Total	**19**	**13**	**6**

The primary goal was to ensure that each FGD participant had directly benefited at least one of project interventions, such as cash for work (CfW), vocational training and on the job training, business startup grants, support for small and medium-sized enterprises (SMEs), among others. Their views and experiences served as qualitative evidence of the project's impact. By capturing their perspectives, the evaluation team gained an insight of how the project contributed to the recovery process and improved their socio-economic conditions of beneficiaries. Additionally, it assessed the project's role in fostering social cohesion, peace, tolerance, and religious harmonies.

All FGDs were moderated by experienced qualitative researchers who received extensive training from the data manager and the lead consultant. The FGDs were conducted using semi-structured guides (Refer to Appendix 05-06), developed in English which were translated into Arabic and Kurdish. These discussions adhered to UNDP/UNEG guiding principles, demonstrating respect for social and cultural norms, and considering the sensitivities around topics such as SGBV and social cohesion, especially when engaging with diverse groups like IDPs, returnees, and host communities.

7.5.1. Collection of Field Evidence / Photographs

During the field mission, the evaluation team captured relevant scenarios that reflected the actual progress of reconstruction and rehabilitation efforts, as well as improvements in public infrastructure such as schools, health facilities, government offices, markets, and communal basic services. The team sought permission and facilitation from local community members to take photographs that depicted the real-life situations in the visited communities, providing visual evidence of the observed conditions. Photographs of the participants were taken after seeking their written consent. When respondents who could not read, verbal consent was sought, ensuring understanding of photograph use. In cases of non-verbal consent, trusted community members or leaders acted as intermediaries, explaining the photograph's purpose, and obtaining consent. These steps were taken to uphold ethical standards and respect participants' rights. Photos enhanced result validation from focus group discussions in the same communities, strengthening analysis and evaluative judgments.

7.5.2. Quantitative Data Collection Methods

In addition to the qualitative component, the evaluation also utilized primary quantitative data collection methods to ensure a comprehensive assessment. This involved conducting a survey with Project beneficiaries to gather quantitative information on their experiences and perceptions. Furthermore, an

observation-based assessment was conducted to evaluate the quality and impact of the construction/ rehabilitation work undertaken by the Project in the target districts.

The inclusion of quantitative methods was crucial as it allowed for a more precise measure of communities' perceptions and experiences about the Project interventions and results (outcomes/outputs). The triangulation of evidence provided a more holistic assessment of the Project's outcomes and impacts which enhanced the overall robustness of the evaluation findings. The description below provided all details about these two methods; a) Survey with Project beneficiaries; and b) an observation-based assessment of the construction/rehabilitation work done by the Project in the target districts.

7.5.3. Beneficiary Survey Design and Administration

To collect primary quantitative data, the evaluation administered 633 surveys to project beneficiaries. The survey tool was thoughtfully designed to quantitatively assess various programmatic dimensions from the perspectives of the communities (Refer to Appendix 05-06). The survey results provided valuable insights into different aspects of the project, such as the creation of livelihood opportunities, beneficiaries' involvement in various livelihood activities (such as job placement, asset replacement, and enterprise scaling, training/skill-building initiatives, youth entrepreneurship promotion, local employment opportunities, and more). These insights contributed to the overall assessment of the project's success or identified gaps in terms of relevance, effectiveness, impact, and sustainability. The quantitative findings were triangulated with findings from qualitative methods and secondary sources to draw valid evaluation findings. The survey findings also contributed to inform the formulation of recommendations for promoting community engagement and addressing post-crisis challenges with more effective, gender-sensitive, and inclusive approaches.

7.5.4. Survey Sample Size Calculations

The statistical expert of the evaluation team used basic statistical parameters to calculate the sampling size. To account for the lack of data limitation of not having specific population size for each of the benefitted district under each of the six Outputs, the Evaluation team used the following standard formula using the sampling parameters with 95% confidence level, and 5% margin of error or confidence interval, which are considered the most acceptable and valid parameters for social sector research purposes.[24]

$$n = \frac{Z\alpha^2 (P)\,(1-P)}{d^2} * Deff$$

The calculated sample size is:

n = 653.8 ≅ 660

Where:

n = Sample size calculated (for infinite population to attain maximum sample size)

$Z\alpha^2$ = Z value (i.e., 1.96 for 95% confidence level)

P = probability/prevalence of indicator, (50% is considered to obtain maximum sample size)

d = confidence interval, (e.g., = ±5 = 0.05)

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[24] William G. Cochran Sampling Techniques (third edition) p. 75 – THE FORMULA FOR n IN SAMPLING FOR PROPORTIONS
https://mics.unicef.org/files?job=W1siZiIsIjIwMTUvMDMvMzEvMDgvNTUvMjUvNDIvTUlDUzRfTWFudWFsX0Rlc2lnbmluZ19hbm RfU2VsZWN0aW5nX3RoZV9TYW1wbGUuZG9jIl1d&sha=ceff26237e778bd1

Deff = Design effect (assumed 1.7 would be sufficient for this study)

However, considering the Contractual terms, the survey sample was reduced by 10% bringing the sample size from 660 to 600. This adjustment was made based on the observation that Output 1 beneficiaries primarily consisted of government staff from the ministries. Instead, these individuals were included in Key Informant Interviews (KIIs), a more suitable method for gathering their insights and perspectives. Despite the adjustment, 633 respondents were surveyed to ensure a more robust and representative dataset for our analysis. These adjustments ensured that the survey remained efficient while capturing the most relevant data.

- ## *Survey Sampling Frame*

The evaluation team used multistage stratified random sampling to draw the sampling frame. The stratified sampling is a type of 'probability' sampling technique where everyone in the sampling universe has an equal chance to be included in the sample. Stratified random sampling is a method of sampling that involves the division of a population into smaller subgroups known as strata[25]. Stratified sampling works best when a heterogeneous population is split into homogeneous groups[26].

During the first stage, the evaluation team considered the three (3) broader geographic regions and the Capital as the basis for creating **four strata: KRG, NLA, SI, and the Capital/Central area.** Each stratum represents a varied number of districts that were targeted by the ICRRP Project interventions, and each district (or stratum for this sampling) varied in terms of receiving the nature and type of interventions (heterogeneous nature of project beneficiaries).

Given the diverse thematic scope, coverage, and type of interventions under six-outputs (sub-projects) under the ICRRP, it was crucial for this survey to draw a sample of districts that had received the maximum possible number of project benefits/interventions. This approach ensured the selection of more homogenous groups for a more representative sample.

To achieve these sampling objectives, the evaluation team followed the following sub-steps.

Table 16. Sub Steps of Sampling Stages and Process Adopted

Sub-Steps	Sampling Stages and Process Adopted
1: Data Compilation	The evaluators collected and organized the district/city mapping data provided by the Project, which included details on the types of Project Output interventions implemented in each location.
2: Scoring System Development	A scoring system was developed to assign scores to each district/city based on the relevance and representation of Project Output interventions. This system allowed for a quantitative assessment of the districts/cities.
3: Scoring Criteria:	The evaluators applied standard "1" score for all types of interventions as every intervention is important for the recipient considering their specific needs.
4: Scoring Process	Each district/city was scored based on the established criteria, considering the presence (or absence) of Project Output interventions in each district/city. Finally, the total score for each district was calculated.

At the 2nd stage, **using the district level scoring grid,** the evaluators conducted a thorough analysis to identify the districts/cities that achieved higher scores. These districts/cities were included in the survey sample, as these districts represented a broader range of Project interventions and offered diverse perspectives. Following districts were identified through this process.

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[25] How Stratified Random Sampling Works, with Examples.
https://www.investopedia.com/terms/stratified_random_sampling.asp

[26] Simple Random Sampling and Other Sampling Methods. Available at https://online.stat.psu.edu/stat100/lesson/2/2.4

Table 17. District Scorecard

Region	Governorate	Districts	Cities	Govt. Coord	Basic Service	Livelihoods	SGBV and Protection	Social Cohesions	Total Score
KRG	Dohuk		Dohuk City	1	1	1	0	1	4
KRG	Sulaymaniyah		Sulaymaniyah City	1		1	0	1	3
KRG	Sulaymaniyah	Arbat District		0	1	1	0	1	3
KRG	Erbil		Erbil City	1	1	1	0	0	3
Capital	Baghdad		Baghdad	1	1	1	0	0	3
NLA	Diyala	Khanaqueen District		0	1	1	0	1	3
NLA	Ninewah	Zummar		0	1	1	0	1	3
NLA	Salah Al Din	Al-Shirqat			1	1		1	3
South Iraq	Basra	Basra		1		1			2

Dohuk City, Sulaymaniyah City, Erbil City, Baghdad Districts: Arbat District, Khanaqueen District, Zummar Al-Shirqat District

- It was noted that for south Iraq, the Basrah score was lower than all other districts in the other two strata (KRG, and NLA), however, to ensure minimum appropriate representation of the SI strata, the Basrah district was retained in the sample as an exceptional case.
- Also, it was noted that no district in all three strata emerged that qualifies the 'high score' criteria within its strata at the time of scoring hence one district (i.e., Domiz) was selected 'randomly' out of the three districts in Dohuk governorate that has received SGBV interventions. This approach ensured the minimum and appropriate representation of the Project Outputs with focus on SGBV interventions.

Finally, all above processes yielded the list of 10 districts (See Table 14 below) that were included in the survey.

During the third, Stage, the total sample size was divided by the no. of identified districts (10) that yielded '60' for each district.

Also, to respond to the highest score (4) of Dohuk city, and low score (2) of two districts (Basra, and Domiz), we used the 'disproportionate' sampling principle. *The disproportionate sampling is a type of stratified sampling, where the researcher will over- or under-sample certain strata (or stratum) based on the research question or study design that they are employing[27].* This was done by increasing the sample size to 90 in Dohuk City and reducing the sample size to 45 for each of the two districts (Basra, and Domiz). **Resultantly, the following sampling frame was achieved and was used in the survey.**

The sample allocated to each district/city was equally distributed in three communities for administering the survey. The community selection was done 'randomly' while planning the field work on receipt of a completed list of communities for each of the sampled city/district.

Table 18. Final Sampling for the Survey (Quantitative Data Collection)

S#	Region	Governorate	District	City	Total Score	Sample Size
1.	KRG	Dohuk		Dohuk City	4	90

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[27] How Stratified Random Sampling Works, with Examples. Available at
https://www.investopedia.com/terms/stratified_random_sampling.asp

2.	KRG	Sulaymaniyah		Sulaymaniyah City	3	60
3.	KRG	Sulaymaniyah	Arbat District		3	60
4.	KRG	Erbil		Erbil City	3	60
5.	NLA	Diyala	Khanaqueen District		3	60
6.	NLA	Ninewah	Zummar		3	60
7.	NLA	Salah Al Din	Al-Shirqat District		3	60
8.	South Iraq	Basra	Basra District		2	75
9.	KRG	Dohuk		Domiz	2	75
			Total			**600**

The below given chart shows location wise respondents disaggregated by gender.
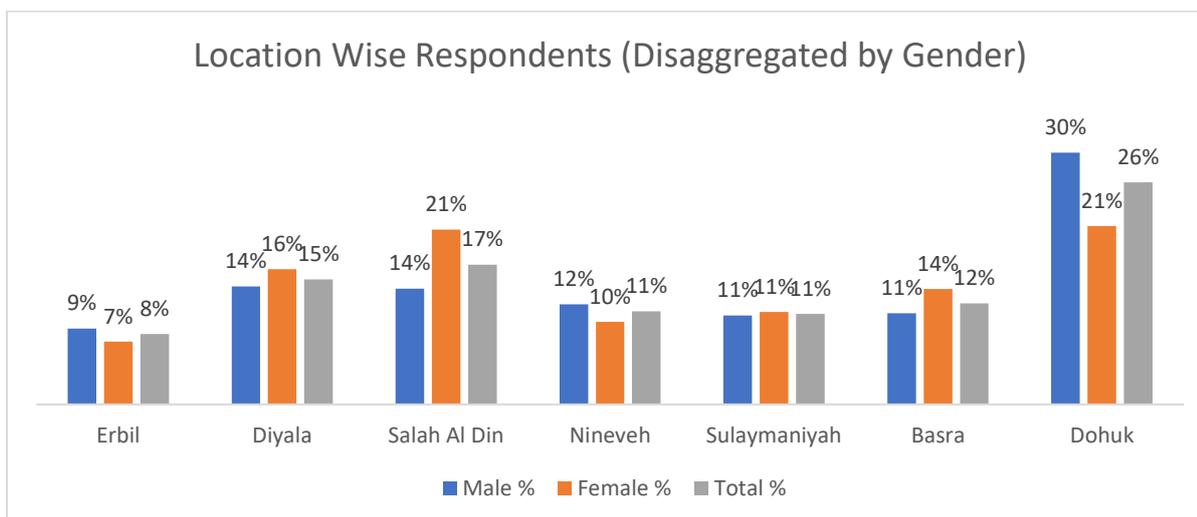
Chart 1. Location Wise Respondents (Disaggregated by Gender)

Overall, the survey included interviews with 633 beneficiaries, covering 30 communities from 10 districts of the 8 Governorates. The sample distribution was determined based on a 60% representation of male beneficiaries and a 40% representation of female beneficiaries, considering the sectors, types of interventions, and the overall project's male-to-female beneficiary ratio. Furthermore, among these sampled beneficiaries, 18% were IDPs, 12% were Syrian Refugees, and 70% were Host community members. It is crucial to highlight that this distribution presented challenges in the field due to its dependence on actual presence of these diverse groups within the sampled communities.

Selection of Household/Beneficiary: The evaluation team employed a combination of two techniques. Initially, the allocated sample was distributed into four quadrants, namely North, East, West, and South (NEWS), after assessing the enumeration area or community to be surveyed. This approach aimed to ensure that the sample was representative and covered a diverse range of locations within the identified enumeration area. However, a modification was made to the original plan. As circumstances evolved, it is worth noting that this methodology was initially planned for the beneficiaries of livelihood support, basic infrastructure, and social cohesion programs. However, adjustments were made for basic infrastructure and social cohesion programs mainly, where revised beneficiary lists were provided by UNDP.

Consequently, interviews with beneficiaries were conducted in locations where they had relocated, ensuring that the evaluation remained comprehensive and responsive to the beneficiaries' movements. For example, beneficiaries who had relocated from Erbil to Mosul were interviewed in Mosul to accurately capture their experiences and insights.

Survey Execution Protocols: The evaluation team developed a structured survey questionnaire (Appendix 13) that aligned with the evaluation matrix's key questions and indicators. The questionnaire included a diverse range of closed-ended questions, utilizing various response patterns such as single response and multiple-choice formats. It incorporated different types of questions, including recall-based, interpretive, and satisfaction-level assessments using Likert scales and other ranking scales. Skip patterns and other instructions were incorporated to ensure that only valid responses were recorded and analyzed, considering the specific type of intervention received by the survey respondents.

The survey targeted respondents of both genders, including men, women, youths between the ages of 18 and 65. Efforts were made to achieve an equal ratio of male and female respondents, ensuring gender-responsive findings could be derived from the survey results.

To ensure efficient and high-quality data collection, the survey was administered using electronic devices by local and national staff, comprising both males and females. These staff members underwent comprehensive training on all survey protocols and quality parameters. This approach enhanced the inclusivity, gender responsiveness, cultural sensitivity, and efficiency of the evaluation process, ensuring the reliability and quality of the evaluation results.

Checklist-Based Physical Observations Assessment: The evaluation methodology included checklist-based physical observations of the infrastructural support provided by the Project at the individual and community levels. The purpose of this assessment was to evaluate the relevance, effectiveness, impact, and sustainability aspects of the project's construction and rehabilitation interventions, and it did not aim to conduct technical audits of the design, technological aspects, or engineering quality parameters. The evaluation team developed a structured checklist with feedback from UNDP Team (Appendix 12) that was applicable to various types of interventions, regardless of their scale or scope. Trained data collectors used this checklist during site visits to record observations on key categories of construction or rehabilitation projects, including damaged houses/buildings, marketplaces, public infrastructure, recreational places, water and solid waste management, and repair/maintenance of health facilities, schools, and public offices. The checklist included parameters that could be assessed physically or through simple closed-ended questions to the site staff or community representatives. This observation-based assessment focused on factors like community needs, construction quality, functionality, community benefits, environmental considerations, and stakeholder engagement.

The collected data were analyzed to generate quantitative findings that were triangulated with qualitative findings, providing a comprehensive evaluation of the project's physical outcomes and their significance in recovery and stabilization efforts.

Sampling: The evaluation team conducted 09 assessments during field visits following 'convenience' or 'purposive' sampling. This methodology was implemented concurrently with the administration of surveys in the sampled 30 communities in the 10 districts.

The quantitative findings obtained from both sources (survey and observations) validated or potentially challenging key qualitative findings. They also shed light on any gaps in the findings that may have necessitated additional information collection from alternative sources such as desk reviews or stakeholder consultations.

Quality Assurance Measures for Data Collection: The core evaluation team had the primary responsibility for data collection and quality assurance, with support from the national partner in providing data collection support services.

To ensure the highest quality of collected data, the evaluation team implemented several measures. These measures included thorough training of data collectors, the development and use of standardized data collection tools, regular supervision and monitoring of data collection activities, and data quality checks and verification procedures. These steps were taken to ensure that the collected data was dependable, accurate, and comprehensive in meeting the information needs of the evaluation.

7.6.   General Quality Control During Fieldwork

The following key measures were taken to ensure the quality of all the processes implemented during field data collection.

1. Prior to commencing the actual data collection, a pilot test of the FGD and KII instruments was conducted to identify potential issues with the questions, flow, or translation.
2. Continued support and supervision were provided by the Evaluators (both international and national) during the fieldwork. They offered guidance and assistance, including help in obtaining permissions for data collection, performed data quality checks, and provided feedback to the field supervisors for improving data quality, and ensured that recall visits were conducted to address missing respondents and maintain data accuracy.
3. The evaluation team prepared the 'ethical protocol' (See Appendix 9- Code of Conduct – CRSM)
4. as part of the field staff training. This protocol included, but was not limited to, child safeguarding, interview and FGD standard operating procedures, and gender sensitivity.
5. Gender-balanced staff was deployed for data collection.
6. If participants spoke a different language, it was ensured that the moderators or note-takers were proficient in that language. Translation errors that could affect data quality were avoided.
7. Informed verbal consent from each respondent was taken prior to conducting KIIs or FGDs. This involved explaining the purpose of data collection and its relevance to respondents.
8. Field evidence of the events was collected via photographs, with prior approval from the concerned respondents/participants of the KIIs and FGDs.
9. Confidentiality and anonymity of the participants were maintained, and findings were summarized to an appropriate level of aggregation.
10.   Whenever possible (as per the discretion of the respondent), FGDs and KIIs were audio-recorded. This allowed for later verification and validation of the data. Transcripts were prepared accurately.
11.   In cases where responses were unclear or required further clarification, follow-up interviews or discussions were scheduled to ensure a comprehensive understanding of the data.
12.   Regular debriefing meetings were held with the data collection team to address challenges, clarify questions, and ensure a consistent application of methods.
13.   Enumerators, moderators, and note-takers maintained detailed field notes and participated in regular debriefing sessions to address challenges, clarify questions, and ensure consistent application of methods.

7.7.   Quality Assurance of the Survey Execution

Table 8. Measures for quality assurance of final evaluation

Areas of Quality	Quality Assurance Measures

Local Trained Staff	Involving local staff familiar with the community dynamics enhances cultural sensitivity and facilitates effective communication with survey respondents. They possess contextual knowledge and language proficiency that can contribute to more accurate data collection and interpretation.
Respect to cultural sensitivities; and Interaction with Youth	When dealing with young girls and boys, and vulnerable groups such as IDPs, refugees, returnees, and host communities, evaluation teams can help establish a sense of trust and rapport. Employ the local language for communication and interviews when it is necessary or preferable for the comfort and understanding of the respondents. Local staff members can create a comfortable and supportive environment for these groups to openly share their experiences and perspectives. They are better equipped to navigate potential cultural barriers, ensuring the inclusion and participation of these vulnerable populations.
Use of electronic devices	By utilizing electronic devices, the survey process became more efficient and streamlined. Data was collected and stored electronically, minimizing the risk of data loss or errors. Real-time data syncing allowed for faster data analysis and enabled timely feedback to inform decision-making. Additionally, electronic surveys offered greater flexibility in terms of data validation and skip patterns, ensuring that only valid responses were recorded.
Post-data collection QA	On completion of data collection, a post-data collection quality assurance process was implemented to validate and verify the accuracy and consistency of the data by effective data cleaning, checking for any missing or inconsistent values, and conducting data verification procedures. Resolving any discrepancies or errors after careful review and verification, ensuring the reliability and integrity of the survey data for further analysis and interpretation.

7.8. Evaluation Limitations, and Mitigation Actions

The evaluation also outlined the potential limitations and then planned mitigation measures, ensuring the evaluation's credibility and reliability. The table below lists some potential risks, or limitations and the proposed mitigation measures.

Table 9. Evaluation limitations and mitigation measures

Risks and Limitations	Mitigation Measures
Partial availability of Project monitoring data (log frames of all 6 Outputs, list of all beneficiaries for basic infrastructure and Social Cohesion, location of construction sites, training database, responsible partners' reports, Contact details KII respondents)	The evaluators consistently followed up with the UNDP project team to acquire all necessary essential information. Additionally, during field interactions, the evaluators requested all required data and reports from relevant stakeholders, including MoLSA and Responsible partners, as well as local authorities for their records and data. When appropriate, the evaluators used information and data shared by relevant stakeholders during field visits. However, all data was first verified and validated through triangulation with available information before being

	used to inform the evaluation analysis and findings. Moreover, UNDP shared the project trucker which proved to be very beneficial and provided maximum information about project outputs, locations, interventions, responsible parties as well as information related to the target and achieved beneficiaries.
Some participants of FGDs (especially young girls and women) felt some reluctance (due to some cultural/social or religious factors) in participating in FGDs, and sharing their opinions on sensitive topics	Whenever possible, local female researchers were engaged to conduct FGDs with young girls and women. During the field staff training, significant emphasis was placed on explaining ethical issues and providing guidance on probing protocols when interacting with shy or reluctant participants, especially among IDPs and Syrian refugees. When feasible, parents or family members of young girls were requested to be present nearby the FGD meeting room to provide comfort to all participants.
Unavailability or limited availability of public officials was a constraint in data collection.	The evaluation team took a multifaceted approach to overcome potential challenges related to respondents' availability and ensure data accuracy. In cases where officials had moved on or experienced memory loss, a systematic approach was employed to reintroduce them to the project. This involved providing relevant project details, objectives, and outcomes, effectively refreshing their memory and re-establishing context. Moreover, for follow-up meetings or remote communication with government officials, the team structured the interaction to include project overviews, serving as reminders of their involvement. Furthermore, for Key Informant Interview (KII) respondents who could not be available during the first appointment, the team demonstrated proactive measures by rescheduling interviews up to five times to accommodate their availability. Extensive briefings about the projects, their outputs, and pertinent data relevant to their roles were conducted. In cases where physical meetings were unfeasible, online interviews were arranged, granting flexibility to respondents. Additionally, self-administered forms were offered as an alternative, enabling respondents to conveniently provide their insights.
Access to some communities was compromised due to unavailability of the beneficiaries in the project locations.	The evaluation team, with support from the field team supervisor, undertook due diligence of the situation before travelling to distant or remote areas. Where feasible, the evaluators sought guidance from UNDP's logistics and security staff to solidify all field planning. In cases of inaccessibility to some communities, the field teams identified and accessed other similar communities as a backup plan particularly for social cohesion and basic infrastructure activities. Similarly, for the beneficiaries who relocated after the project were accessed in their current locations and the data was collected in their current locations. For example, beneficiaries from Erbil had relocated to their origins in Mosul. Hence the data of such beneficiaries was collected in Mosul.

8. Data Analysis

8.1. Data Processing, Analysis and Reporting

The Data processing, analysis, and reporting were integral parts of the evaluation process. Secondary data was meticulously examined and analyzed to evaluate the progress and outcomes of each of the six outputs (sub-projects) within the ICRRP Project. This detailed analysis allowed for an assessment of the individual sub-projects' effectiveness in implementation. The findings from these individual output analyses were then consolidated to assess the ICRRP Project. The evaluation team relied on the "Final Consolidated Progress Report" for each output and utilized the updated log frame or results framework to identify key indicators, including gender-disaggregated data, with a focus on inclusion, equity, and disability.

Both qualitative and quantitative data, collected through primary and secondary sources and methods, were analyzed simultaneously. The raw data was collated, processed, and cleaned immediately after the conclusion of data collection activities. Qualitative data from FGDs, KIIs, and field notes or recordings were subjected to a systematic and structured content and thematic review and analysis using MaxQDA. This process involved a thorough review of the collected data, summarizing unstructured textual content into manageable data relevant to the evaluation criteria. The data was then coded, categorized into common themes, and organized into matrices to identify emerging patterns on various programmatic aspects and perspectives of participants.

Quantitative data was processed and analyzed using tools such as SPSS and Microsoft Excel, adhering to a well-defined data analysis plan. The resulting data analysis outputs included descriptive statistics such as frequency tables, mean, and mode, as well as cross-tabulations of key indicators as required by the evaluation matrix. These key findings were cross-referenced with information from secondary sources to draw valid judgments and conclusions.

Additionally, a contribution narrative was developed by utilizing and analyzing data from secondary sources, which included project documents, budgets, progress reports, relevant national laws and policies, and any additional data sources identified during the desk review and fieldwork.

Preliminary findings were presented during a reflection workshop to validate them and seek additional explanations for critical findings on Project's achievements, implementation gaps, and contributing factors. This consultative session contributed to refining the evaluation findings and conclusions. The draft evaluation report, along with an Executive Summary and appendices, was shared with UNDP for feedback from relevant stakeholders. Upon receiving feedback, the evaluation report was revised, and a detailed feedback-response matrix was submitted. The complete data repository, including raw and processed qualitative and quantitative data, was handed over to the UNDP project team.

In compliance with data anonymity and archiving protocols, all data repositories, including transcriptions, analysis notes, photographs, and voice notes, were permanently erased from the database within six months after the completion of the evaluation.

Regarding the integration of gender equality, disability, and a human rights-based approach (HRBA) into the evaluation, these aspects were carefully considered at all stages of the evaluation process. The selection of evaluation methods, tool development, and respondent selection were all conducted with a focus on gender equality. The field team aimed for equal representation of both genders, and separate FGDs were conducted at the community level to address the perspectives of women and young girls. The evaluation also integrated specific indicators related to HRBA, disability, and inclusion into the evaluation matrix and data collection tools. These aspects were given added attention during the data collection process, and findings and analysis were presented disaggregated by disability status and other equity parameters, where applicable.

Furthermore, the data analysis conducted closely aligned with the evaluation questions and the broader evaluation framework. It effectively addresses the six key evaluation criteria, ensuring that the assessment covers all relevant aspects of the ICRRP project. The analysis is designed to provide insights into the project's relevance, coherence with government and international priorities, effectiveness in achieving intended results, efficiency in resource utilization, overall impact on beneficiaries, and sustainability of benefits. Moreover, the analysis is conducted with a gender-sensitive and inclusive approach, incorporating principles of gender equality, human rights, and inclusion.

To ensure the validity and reliability of findings, the data analysis draws from a diverse range of sources, including interviews, focus group discussions, document reviews, and site visits. This comprehensive approach allows for a holistic evaluation of the project's performance. The use of both quantitative and qualitative data analysis methods further enriches the assessment by providing a balance between quantitative data for measurable outcomes and qualitative insights for a deeper understanding of complex issues.

8.1.1. Limitations of the Research Methods

The research methods employed in the evaluation of the ICRRP project, while comprehensive and well-structured, do have some limitations. One notable limitation is the relatively s*mall number of key informant interviews (KIIs)* conducted, with only 20 interviews instead of the originally planned 75. This reduction in the number of KIIs may have limited the depth of insights obtained from key stakeholders.

To mitigate this limitation, the evaluation team adopted a strategic approach to ensure representation. Despite the smaller sample size, the team ensured that diverse stakeholder groups were included in the KIIs, representing all six project outputs and community-level actors. Additionally, the team ensured that KIIs were conducted with individuals who had the most relevant and up-to-date information about the project, thus optimizing the quality of data collected.

Another limitation relates to the *convenience sampling approach* used in the selection of communities and respondents for focus group discussions (FGDs). While this approach provided practical advantages, it may have introduced some bias in the selection process.

To address this limitation, the evaluation team collaborated with UNDP's Responsible Parties staff and national consultants, ensuring that recommendations from district-based UNDP staff were considered. This collaborative approach aimed to balance the convenience of sampling with the need for representativeness and data quality.

8.2. Evaluation Compliance to Ethics, Norms, and Standards

The evaluation design and execution of all evaluation processes adhered to key norms and standards as per UNDP adopted and UNEG[28] prescribed among several others.

Table 10. Evaluation Compliance to UNDP/UNEG Norms and Standards

Ethical Norms / Standard	Evaluation Compliance and Integration

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[28] Principle of Ethics in Evaluation (2020).

Integrity[29]:	The evaluators (international and local team members) adhered to ethics and professional standards applicable to all evaluation and research studies. This enabled them to fully execute a responsible evaluation practice.
Accountability[30]:	The evaluation team provided justifiable findings with consideration to stakeholder judgements while ensuring the evaluators' independence for transparent and accountable reporting.
Evaluation Competencies[31]:	Informed consent was actively sought from all respondents during the evaluation process. Interviewers provided a detailed explanation of the evaluation's purpose and scope, emphasizing the voluntary nature of participation, before commencing an interview. This ensured that all participants fully understood the context and implications of their involvement. Upon approval of the final report, UNDP is responsible for disseminating it through its internal mechanisms, ensuring that the findings and recommendations reach relevant stakeholders.
Respect[32]:	The evaluation implemented an inclusive and participatory data collection methodology, involving a diverse range of relevant stakeholders to gather feedback and insights. The findings were carefully triangulated by analyzing evidence from both secondary and primary data sources, ensuring a comprehensive and robust assessment.
Beneficence[33]:	Pre-emptive measures were adopted to mitigate potential unforeseen events in the field, and training was provided to equip the team with on-field security protocols.
Independence[34]:	The evaluation team worked independently without any interference or influence from relevant stakeholders. The UNDP team also provided support and ensured that the evaluators could work autonomously. Both the evaluation team and UNDP were committed to publishing and disseminating quality evaluation reports in the public domain without undue influence from any party.
Impartiality[35]:	The evaluation team was assembled and deployed only after ensuring that there was no conflict of interest. None of the team members had ever been involved, in the past or in the near future, or had been directly responsible for the project design, implementation, or its respective policy making.
Credibility[36]:	The evaluation was planned and implemented by CRSM Consulting, a firm that specialized in research and evaluations. CRSM had been working extensively with a range of development partners, including bi/multilateral donors, UN agencies, NGOs, and others. CRSM deployed a competent and professional team, comprising national and international experts and field teams, to work independently, impartially, and apply rigorous design and methodology to implement the evaluation.

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[29] Integrity is the active adherence to moral values and professional standards, essential for responsible evaluation practice.

[30] Accountability: The obligation to be answerable for all decisions made and actions taken; to be responsible for honoring commitments, without qualification or exception; and to report potential or actual harms observed through the appropriate channels. UNEG 2020 Ethical Guidelines for Evaluation

[31] The obligation to be answerable for all decisions made and actions taken and to be responsible for honoring commitments, without qualification or exception.

[32] Involves engaging with all stakeholders of an evaluation in a way that honors their dignity, well-being, and personal agency.

[33] Beneficence means striving to do good for people and the planet while minimizing harms arising from evaluation as an intervention.

[34] UNEG Norms and Standards for Evaluation 2016

[35] UNEG Norms and Standards for Evaluation 2016

[36] UNEG Norms and Standards for Evaluation 2016

9. Findings

In this section, the evaluation findings are presented in accordance with the established evaluation purpose and objectives. The primary objective was to assess the project's performance in terms of its relevance, coherence / partnerships, effectiveness, efficiency, impact, and sustainability. Furthermore, the evaluation assessed the project's performance in terms of inclusion and intersectionality, as well as analysis of lessons learned, challenges, and good practices obtained during the implementation period. The evaluation provided an overview of the overall project progress, particularly in relation to the project's expected outcomes and its contribution to the Country Program Document (CPD). This contribution included improving conditions for the safe return of internally displaced persons in newly liberated areas, as outlined in Outcome 3 of the UNDP CPD for Iraq (2015-2019). Additionally, it involved enhancing the capacity of individuals in Iraq, civil society, and communities, with a particular emphasis on women, to lead, participate in, and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations, in alignment with Outcome 3.2 of the UNDP Iraq CPD for 2020-2024.

9.1. Relevance

In this section, the focus lies on assessing the project's relevance within the context of specific criteria outlined in the TORs. The evaluation hinges on criteria such as alignment with national development priorities, conformity to the UNDP Country Program Document for Iraq (2020-2024), the UNDP Strategic Plan (2018-2021), and adherence to the Sustainable Development Goals (SDGs). Additionally, the examination encompasses considerations of beneficiary perspectives, integration with the theory of change for relevant UNDP outcomes, contributions to gender equality and women's empowerment, and the project's responsiveness to evolving political, legal, economic, and institutional dynamics within the country.

KEQ. 1.1. To what extent was the project in line with national development priorities, UNDP CPD (2020-2024) for Iraq outputs and outcomes, and UNDP Strategic Plan, and the Sustainable Development Goals (SDGs)?

The project aligns closely with national development priorities UNDP Country Programme Document (CPD) for Iraq (2020-2024), the UNDP Strategic Plan, and the Sustainable Development Goals (SDGs). It demonstrates a concerted effort to address critical areas of concern identified in these strategic documents, ultimately contributing to Iraq's sustainable development and recovery. Overall, the ICRRP contributed to the following UNDP frameworks, policies, documents and outputs align with these frameworks. .

9.1.1. Alignment with UNDP Strategic Plan (2018-2021)

Employment Generation: ICRRP's Outputs particularly Integrated Recovery Support, Resilience Building – Employment, Employment Investment Program, focused on resilience building through employment, align Resilience Building in Iraq – II seamlessly with UNDP's commitment to eradicating poverty by creating job opportunities through vocational /on the job training, small and medium enterprises support, and cash for work. According to the surveyed participants, 43% (n=154, male=94, female=60) respondents indicated that short term job opportunities were created, 29% (n=103, male=73, female=30) indicated that these opportunities are medium term while 12% (n=43, male=22, female=21) respondents stated that the opportunities created by the project are long term. As for the number of jobs 25% (n=90, male=61, female=29) survey participants indicated that the jobs created are less than 50 n number, 19% (n=67, male=39, female=28) respondents say that the number of jobs created is very high (500 to 1000) while

same percentage (19% n=69, male=59, female=20) of respondents stated that the number of jobs created are between 50 to 100. On the other hand, 16% (n=59, male=38, female=21) respondents stated that the jobs created are between 100 to 500. By providing tangible employment outcomes, ICRRP contributed to UNDP's overarching aim of eradicating poverty through economic empowerment.
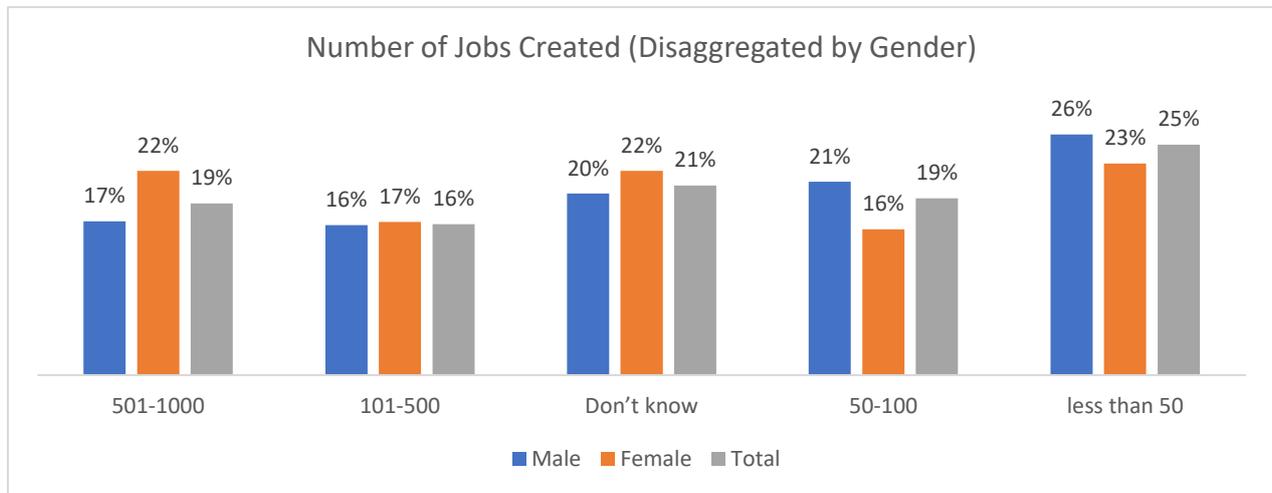

Chart 2. Reported Number of Jobs Created (Disaggregated by Gender)

Empowering Women: Within the framework of poverty reduction, ICRRP recognized the importance of gender equality and women's empowerment, in line with UNDP's strategic plan. It acknowledged that addressing inequalities is crucial for sustainable development. The project provided training to 1,200 women in various fields, including tailoring, hairdressing, and handicrafts. Additionally, the project provided 1,000 women with small grants to start their businesses, and 1,500 women received training on financial management and business development. The project also established 20 women's cooperatives, which provided women with a platform to share their experiences and support each other. These cooperatives also enabled women to access markets and sell their products, which contributed to their economic empowerment. The survey data showed that 46% (n=293, male=139, female=154) respondents have rated the inclusion of women in the project as high. Similarly, 38% (n=240, male=170, female=70) of respondents mentioned that the inclusion was moderate while a smaller portion of respondents (9% - n=57, male=40, female=17) stated that the interventions had low inclusion of women. These findings suggest that the program had a positive impact on reducing gender-based inequality in livelihoods.

Furthermore, the project's gender-disaggregated data analysis showed that women's participation in short-term and medium-term employment opportunities was significant, with 48% (n=154, male=60) of female respondents reporting their involvement in short-term employment opportunities and 29% (n=103, female=30) in medium-term employment opportunities. On the other hand, 12%respondents (n=43, female=21) indicated that they were involved in long term employment opportunities created by the project. By ensuring that economic opportunities and recovery efforts are inclusive and responsive to the needs of all community members, including women, ICRRP aligns with UNDP's commitment to advancing gender equality and creating a more equitable and inclusive development process.

Inequality Reduction: Addressing inequalities was a core goal of UNDP's plan. The survey data reveals employment opportunities resulting from the host community member interventions in the project. As shown in chart 3 below, short-term opportunities such as emergency livelihood stabilization through cash for work programs and emergency employment creation cash for work catered to immediate job creation, engaged 40% (n=94) of males and 48% (n=60) of females, forming 43% (n=154) of the total employment. medium-term opportunities including innovative models of livelihood interventions and market linkages and job placement programs reflect sustained employment over 1-5 years, involving 31% (n=73) of males, 24% (n=30) of females, constituting 29% (n=103) of the total. Long-term opportunities spanning over 5

years for example vocational training and small business grants for lasting economic improvement, livelihood Opportunities in Basra Providing sustained employment through small business development and job placement and Employment Intensive Investment Approaches such as Enhancing socio-economic participation through long-term, labour-intensive project, engaged 9% (n=22) of males, 17% (n=21) of females, totalling 12% (n=43) of the employment. The data suggests a diversified strategy with a notable focus on short and medium-term engagements, emphasizing the project's impact and a commitment to fostering sustained economic engagement within the community.
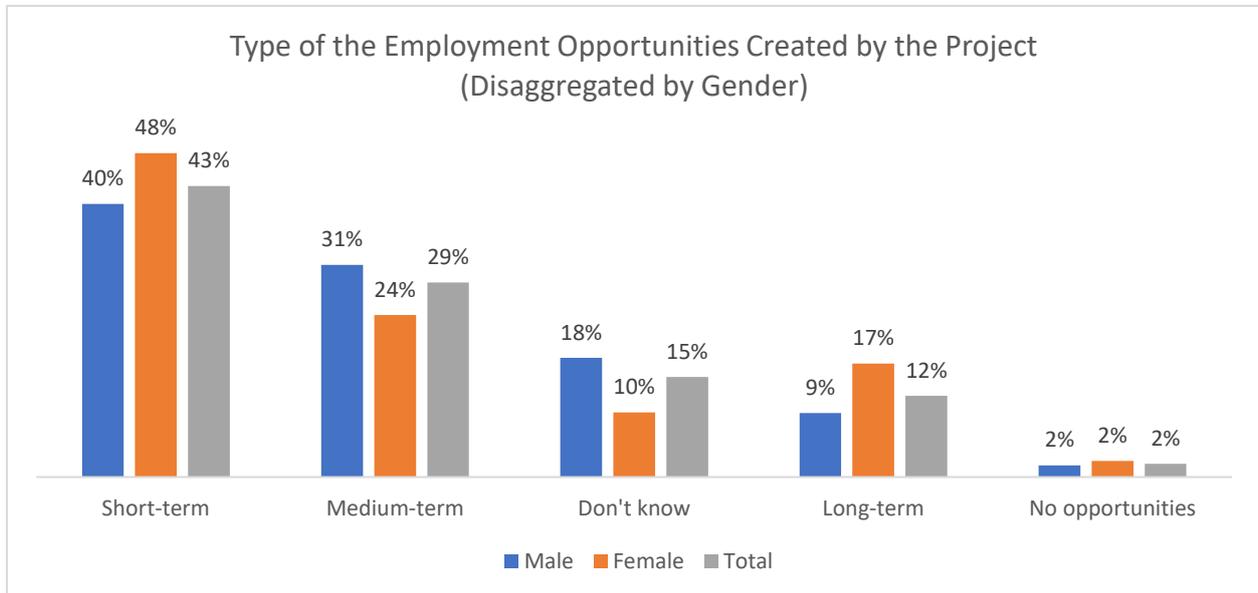
Chart 3. Type of the Employment Opportunities Created by the Project (Disaggregated by Gender)

Governance Improvement: UNDP's strategic approach centered on enhancing governance by bolstering key functions, strengthening the rule of law, and combating corruption. It advocates for inclusive, accountable institutions that prioritize marginalized groups' participation, fostering effective governance across society.

Under the output of strengthening crisis management, several activities aimed at improving crisis response and government coordination. These initiatives included capacity building for crisis response and government coordination, including crisis response coordination, the development of early warning systems, contingency planning, and emergency response mechanisms, supporting the development of local governance structures and institutions, including the improvement of service delivery and the promotion of community participation, Improving the capacity of local government representatives through training and other support, Promoting social cohesion through education and community dialogue, including the promotion of peace education and conflict programming. These activities are designed to improve crisis management, strengthen governance structures, and promote community participation in decision-making processes.

Overall, the mentioned activity results reflect the multifaceted approach of UNDP in addressing complex challenges and working towards sustainable development, especially in crisis-affected regions like Iraq.

9.1.2. Alignment with Sustainable Development Goals (SDGs)

ICRRP addresses several Sustainable Development Goals (SDGs) and demonstrates a strong alignment with the United Nations SDGs across its six key outputs.

Goal 1: No Poverty

All the project outputs involve implementation of sustainable livelihoods through small business grants and vocational training, emergency employment creation through promoting livelihood and self-reliance, Nineveh Plain Small Business Program, cash for work and vocational training, emergency livelihoods stabilization through cash for work are some of the examples which enabled the project to create short-term, medium-term, and long-term jobs (as discussed in previous section). The survey data suggests that these livelihood activities helped reduce poverty for refugees, IDPs, and host communities by creating economic opportunities. As shown in the chart below, 40% (n=36, male=14, female=22) respondents stated that their financial situation has significantly increased while 51% (n=46, male=29, female=17) participants were of the view that the financial situation has improved moderately. Only 10% (n=9, male=7, female=2) respondents indicated to have no improvement in their financial situation. This indicates that the project enhanced the socio-economic resilience of the affected communities and created enabling conditions to rebuild people's lives in newly liberated areas.
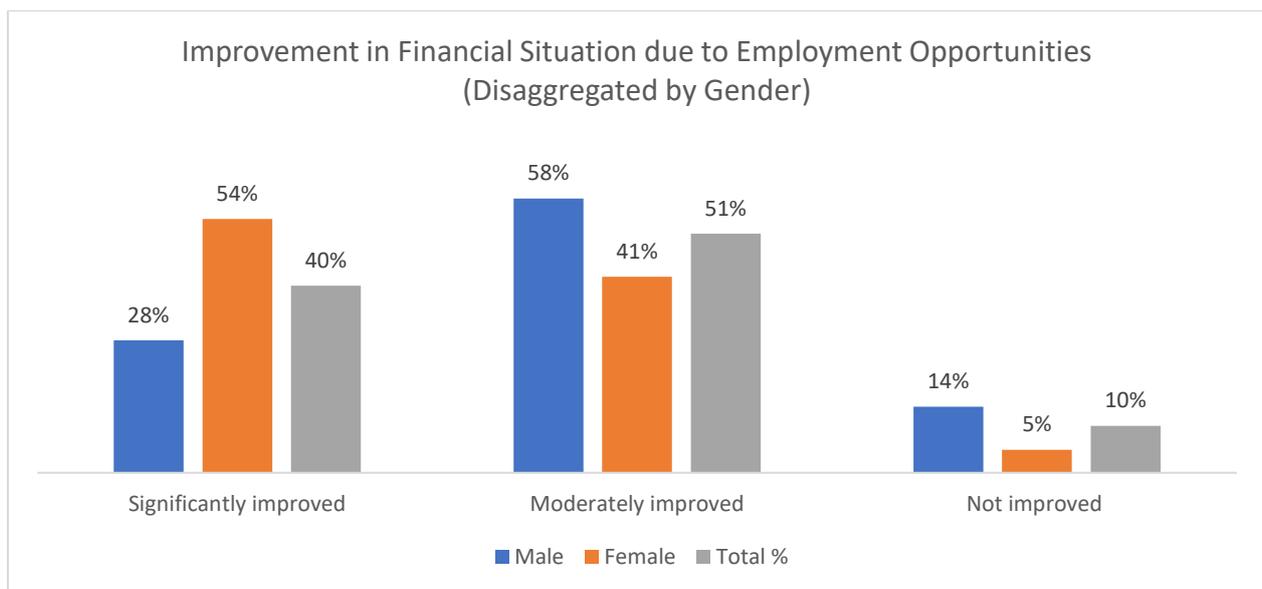
Chart 4. Improvement in Financial Situation due to Employment Opportunities (Disaggregated by Gender)

Goal 8: Decent Work and Economic Growth

Outputs Resilience Building – Employment, Employment Investment Program and Resilience Building in Iraq – II centered on employment generation and entrepreneurship promotion, provided decent short-term jobs, and supported sustainable economic opportunities. These activities covered infrastructure rehabilitation, school construction, and community security in locations like Basra, Erbil, Sulaymaniyah, Zakho, Tikrit, and West Mosul, aligned with SD Goal 8 by creating livelihood opportunities and fostering community security. The responses from the focus group discussions (FGDs) of project beneficiaries highlight several positive impacts of the ICRRP Project on Sustainable Development Goal 8 (Decent Work and Economic Growth). The project has empowered both women and men by providing them with opportunities to learn professions, leading to self-reliance and economic independence. As quoted by the beneficiaries participating in livelihood FGD in Dohuk *"Women and men have been given opportunities to learn a profession, and the positive point is that women now have a profession, the opportunity to work, and the ability to rely on themselves and develop themselves."* Another quote from the livelihood FGD participant from Dohuk emphasizes this impact, "the positive contribution of ICRRP in the lives of the communities (women, men, young boys, and girls) and particularly the vulnerable groups IDPs, returnees, refugees, host communities include creating job opportunities for all without exception."

Goal 9: Industry, Innovation, and Infrastructure

The responses from the focus group discussions (FGDs) highlight positive changes and impacts of the ICRRP project on Sustainable Development Goal (SDG) 9: Industry, Innovation, and Infrastructure. The project, particularly Output Resilience Building – Employment focused on employment generation and entrepreneurship promotion, has contributed significantly to Goal 9 by creating job opportunities in various regions. This aligns with the goal's emphasis on economic growth and decent work. The participants of livelihood FGD from Dohuk said that *"Women and men have been given opportunities to learn a profession, and the positive point is that women now have a profession, the opportunity to work, and the ability to rely on themselves and develop themselves."*

*Similarly, the o*utput Resilience Building in Iraq – II activities, covering infrastructure rehabilitation, school construction, and community security in various locations, contribute to Goal 9 by creating livelihood opportunities and fostering community security. This was further supported by the FGD participants *"Creating job opportunities for all without exception (women and men) - Socially, linking different religious and national communities, economically providing work by helping them acquire skills and a profession."* Furthermore, women's participation in vocational training programs is highlighted as a positive change, enabling them to have a profession, work, and rely on themselves. This aligned with the focus of goal 9 fostering inclusive and sustainable industrialization. "Women's participation in vocational courses increases their self-confidence and self-reliance at work - Giving women an opportunity to participate in the courses. The beneficiaries gained women's experiences and gained self-confidence." (Livelihood FGD Community Members – Erbil)

Goal 11: Sustainable Cities and Communities

The project initiatives particularly under the outputs Resilience Building in Iraq – II and Strengthen Crisis Management including enhancing the capacity of JCC Representative Offices in Garmiyan and Raparin Administrations, strengthening university capacity in Peace Education in Duhok and Mosul, conducting programming and analysis of Conflict Fragility and Social Dynamics in Saladin and Diyala, constructing an IDP Centre, and upgrading, renovating, and furnishing government offices in Sulaymaniyah, Ninewa, and Diyala governorate in northern Iraq aimed at promoting social cohesion and dialogue contribute to sustainable cities and communities.

Goal 16: Peace, Justice, and Strong Institutions

As indicated by the project monitoring reports[37]initiatives have been undertaken to enhance conflict mitigation capabilities, aiming to forestall violence. The project has also focused on fortifying crisis management by establishing early warning systems, formulating contingency plans, and refining emergency response mechanisms. Additionally, efforts have been directed towards bolstering local governance structures and institutions, with a dual focus on enhancing service delivery and fostering community involvement. The project seeks to advance peace, justice, and robust institutions by addressing the underlying causes of conflict, strengthening the capacities of local entities, and fostering social cohesion and dialogue. This multifaceted approach is designed to create a sustainable impact on the promotion of peace and resilience within the targeted regions

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[37] 1. Ministry of Interior (MoI) Joint Crisis Coordination Centre (JCC) Strengthening KRG leadership in Crisis Response Coordination Annex-7: JCC Monthly Progress Reporting Template (Monitoring Report)

2. JCC Support Component Update of Activities April – June 2019 (Monitoring Report)

3. Improving Capacity of JCC Representative Office in Garmiyan Administration (Monitoring Report)

4. Improving Capacity of JCC Representative Office in Raparin Administration (Monitoring Report)

9.1.3. Alignment with Policies and Priorities of The Government of Iraq (GoI).

ICRRP aligns with the development policies and priorities of the Government of Iraq (GoI). Below given discussion explores the evidence of alignment between project outputs, outcomes, or intended goals/impact, and GoI's development policies and priorities:

9.1.4. Government of Iraq's 2014-2018 Priorities:

Priority 1: Working to achieve Iraq's security, stability, and protection of its facilities:

In the Integrated Recovery Support, the rehabilitation of community-based infrastructures directly contributes to enhancing security and stability by restoring essential services in the returned areas. This supports the protection of critical facilities, vital for community safety and well-being.

Resilience Building – Employment, focusing on employment generation, aligns with the Government of Iraq's priorities. By engaging target populations in various livelihood activities, this output enhances security and stability. Providing opportunities for gainful employment, especially for returnees and youth, addresses socio-economic challenges and helps reduce the risk of instability.

Similarly, the Employment Investment Program provides decent short-term jobs to the most vulnerable populations, directly contributing to Iraq's security and stability. By offering employment opportunities, especially for those affected by conflict, the program addresses a root cause of instability – economic deprivation.

GoI aimed to revitalize the economy, create job opportunities, and reduce inequalities. The ICRRP's concentration in regions like Ninewa directly supports these goals through emergency livelihood stabilization measures, cash-for-work programs, and small business grants, contributing to inclusive development and creating economic opportunities for vulnerable populations. While discussing the positive impacts of the project activities in a FGD, the partner staff for livelihood activities from Erbil said that *"It planted smiles, hope, and the youthful outlook in society and brought positive change for all segments of society."*

Under the output Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities, the rehabilitation of compact Water Treatment Units addresses the essential need for clean water and sanitation in refugee settlements, contributing to overall security and well-being. The FGD respondents from Dohuk indicated that *"It succeeded in providing assistance, organizing cultural and artistic events, and organizing workshops and training courses for citizens, implementing a range of projects, including aid distribution such as projects in the areas of protection, supplies, shelter, health, water and sanitation, nutrition and education."*

In Strengthen Crisis Management, the project enhanced crisis management and response capabilities by strengthening institutions like JCC and JCMC. As reported in the Improving crisis analysis, planning, and coordination enhances the government's capacity to respond effectively to crises, thus contributing to Iraq's security and stability. A KII respondent from the donor staff in Erbil validated this by stating that *"Having built the capacity of the JCC, they were able to develop a number of policies, contributing to the government's capacity to respond effectively to crises and enhancing Iraq's security and stability."*

Priority 2: Upgrade living standards and services provision for citizens:

The Government of Iraq prioritized poverty reduction and infrastructure development. ICRRP's Integrated Recovery Support, including cash-for-work programs and infrastructure rehabilitation in regions like Saladin, Diyala, and Ninewa, directly contributes to these goals. It rehabilitates infrastructure, reducing poverty and improving living standards.

Resilience Building – Employment creates local employment opportunities that directly upgrade citizens' living standards. Access to jobs in their areas of origin or host communities leads to increased income and improved living conditions, in alignment with the government's goal of enhancing citizens' well-being.

Employment Investment Program, aiming to improve access to sustainable economic opportunities through support to SMEs, enhances the living standards of beneficiaries. Supporting small and medium-sized enterprises contributes to economic growth and improved services for citizens.

Under Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities, the rehabilitation and construction of socio-economic infrastructure directly enhances living standards by ensuring access to basic services and community facilities. Activity Result 2 of Strengthen Crisis Management addresses this priority by focusing on the improvement of basic services and infrastructure, benefiting over 2 million people, including refugees, IDPs, and returnees.

Overall, the survey data (shown in the chart below) indicated that the livelihood interventions of the project were effective in creating employment opportunities. According to the data, 46% (n=165, male=91, female=74) respondents stated that the livelihood interventions were highly effective, 29% (n=103, male=73, female=30) said that the interventions were moderately effective while 13% (n=45, male=40, female=5) were of the view that the interventions were somewhat effective in generating livelihood opportunities for the community. Among males, 39% (n=91) found the interventions highly effective, while 31% (n=73) rated them as moderately effective. On the female side, a higher percentage, 59% (n=74), considered the interventions highly effective, with 24% (n=5) finding them moderately effective. A smaller proportion expressed uncertainty (6% n=21. Male=16, female=5) or deemed the interventions not effective (7% n=25, male=13, female=12). The overall assessment indicates a positive perception of the interventions, with a majority rating them as either highly or moderately effective.
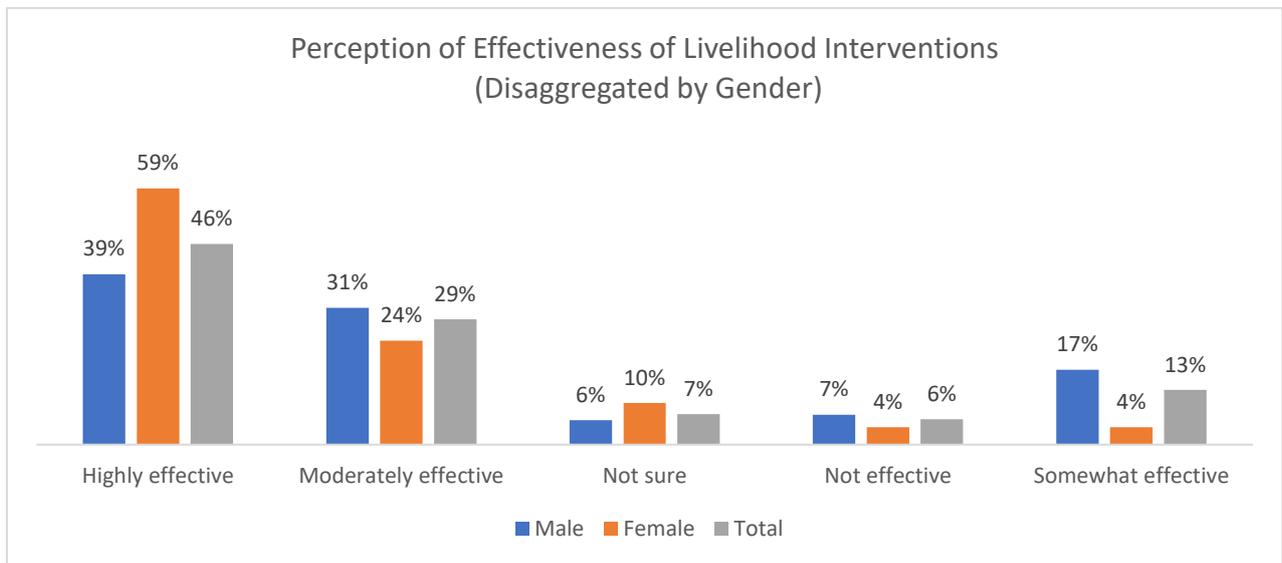
Chart 5. Perception of Effectiveness of Livelihood Interventions (Disaggregated by Gender)

The observed gender discrepancy in responses, with a notably higher percentage of females perceiving livelihood interventions as highly effective compared to males, strongly suggests the success of these initiatives in empowering women through enhanced employment opportunities. This positive variation in perception underscores the importance of gender-inclusive program design for impactful development outcomes.

9.1.5. Government of Iraq's 2018-2022 Priorities:

Priority 4: Providing the Conditions for an Enabling Environment for All Forms of Investment and Strengthening the Role of the Private Sector:

In the Integrated Recovery Support, Activity Result 1.1 focuses on socio-economic infrastructure construction for sustainable public service provision, creating an enabling environment for investment. Basic infrastructure is essential for attracting private sector investment, enhancing economic development. Activity Result 1.2 in the same output enables greater economic resilience for affected communities and IDPs/refugees through sustainable employment and local business/market creation. This aligns with strengthening the private sector, promoting employment, and creating economic growth.

GoI prioritized employment generation and economic growth, aiming to reduce unemployment rates and enhance economic conditions. ICRRP's Resilience Building – Employment, with its focus on employment generation and entrepreneurship promotion, aligns with GoI's priorities by creating job opportunities and supporting SME growth.

The Employment Investment Program aligns directly with this priority by improving access to economic opportunities and strengthening the SME sector, fostering an enabling environment for investment and business development.

Under Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities, infrastructure rehabilitation and construction stimulate economic activity and job opportunities, creating an enabling environment for investment and private sector growth.

Resilience Building in Iraq – II Activity Result 2, related to livelihood and employment opportunities, addresses the priority of reducing unemployment and underemployment. Supporting at-risk groups, including youth and women, in accessing employment and enhancing their capacities aligns with the government's aim to reduce joblessness and improve employment rates in the country.

The activities under Strengthen Crisis Management create an environment where crisis management is more effective and immediate income and employment opportunities are generated. This, in turn, contributes to a more stable environment for investment, enhancing the capacity of crisis management institutions and supporting an enabling environment for investment.

KEQ.1.2. To what extent did the project contribute/rely on the theory of change for the relevant UNDP CPD (2020-2024) for Iraq outcome? the UNDP Strategic Plan (2018-2022), and the SDGs?

The ICRRP (Iraq Crisis Response and Resilience Project) has significantly contributed to and relied on the theory of change outlined in the UNDP CPD (Country Program Document) (2020-2024) for Iraq, the UNDP Strategic Plan (2018-2022), and the Sustainable Development Goals (SDGs).

For the UNDP CPD (2020-2024), ICRRP played a pivotal role in contributing to the first two priority areas outlined in the theory of change, which, in turn, contribute to the entire theory of change. The project's outputs align with these priorities:

Stabilization: ICRRP significantly contributed to stabilization by rehabilitating community-based infrastructures for restoring basic services in returned areas (Activity Result 2-1). Restoring basic services is vital for the safety and well-being of communities, contributing to stability. A KII respondent from the donor staff highlighted the impact of ICRRP's support to the Ministry of Labor and Social Affairs (MOLSA) and the Ministry of Interior in restoring basic services. According to him, notable changes include the improvement of MOLSA's capacity to support enterprises, leading to the flourishing of businesses. Additionally, the Ministry of Interior, through Joint Coordination with ICRRP, achieved policy development, emphasizing the importance of institutional capacity in ensuring community well-being. He stated that

"The flourishing of businesses is one of the impacts due to ICRRP's support to MOLSA, contributing to community well-being." He further stated that "Another capacity building impact is that police officers being more aware of gender issues, and being able to integrate gender in their work is another thing. It's coming through ICRRP."

Growing the Employment Opportunities for All: ICRRP played a substantial role in this priority by creating emergency livelihood opportunities and promoting greater economic resilience for affected communities, IDPs, and refugees through sustainable employment and local business/market creation (Activity Result 2-2 and 1.2). These activities lead to increased economic opportunities and address socio-economic challenges, thus promoting economic growth. *(Further discussed in detail under impact section)*

As for the UNDP Strategic Plan (2018-2021), ICRRP aligns with its theory of change, which emphasizes eradicating poverty, accelerating structural transformations for sustainable development, and building resilience to crises and shocks. The project contributed to these goals as follows:

Eradicating Poverty: The project directly contributed to poverty reduction by creating decent short-term jobs for vulnerable populations in infrastructure interventions and supporting sustainable economic opportunities through SME development.

Structural Transformations: ICRRP's activities, such as promoting entrepreneurship among youth and creating local employment opportunities, have multiplier effects across the Sustainable Development Goals, driving structural transformations. As suggested by Project and government staff (MoLSA) KII respondents, ICRRP's collaboration with government entities, such as the Joint Coordination and Monitoring Center (JCC), Joint Crisis Management Committee (JCMC), and the Ministry of Labor and Social Affairs (MoLSA), has played a significant role in facilitating structural transformation. The support extended to these government bodies has enhanced their capacity for crisis management, coordination, and social affairs. The close interaction between ICRRP and government offices has contributed to structural transformation by fostering efficient collaboration mechanisms, improving governance structures, and reinforcing crisis response capabilities. This collaborative approach has led to positive changes in the overall organizational and operational structures within these government entities. *"Having built the capacity of the JCC, they were able to develop a number of policies, contributing to the government's capacity to respond effectively to crises and enhancing Iraq's security and stability." (KII Project Staff-Erbil)*

Building Resilience: By providing immediate income and employment opportunities such as short term, medium term and long-term jobs creation (discussed in detail in previous sections) for returnees, IDPs, and host communities, ICRRP contributed to building resilience to crises and shocks.

In alignment with the SDGs theory of change, ICRRP addressed various aspects of the integrated and interlinked focus areas:

Protect the Planet: By rehabilitating water treatment units, managing natural resources sustainably, and focusing on climate change resilience, the project played a role in protecting the planet from degradation.

Ensure Prosperity: ICRRP activities aimed at creating prosperous and fulfilling lives for vulnerable populations and fostering economic, social, and technological progress in harmony with nature.

Foster Peace: The project indirectly supported peace by promoting social cohesion and peaceful co-existence through community-based dialogue platforms.

Global Partnership: ICRRP contributed to the SDGs by mobilizing means required to implement the agenda, promoting a global partnership for sustainable development, and focusing on the needs of the poorest and most vulnerable.

In conclusion, ICRRP's activities and outputs have been closely aligned with and contributed to the theory of change outlined in the relevant UNDP CPD (2020-2024) for Iraq, the UNDP Strategic Plan (2018-2022),

and the SDGs. The project played a significant role in addressing the outlined priorities and goals of these strategic frameworks.

KEQ. 1.4. *To what extent did the project contribute to gender equality, the empowerment of women and the human rights-based approach?*

The ICRRP project has made significant strides in promoting gender equality, empowering women, and applying a human rights-based approach across its various outputs and activities:

Gender Equality and Women's Empowerment: The project has actively promoted gender equality and women's empowerment to a great extent in line with the SDGs and UNDP's principles. For example, in Diyala, Integrated Recovery Support vocational training programs were designed with a focus on inclusivity, ensuring that women had equal access to skill-building opportunities, thereby empowering them economically.

The ICRRP project took a comprehensive approach to promote gender equality and women's empowerment. It incorporated gender-sensitive needs assessments, set targets for women beneficiaries, and integrated gender mainstreaming in Terms of Reference. The project ensured gender-disaggregated data, monitored Gender-Based Violence (GBV), and conducted regular gender-based surveys. Conducive environments for women's participation were created in Cash for Work activities. Among the beneficiaries surveyed, a significant percentage of women found employment and started businesses, contributing to household economies. *(To avoid redundancy, a detailed discussion is added ahead in the impact section).*

Inclusive Participation: ICRRP has emphasized the inclusion of women in community decision-making processes and activities. In Sulaymaniyah, Output 2's initiatives for promoting social cohesion and dialogue involved active engagement with women's groups, fostering their participation in peacebuilding efforts and community development.

Furthermore, the data in the chart illustrates the demographic distribution across different categories, emphasizing the representation of host community members, internally displaced persons (IDPs), and Syrian refugees. Host community members constitute the majority, with 70% (n=440) of the total, followed by IDPs at 18% (n=115) and Syrian refugees at 12% (n=78). While the table does not explicitly mention youth and persons with disabilities (PWDs), it provides a foundation for addressing the client's concerns. To address inclusion comprehensively, a detailed breakdown of percentages for youth and PWDs across various outputs is necessary.
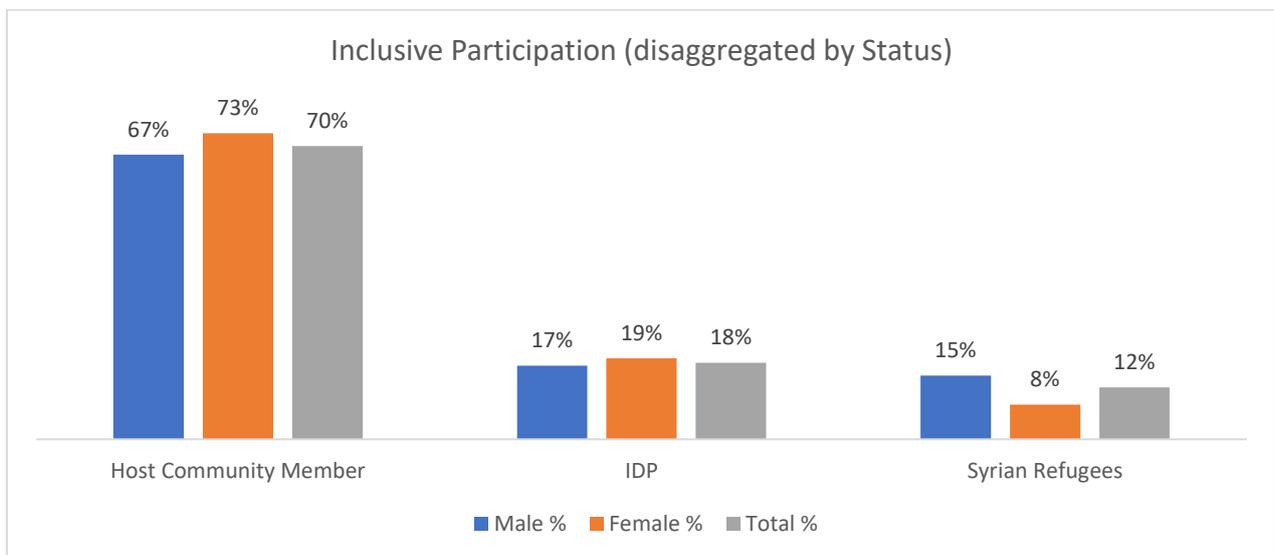

Chart 6. Inclusive Participation (disaggregated by Status)

Protection of Women's Rights: The project has been vigilant in protecting the rights of women and vulnerable populations in areas affected by conflict. In Ninewa, Output 3's cash-for-work programs prioritized the safety and well-being of women participants, ensuring they could access income opportunities in secure environments. According to the KII responses obtained from project staff *"The robust gender program at ICRRP ensures comprehensive gender integration throughout the portfolio, spanning UNDP, ICRP programs, and other initiatives. The internal gender strategy, aligned with fundamental principles, is embedded in work plans, designating clear responsibilities. Established policies on protection and non-discrimination guide operations. With a dedicated gender unit, comprising national staff, rigorous implementation occurs at policy, program, and operational levels. The program is committed to safeguarding women's rights, amplifying their voices, enhancing decision-making roles, and ensuring equitable access to project resources."*

Human Rights-Based Approach: ICRRP has consistently applied a human rights-based approach, respecting the fundamental rights of all individuals and communities involved in all the six outputs. As per the data there is evidence that the following HRBA principles were addressed:

   Equality and Non-Discrimination: The project's design and delivery aimed to address gender inequality and promote gender equality. For example, Output 5 focused on resilience building through employment and emphasized decent work and economic growth, which is essential for promoting gender equality. The project also aimed to protect women's rights by raising awareness about women's rights, ensuring that structures that protect women's rights are in place and equipped with necessary capacities, and putting measures in place during interventions to ensure that while women are participating, their rights are not abused.

   Participation and Inclusion: The project's design and delivery involved the participation of various stakeholders, including communities, local authorities, and civil society organizations. The project also aimed to ensure the meaningful participation of women in project activities.

   Empowerment: The project's design and delivery aimed to empower communities and individuals by providing them with the necessary skills and resources to improve their economic well-being. For example, Output 2 focused on resilience building through employment and aimed to create job opportunities and support sustainable economic development.

Regarding the other HRBA principles, the document does not provide specific evidence that they were addressed. However, the project's alignment with international obligations related to conflict prevention and peacebuilding, as well as its coordination with various UN agencies and international organizations, suggests that the project was committed to upholding the rule of law, transparency, and sustainability

Data-Driven Decision-Making: The project has utilized data to identify and address gender disparities and human rights issues. In Erbil, Output 5's employment generation initiatives actively collected and analyzed gender-disaggregated data, enabling evidence-based decision-making and targeted interventions to support women's economic empowerment. According to the KII of project staff members, *a rapid market assessment was conducted and gender consideration was part of the assessment. It was intended to support the IDPs and host communities as well for the business support and grants. The assessment also provided support for specific areas which have issues related to some gender aspects.*

Capacity Building: ICRRP has prioritized capacity building in gender equality and human rights for its staff and partners. For example, in Basra, Output 6's provision of short-term jobs included training components that promoted awareness of gender-sensitive approaches and human rights principles among project participants.

Gender Mainstreaming: ICRRP has integrated gender considerations into its activities and outputs across different locations. In Chamchamal, Output 4's construction of IDPs Service Centers ensured that the facilities were designed to accommodate the specific needs of women and girls, promoting their safety and well-being.

In summary, the ICRRP project has made substantial contributions to gender equality, women's empowerment, and a human rights-based approach throughout its implementation. Its commitment to inclusivity, protection of women's rights, and capacity building in these areas has not only improved the lives of women and vulnerable populations but has also strengthened the overall impact and sustainability of its interventions in Iraq.

KEQ.1.5. To what extent did the project appropriately respond/address emerging political, legal, economic, institutional, etc., changes in the country?

The ICRRP (Integrated Coordination and Response Plan) project has exhibited a remarkable capacity to respond effectively to the evolving political, legal, economic, institutional, and other changes in Iraq. This adaptability is evident through specific activities and locations corresponding to its various outputs:

Adaptation to Political Changes: Iraq continued to grapple with political and security challenges during this period. These included issues related to governance, sectarian tensions, and the role of various militias and paramilitary groups. In late 2019, Iraq experienced a series of widespread anti-government protests, with demonstrators demanding political reforms, better governance, and an end to corruption. These protests resulted in significant political changes and the resignation of the Prime Minister The project has adeptly adjusted its coordination mechanisms in response to political developments. For instance, when shifts in local governance occurred in Ninewa, ICRRP modified its strategies to align with the evolving political landscape. As per the KII responses of Project staff in Erbil, *"The areas of focus within the project were primarily centered around cash-grants, cash-for-work initiatives, and targeted opportunities in specific areas. Output six specifically addressed the rehabilitation of basic community infrastructure, employing a methodology that involved cash-for-work activities and various training programs. Another significant aspect introduced was the Correction Program, a community-based initiative aimed at providing gender-based support. This included the implementation of a specific program named "India Shakira," which held importance not only under Output 6 but also extended its impact to Output 7, encompassing children's education. The strategic alignment of these outputs with the country program and government priorities further emphasized their significance in contributing to broader developmental goals. Overall, these key areas reflected the project's adaptability and strategic integration within the existing socio-economic framework."*

Political instability can affect the capacity of government institutions. ICRRP focused on strengthening governance and institutions to enhance their effectiveness and responsiveness to the needs of the population under output 2 strengthen crisis management. This adaptability ensured that essential services and support continued to reach communities in need.

Alignment with Legal Frameworks: ICRRP has consistently operated in accordance with Iraq's legal frameworks and regulations. It was attentive to the evolving social legislation landscape in Iraq. It integrated legal compliance into its activities, ensuring that women's rights, anti-discrimination measures, social welfare, healthcare, education, and labor rights were respected and promoted. The project actively promoted inclusivity and equal opportunities, particularly through vocational training programs and initiatives that empowered women and marginalized groups. Furthermore, ICRRP was closely aligned with reconstruction and development policies. It adapted its projects to support the government's infrastructure development, housing, and service provision initiatives. For example, in Sulaymaniyah, where legal requirements for infrastructure development were stringent, the project was meticulously compiled with local laws.

Economic Dynamics: Economic challenges, including declining oil prices, government revenue issues, and high unemployment rates, persisted throughout the project period. The ICRRP's efforts to promote economic recovery and job creation were particularly relevant in this context. The project has been agile in addressing economic changes, particularly in areas affected by conflict and displacement. In Diyala, the Employment Investment Program implementation of cash-for-work programs swiftly responded to the

economic challenges faced by IDPs, Syrian refugees, and host communities, providing them with income opportunities during periods of economic uncertainty. According to the KII response of the project staff in Erbil *"The Shakira program was innovative in its approach, going beyond mere income generation to address the crucial issue of gender-based violence, particularly within intimate partner relationships. This project aimed to simultaneously enhance economic opportunities while actively working to reduce instances of gender-based viruses."*

Institutional Flexibility: ICRRP, acknowledging the evolving context, has proactively revised its project document to align with changing dynamics. Originally targeting refugees, the project has demonstrated adaptability through an expanded intervention area. This institutional flexibility is not only evident in the geographical scope but also in the project's alignment with the Iraqi government's governance reforms. Output 2 (strengthen crisis management). The, focusing on crisis management, showcases close collaboration with relevant government institutions. The project integrates transparency, accountability measures, and anti-corruption standards into its operations, illustrating its commitment to governance reforms. This responsiveness and adaptability highlight ICRRP's ability to navigate complex contexts and contribute effectively to sustainable development.

Community-Centered Approach: Iraq continued to deal with a complex humanitarian situation, including internally displaced persons (IDPs) and refugees. ICRRP's work intersected with these humanitarian issues. The project's community-centered approach enabled it to address changing needs and priorities in specific locations. In West Mosul, where social cohesion was identified as a critical issue, the project adjusted its activities to prioritize community dialogue and conflict mitigation, fostering resilience within the local community.

Monitoring and Evaluation: ICRRP's robust monitoring and evaluation mechanisms, coupled with proactive measures such as Labor Market Assessments conducted under various outputs at the onset of project implementation, have allowed it to effectively track the impact of its activities and respond adeptly to emerging challenges. Regular data collection and analysis, including these assessments, have been integral to evidence-based decision-making, ensuring the project's adaptability to dynamic conditions. This comprehensive approach enables ICRRP to make informed decisions and refine interventions in alignment with the evolving context. have facilitated evidence-based decision-making, ensuring that the project can adapt its interventions to address dynamic conditions effectively.

Overall, ICRRP has aptly responded to emerging changes in Iraq's political, legal, economic, and institutional landscape. Its ability to adapt and remain flexible[38], as demonstrated through specific activities and locations, has been pivotal in delivering impactful assistance and services to the target communities while navigating the complex and evolving context of Iraq.

9.2. Coherence and Partnerships

The extent of the project intervention is in coherence with GoI's policies and UNDP's priorities and to what extent the intervention was coherent with other actors' interventions in the same context.

KEQ.2.1. To what extent has the project complemented work among different entities, including development partners with similar interventions?

The project has demonstrated a high level of coherence with both the Government of Iraq's (GoI) policies and UNDP's strategic priorities, as well as harmonization with other development entities and partners with similar interventions in various regions:

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[38] The programme must be highly responsive to changes in the area that may affect the problem so that its interventions remain relevant.

9.2.1. Alignment with GoI Policies and UNDP Priorities:

Resilience Building in Iraq – II: ICRRP's infrastructure rehabilitation efforts in locations like Basra, Erbil, and Zakho closely align with GoI's post-conflict recovery and infrastructure development priorities. This output contributes to the restoration of critical infrastructure, promoting sustainable development and economic growth, in line with both GoI and UNDP objectives.

Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities: This output's economic recovery activities in Ninewa and Diyala regions resonate with GoI's focus on improving livelihoods in conflict-affected areas. According to 59% survey respondents, employment opportunities impacted livelihood by improving income and financial stability. By creating economic opportunities and promoting income generation, ICRRP contributes to GoI's goal of enhancing the well-being of affected communities.

Integrated Recovery Support : ICRRP's cash-for-work programs and social cohesion initiatives in Saladin, Diyala, and Ninewa are consistent with UNDP's commitment to poverty reduction and social cohesion. According to the community members (male/Female Beneficiary) FGD in Diyala and Salah Al Din, the project interventions supported the community in improving employability. These activities also aligned with GoI's objectives of rebuilding communities and fostering stability in conflict-affected regions.

Employment Investment Program: according to 43% survey respondents, the project's efforts to provide decent short-term jobs in regions like Sulaymaniyah and Arbat are in line with UNDP's core priorities in employment and economic growth. These initiatives contribute to GoI's aim of creating employment opportunities for its citizens.

9.2.2. Harmonization with Other Development Partners:

Strengthen Crisis Management: ICRRP's promotion of social cohesion and dialogue in Sulaymaniyah complements the work of other organizations focused on conflict resolution and peacebuilding in the same area. By coordinating its efforts with these partners, ICRRP ensures a harmonized approach to building peace and stability.

Resilience Building – Employment: The project's focus on entrepreneurship promotion in regions like Basrah is coordinated with similar initiatives by other development partners. This collaborative approach fosters economic development and growth in the region, leveraging the efforts of multiple organizations.

9.2.3. Complementarity with Similar Interventions:

Resilience Building in Iraq – II: ICRRP's school rehabilitation activities in West Mosul complement the work of other organizations involved in broader infrastructure projects. This ensures that education infrastructure, a critical component of post-conflict recovery, receives specific attention.

Resilience Building – Employment : The project's emphasis on creating employment opportunities in Basrah complements the efforts of other organizations working on economic recovery in the same region. By aligning their activities, these entities contribute to a comprehensive approach to addressing unemployment and promoting sustainable livelihoods.

9.2.4. Capacity Building and Knowledge Sharing:

Throughout the project, capacity building and knowledge sharing have taken place in various locations, including Tikrit and Sulaymaniyah. These initiatives benefit local authorities and partner organizations, enhancing their ability to contribute to the project's objectives and fostering sustainability.

In summary, ICRRP's outputs correspond to GoI policies, UNDP priorities, and the interventions of other development partners in Diyala, Salah Al Din , Basra, Dohuk, Erbil and Sulaymaniyah. The project's approach ensures coherence with the broader development landscape, efficient resource utilization, and a comprehensive response to Iraq's complex development challenges.

KEQ. 2.2. To what extent do other or similar interventions or policies support or undermine the project?

The ICRRP project's interventions have generally enjoyed a supportive environment in terms of other similar interventions and policies, with specific reference to its outputs. Based on the FGD responses, it is evident that multiple organizations and agencies are actively involved in community recovery and stabilization efforts. These interventions vary in their scope and impact, and the extent to which they support or undermine the project can be summarized as follows:

Multiple Agencies Supporting Community Recovery: According to the FGD responses from beneficiaries and youth in various areas and sectors, it is evident that multiple agencies, including UNDP partners and other NGOs/CSOs, were actively engaged in community recovery and stabilization efforts. However, the specific details of the activities could not be obtained from the respondents.

Varied but Complementary Interventions: The activities of different agencies, government departments, and NGOs generally complemented each other's work, creating a collaborative approach. In many regions where ICRRP operated, such as Basrah and Erbil, Resilience Building in Iraq – II infrastructure rehabilitation activities have complemented the work of other organizations involved in broader post-conflict reconstruction efforts. This collaboration ensured that the project's specific objectives, such as school rehabilitation, align with the broader infrastructure development goals in these regions. Therefore, other interventions in infrastructure and development have supported ICRRP's objectives.

Effective Collaboration in Specific Sectors: In the "Output Integrated Recovery Support" in Al-Sharqat, organizations were working together to meet the needs of the local community, such as extending an electricity line. This demonstrates effective collaboration and support among agencies.

Comprehensive Approach to Education: In the "Output Building resilience of internally displaced persons, Syrian refugees, and host communities" sector in Ain Kawa, organizations are creating education centers, offering free courses, and conducting camping centers. This diverse set of activities addressed various aspects of education and skills development, showing a comprehensive approach to community needs.

These responses highlight the presence of multiple agencies working in the same sectors, supporting each other's work, but with some variations in the scope and impact of their interventions.

Furthermore, **ICRRP** has actively coordinated its efforts with various development partners operating in Iraq, as exemplified in Strengthen Crisis Management promotion of social cohesion and dialogue in Sulaymaniyah. This coordination extends to both United Nations agencies and international organizations. In regions like Ninewa, where multiple development partners are active, ICRRP Strengthen Crisis Management has worked in harmony with these partners to prevent duplication and maximize the impact of interventions. This collaborative approach ensures that resources are efficiently utilized and that interventions are coherent with the broader development landscape.

Overall, while challenges can arise in complex development contexts, ICRRP's approach has generally been one of coordination, collaboration, and alignment with existing interventions and policies, as demonstrated by its various outputs across different regions of Iraq. This approach has contributed to its effectiveness in addressing post-conflict challenges and promoting sustainable development.

KEQ. 3.1. To what extent did the project contribute to UNDP CPD (2020-2024) outcome 3, the SDGs, UNDP Strategic Plan (2018-2022), and national development priorities?

The ICRRP (Iraq Crisis Response and Resilience Project) has made contributions to great extent and relied on the theory of change outlined in the relevant UNDP CPD (Country Program Document) (2020-2024) for Iraq, the UNDP Strategic Plan (2018-2022), and the Sustainable Development Goals (SDGs). These contributions and dependencies are evident through specific activities and locations corresponding to the project's outputs.

9.2.5. Contribution to and Reliance on UNDP CPD (2020-2024) for Iraq Outcome:

The project's Integrated Recovery Support, including activities such as cash-for-work programs and infrastructure rehabilitation in regions like Salah Al Din, Diyala, and Ninewa, contributed significantly to the UNDP CPD outcome of enhancing socio-economic resilience. For example, the cash-for-work programs in Ninewa reduced poverty by providing income opportunities to vulnerable populations which improved their wellbeing.

ICRRP extensively relied on the UNDP CPD (2020-2024) for Iraq as a guiding framework. The project's activities, such as the construction of schools and roads in Salah Al Din and Diyala, as well as Rehabilitation of water treatment plants in several sub-districts, including Huwair Al-Sada, Ezaldeen Saleem, Al Nashwa, and Umm Al-Shuwayij, contributed to improved capacity of people in Iraq to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations. This implied consistency with UNDP's Iraq-specific development agenda.

9.2.6. Contribution to and Reliance on UNDP Strategic Plan (2018-2022):

Strengthen Crisis Management initiatives in locations like Sulaymaniyah, Ninewa, and Diyala, focused on promoting social cohesion and dialogue, directly contributed to UNDP Strategic Plan's goal of building peaceful and just societies to a great extent. For example, the peace and development initiative in Sulaymaniyah fostered community solidarity and aligned with UNDP's principles. As per the members of FGD of the Beneficiaries / Community Members of output 1, the social cohesion sector held in Al Shirqat agreed that the project effectively promoted greater awareness of and peaceful sharing of diverse opinions. Further, the project leveraged the plan's principles and priorities, as seen in Output 4's efforts in locations like Basra, Erbil, and Zakho to rehabilitate infrastructure and foster community security.

ICRRP relies on the UNDP Strategic Plan (2018-2022) as a guiding framework for its development approach. The project leverages the plan's principles and priorities, as seen in Resilience Building in Iraq – II efforts in locations like Basra, Erbil, and Zakho to rehabilitate infrastructure and foster community security.

9.2.7. Contribution to and Reliance on the Sustainable Development Goals (SDGs):

Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities concentrated in regions like Ninewa, promoted Goal 8 (Decent Work and Economic Growth) to a great extent through emergency livelihood stabilization measures and cash-for-work programs. For instance, the cash-for-work programs in Ninewa directly contribute to poverty reduction and economic growth, in line with SDG 8.

ICRRP recognized the importance of the SDGs as a global framework. The project actively contributed to multiple SDGs through its diverse activities, such as the Employment Investment Program's provision of decent short-term jobs in various locations. For example, providing short-term jobs in vulnerable populations contributed greatly to SDG 8's goal of decent work and economic growth.

ICRRP fully recognized the importance of the SDGs as a global framework. The project actively contributed to multiple SDGs through its diverse activities, such as Output 6's provision of decent short-term jobs in various locations. Providing short-term jobs in vulnerable populations contributed extensively to SDG 8's goal of decent work and economic growth.

In summary, the ICRRP project aligned its activities and outcomes with the development policies and priorities outlined in the UNDP CPD (2022-2024) for Iraq, UNDP Strategic Plan (2018-2022), and the SDGs to a great extent, fully recognizing their importance and actively contributing to these frameworks to guide its efforts and achieve its intended impact.

KEQ 2.3. To what extent were the project design and delivery coherent with international obligations?

The ICRRP project design and delivery have demonstrated a high degree of coherence with international obligations and frameworks, including UN Security Council Resolution 1325 (UNSCR 1325) and others:

Women, Peace, and Security (UNSCR 1325): The project has actively integrated the principles of the United Nations Security Council Resolutions (UNSCR 1325) into its activities, particularly in Output 3's focus on building the resilience of IDPs, Syrian refugees, and host communities. The emphasis on gender-responsive economic recovery and the promotion of women's participation in livelihood opportunities aligns with the resolution's objectives. By ensuring that women are not only beneficiaries but also active participants in project activities, ICRRP has contributed to the empowerment of women and the promotion of gender equality, in line with UNSCR 1325.

UN Sustainable Development Goals (SDGs): The project's design and delivery have consistently aligned with the broader international framework of the SDGs. For example, Output 1's cash-for-work programs and social cohesion initiatives align with Goal 1 (No Poverty), Goal 9 (Industry, Innovation, and Infrastructure), and Goal 11 (Sustainable Cities and Communities). By addressing poverty, improving infrastructure, and promoting social cohesion, ICRRP contributes to the achievement of these global goals.

Human Rights-Based Approach (HRBA): The international obligation is the International Human Rights Law (IHRL), which UNDP followed through its Human Rights Based Approach (HRBA). The project has incorporated **HRBA** into the project design and implementation.

Equality and Non-Discrimination: The project distinctly addressed the principles of Equality and Non-Discrimination by prioritizing gender equality. The livelihood interventions focused on resilience building through employment, emphasizing decent work and economic growth, essential for promoting gender equality. Specific measures were implemented to protect women's rights, including awareness campaigns and the establishment of structures to prevent the abuse of women's rights during interventions. The commitment to these actions reflects a dedicated effort to address inequalities and discrimination.

Participation and Inclusion: The project actively engaged various stakeholders, fostering meaningful participation and inclusion. Collaboration with communities, local authorities, and civil society organizations was central to the project's design and implementation. Moreover, specific emphasis was placed on ensuring the meaningful participation of women in project activities. This approach aimed to incorporate diverse perspectives, ensuring that the benefits of the project reached all relevant stakeholders, thereby promoting a participatory and inclusive environment.

Empowerment: Empowerment was a core focus in the project's design and delivery. Initiatives such as vocational training, skills development, and leadership strengthening were implemented to empower communities and individuals. Output 2, concentrating on resilience building through employment, aimed to create job opportunities and support sustainable economic development. This approach reflects a commitment to empowering individuals economically, enhancing their skills, and providing them with the resources needed to improve their overall well-being.

Rule of Law, Transparency, and Sustainability: While the document did not explicitly detail how the project addressed the principles of Rule of Law and Transparency, there was evidence of a commitment to sustainability. Environmental considerations were incorporated into the project's design, with

initiatives such as the establishment of green belts and maintenance of public orchards. This approach demonstrated a conscientious effort to ensure sustainable development and minimize adverse environmental impacts.

In summary, the project's alignment with HRBA principles, as evidenced by its actions related to Equality and Non-Discrimination, Participation and Inclusion, Empowerment, and elements of Sustainability, underscores a holistic commitment to promoting human rights and fostering inclusive, sustainable development.

Furthermore, the output for ICRRP Strengthen Crisis Management, which includes initiatives aimed at promoting social cohesion, dialogue, and conflict mitigation capacities in various regions, aligns with international obligations related to conflict prevention and peacebuilding. By addressing root causes of conflict and working towards social cohesion, the project contributes to global efforts to maintain international peace and security.

Coordination with other UN Agencies and International Organizations: The project's delivery has involved coordination with various UN agencies and international organizations, reinforcing its commitment to aligning with international obligations as follows.[39]

France: ICRRP's collaboration with France is primarily focused on the "Building resilience of internally displaced persons, Syrian refugees, and host communities" output. The agreements with France encompass Responsible Party Agreements, Request for Proposals, and Professional Service Agreements.

Japan: The project has established coordination with Japan specifically for the "Resilience Building in Iraq II" output. The agreements with Japan encompass Responsible Party Agreements, Letters of Agreement, and Resource Delivery Plans (RDP).

KfW (Germany): ICRRP's partnership with KfW (Germany) extends to all 6 project outputs. The agreements with KfW include Responsible Party Agreements, Professional Service Agreements, Purchase Orders, Request for Proposals, Letters of Agreement, and Requests for Quotations (RFQ).

USAID: ICRRP has engaged in coordination with USAID specifically for the "Building resilience of internally displaced persons, Syrian refugees, and host communities" output, with agreements primarily in the form of Purchase Orders.

Austria/ADA: The project's collaboration with Austria/ADA is centered around the "Strengthen Crisis Management" output, with agreements that include Responsible Party Agreements and Letters of Agreement.

ILO Funding Window: ICRRP has actively coordinated with the ILO Funding Window for several project outputs, such as "Employment Investment Program" and "Building resilience of internally displaced persons, Syrian refugees, and host communities". The agreements with the ILO Funding Window encompass Contracts and Responsible Party Agreements.

ICRRP's ability to engage with various donors through a diverse range of agreement types highlights the project's versatility in building strategic partnerships. This collaborative effort, both with UN agencies and international organizations, as well as with multiple donors, demonstrates the project's commitment to delivering comprehensive and impactful solutions to address Iraq's complex recovery and resilience challenges.

In conclusion, the ICRRP project design and delivery have been fully coherent with a range of international obligations, including UNSCR 1325, the SDGs, IHRL and as a result HRBA, and conflict prevention and

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[39] Project Output Evaluation Trucker

peacebuilding principles. This coherence reflects the project's commitment to promoting gender equality, sustainable development, human rights, and peace in line with the global development agenda.

KEQ 2.4. How were stakeholders involved in the project's design and implementation?

KEQ. 3.6. To what extent were different stakeholders involved in project implementation?

KEQ. 3.7. To what extent were project management and implementation participatory?

KEQ. 1.3. To what extent were perspectives of beneficiaries who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results (Responsible partners for instance), considered during project design processes?

The project involved various stakeholders, including the Government of Iraq (GoI), UNDP, donors, the Ministry of Labor, Social Affairs (MOLSA), Ministry of Interior (MOI), Local authorities and the beneficiaries or right holders in the design, implementation, and management of the project to a great extent. UNDP, in its capacity as the "Responsible Parties," played a central role in coordinating the collaborative efforts of these stakeholders.

Government Collaboration: MOLSA played a central role in project coordination. Although no contract was signed between the implementing partner and MOLSA, the ministry facilitated project deliverables, including the use of its facilities for vocational training. The Ministry of Interior (MOI) collaborated with UNDP for the Iraq Crisis Response and Resilience Program (ICRRP) by actively participating in and benefiting from two main components of the proposed intervention i.e., a) Strengthened Crisis Preparedness and Response Capacities in the KRG. Under this component, the MOI engaged in activities that enhanced crisis preparedness and response. They attended workshops such as the Humanitarian Coordination Forum (HCF), the NGO and INGO Quarterly Coordination Meeting, and the Review of Strategic Plan 2017-2020 Workshop. These activities contributed to improving the MOI's capacity to coordinate and respond effectively to crises. And b) Capacity Development on Gender-Based Violence (GBV): The MOI collaborated with UNDP to build the capacity of local police, government officials (including the Joint Coordination Centre or JCC), and community leaders in addressing gender-based violence. This involved training and awareness programs on GBV, the establishment of GBV squads in pilot locations, and the development of awareness materials related to GBV. The MOI's involvement in these initiatives demonstrated its commitment to addressing gender-based violence and promoting gender equality within its ranks and the communities it served. Overall, the MOI's collaboration with UNDP in these areas aligned with ICRRP's objectives of enhancing crisis preparedness and response while addressing critical issues like gender-based violence.

Government Entities: Government involvement, particularly through labor and social affairs (LSA), was critical in facilitating project activities and ensuring their alignment with national policies and goals. Facilitation interventions by MOLSA in all targeted areas demonstrate the government's active role.

Local Authorities: Numerous local authorities were engaged in the project largely including representatives from governorates and districts, encompassing a wide range of government officials and administrative bodies at the local level. During the project's design phase, these local authorities participated in workshops and consultations and need assessment, sharing invaluable insights into the unique needs and challenges of their respective regions, thus contributing to the project's tailored approach. They actively contributed to the identification of priority areas for infrastructure rehabilitation and essential services, reflecting local demand. Throughout the implementation phase, local authorities facilitated the execution of ICRRP activities by providing necessary permits and permissions for projects like the construction of schools, roads, and community centers. They also ensured the enforcement of essential security measures, particularly in conflict-affected areas, to guarantee the safe implementation of the project. In terms of community engagement, local authorities collaborated closely with community leaders to identify

beneficiaries for various ICRRP programs, including cash-for-work initiatives and vocational training. They served as intermediaries between the project's implementing partners and the local population, ensuring that community members were well-informed about project objectives and actively participated in decision-making processes. Furthermore, local authorities took on the crucial role of monitoring project progress within their respective regions. By involving a multitude of local administrative officials, including mayors, city or district councils, and other government representatives in the project to a great extent, ICRRP activities were aligned with regional and national development priorities, effectively addressing the needs of internally displaced persons (IDPs), returnees, and vulnerable populations, in alignment with Iraq's broader national development agenda.

External Partners: Collaboration with external partners, including vocational training providers and certification agencies, constructors, and enhanced the project's quality and outcomes. This contribution is evidenced by the establishment of memorandum of understanding (MOU) with external partners and in some cases, external partners like Massala, an NGO, and Smithson Company were brought in to provide specialized training and certifications. In the design phase, the external partners contributed their expertise and insights to project design workshops and consultations. These inputs were invaluable in tailoring project interventions to address the specific needs and challenges in various regions. For example, local NGOs and INGOs provided valuable information on the most pressing issues in conflict-affected areas, while contractors and subcontractors shared technical knowledge for infrastructure rehabilitation and livelihood activities.

During the implementation phase, the collaborative efforts of external partners were instrumental in bringing ICRRP activities to life. Local NGOs, INGOs, and contractors were responsible for executing various project components, including livelihood activities such as cash-for-work, small business grants, and vocational training. They also managed essential infrastructure rehabilitation projects, including schools, roads, water treatment plants, and electrical equipment supply. Their hands-on involvement ensured the effective delivery of these critical services and programs. External partners continued to be involved in the management of ICRRP throughout its duration. They collaborated closely with project coordinators and administrators to monitor progress and address any emerging challenges. Their commitment to transparent reporting and accountability enhanced the overall management and oversight of the project. Additionally, local NGOs and INGOs played a crucial role in the social cohesion sectors, working alongside community leaders and local authorities to foster dialogue and peacebuilding efforts.

Regular engagement with beneficiaries, local communities, government agencies, and donors allowed the project to identify deviations or gaps and make timely adjustments. Continuous monitoring by the responsible parties and stakeholder engagement ensured adaptive management. This enabled the project to flexibly adapt to changes in the operational environment and evolving country-level dynamics. It shifted its focus based on emerging challenges, such as the changing refugee and IDP situations. The project's evolution from immediate opportunities to more sustainable livelihood interventions is rooted in involvement of the stakeholders in all phases of the project (i.e., design, implementation, and management) to a great extent.

Overall, the ICRRP project prioritized stakeholder involvement to great extent, from project design to implementation. This participatory approach enabled the project to align with the identified needs of the communities it served, effectively engage government and external partners, and adapt to changing circumstances, ultimately contributing to its success in achieving its objectives.

Beneficiaries / Right Holders: Throughout ICRRP's implementation, beneficiaries played pivotal roles in various project components. ICRRP initiated a participatory needs assessment process at the project's outset. Different levels of communities, including IDPs, refugees, returnees, and host communities, were actively involved. Surveys, focus group discussions, and interviews were conducted to identify recovery, stabilization, social cohesion, and other needs. This comprehensive approach allowed community

members to prioritize their needs based on local context and priorities. Later, they actively participated in infrastructure rehabilitation efforts, engaging in labour-intensive approaches to rebuild roads, schools, and water treatment units. In business support initiatives, particularly women, minorities, and youth took part, receiving training and resources to establish or expand small and medium-sized enterprises, fostering economic opportunities and local growth. Beneficiaries also benefited from vocational training, gaining essential skills and qualifications for various livelihood activities. Their active involvement in community dialogues contributed to social cohesion and peaceful coexistence, reducing conflicts, and enhancing understanding among diverse groups. In peacebuilding activities, they played vital roles in reconciliation dialogues and conflict resolution efforts. Additionally, beneficiaries actively contributed to strengthening institutional capacity, providing valuable input that improved the effectiveness of institutions like the Joint Crisis Coordination Centre and the Joint Crisis Management Centre in managing crises and ensuring better service provision. This active engagement of beneficiaries was integral to addressing their needs, enhancing project outcomes, and fostering sustainability.

During the surveys, the beneficiaries were inquired about their involvement in a community needs assessment conducted in the aftermath of a crisis or conflict. The data presented in Chart 1 below reveals that approximately 28% (n=178, male=120, female=58) of respondents participated in the assessment, while the majority, 72%, (n=451, male=256, female=195) did not. A closer examination of gender-based participation rates indicated a significant disparity. A higher percentage of males (32%, n=120) participated in the assessment compared to females (23%, n=58). This gender gap in participation rates underscores the need to address and understand the factors influencing such disparities to ensure more equitable and inclusive community engagement in post-crisis recovery and development initiatives.
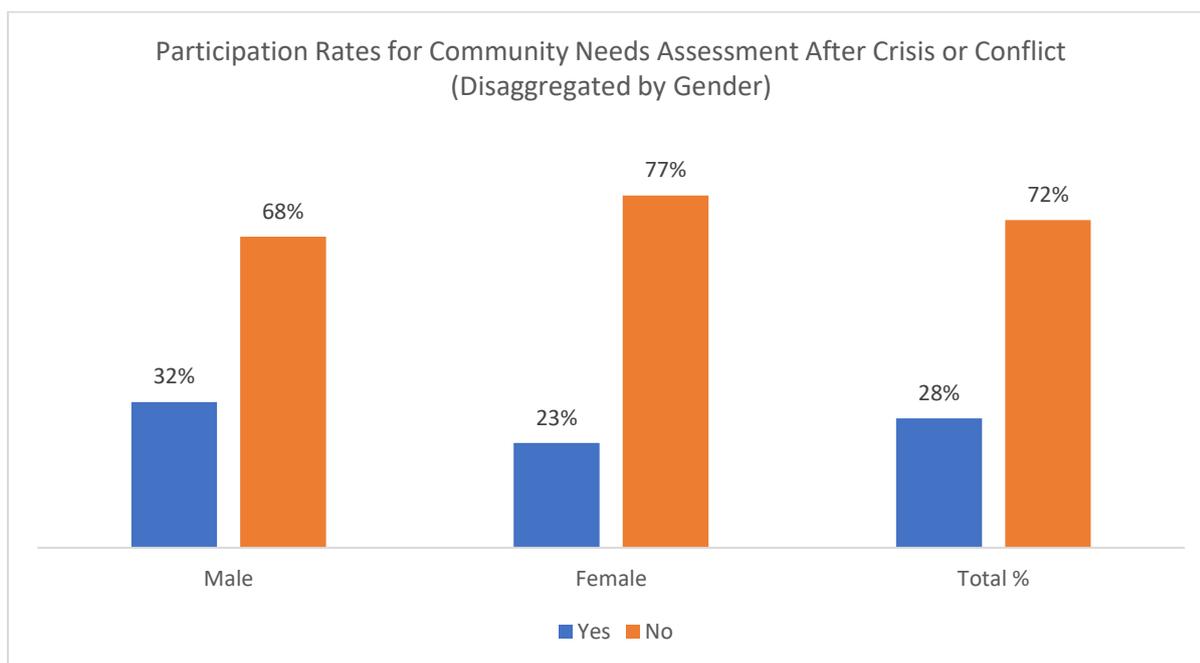
Chart 7. Gender Disaggregated Participation Rates for Community Needs Assessment After Crisis or Conflict

The data provided, segmented by livelihood, social cohesion, and basic infrastructure sectors, reveals insightful patterns in community participation rates following a crisis or conflict. In the livelihood sector, 27% of respondents participated in the community needs assessment, with 29% of males and 23% females contributing. However, the majority, 73%, did not participate. Interestingly, a gender disparity is apparent in this sector, with more males engaging in the assessment than females.

Moving to the social cohesion sector, a higher overall participation rate of 43% is observed. Here, 54% of males and 31% of females participated, indicating a considerable gender difference. Nevertheless, like the livelihood sector, a substantial portion of respondents, 57%, did not partake in the assessment.

In the basic infrastructure sector, participation rates were notably lower, with only 12% of respondents having engaged in the needs assessment. Both males and females in this sector had relatively low participation, with males at 15% and females at 9%. The vast majority, 88%, did not participate.

Overall, these data underscores disparities in community engagement following a crisis or conflict, with social cohesion demonstrating higher participation rates compared to livelihood and basic infrastructure sectors. It also highlights a gender divide in participation, particularly in livelihood and social cohesion sectors. Additionally, the majority of respondents across all sectors did not participate, indicating potential challenges or gaps in outreach and community involvement efforts that should be further examined for future assessments and initiatives.
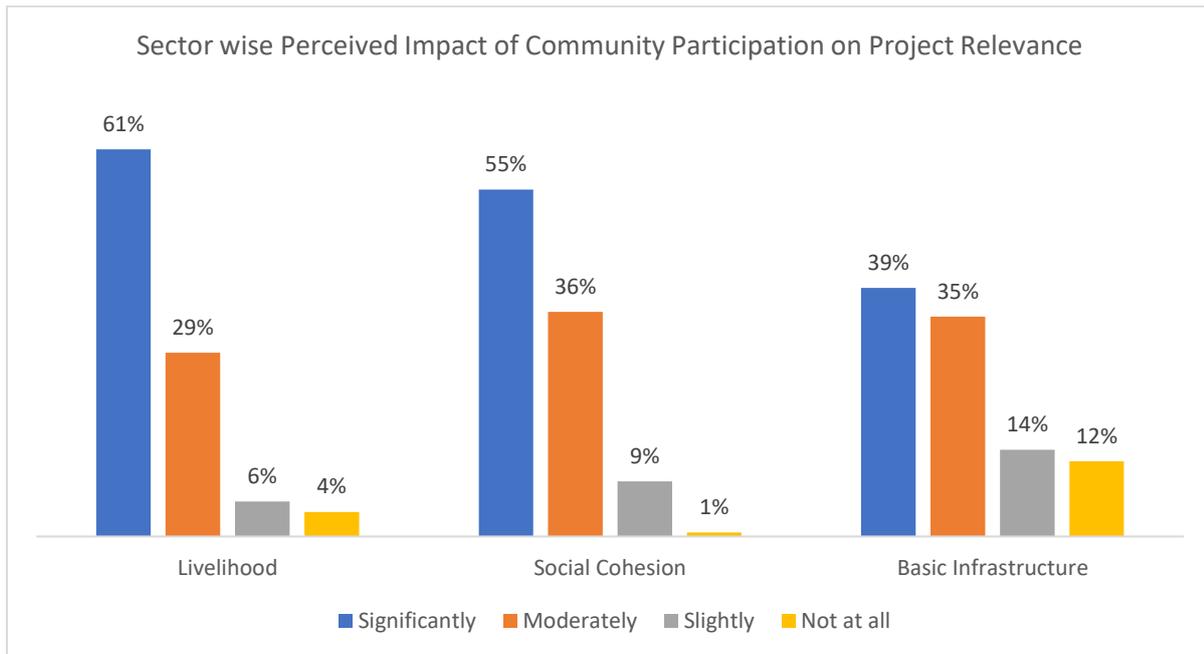
Chart 8. Sector wise Perceived Impact of Community Participation on Project Relevance

Furthermore, the Chart below presents data on the participation of individuals from the host community, IDPs, and Syrian refugees in a community needs assessment conducted following a crisis or conflict. Notably, the participation rates vary across these groups. Host community members had a relatively higher participation rate, with 25% of them participating in the assessment, compared to 20% for IDPs and 25% for Syrian refugees. Furthermore, the data reveals gender disparities in participation, with males generally showing a slightly higher participation rate than females in each group. Overall, a significant proportion of respondents (72%) did not participate in the needs assessment, indicating potential areas for improvement in outreach and engagement efforts. This data underscores the importance of inclusive and equitable community involvement in post-crisis recovery and development initiatives to ensure that the diverse needs of these communities are addressed effectively.

9.3. 9.3 Effectiveness:

In evaluating the effectiveness of ICRRP, the evaluation team delved into a comprehensive analysis of the project's achievements against set targets, and the factors influencing its outcomes. This section aims to provide insights into the extent to which ICRRP has contributed to a multitude of critical benchmarks, including UNDP's Country Program Document (CPD), the SDGs, UNDP's Strategic Plan (2018-2022), and national development plan. We also scrutinize the project's output delivery, focusing on its intended beneficiaries, such as IDPs, returnees, and host communities. By examining areas of success and challenges, as well as the underlying factors, we aim to guide future strategies for building on achievements and overcoming constraints. This analysis delved into the clarity, practicality, and feasibility of project

objectives and their alignment with the diverse needs of women, men, and vulnerable groups. Additionally, the evaluation team explored stakeholder involvement, the level of project management and implementation participatory approaches, and the project's impact on gender equality, inclusion of people with disabilities, and the realization of human rights. Furthermore, we assess the influence of the COVID-19 pandemic on project implementation and delivery. Through this comprehensive evaluation, we aim to provide a clear understanding of the project's effectiveness in addressing complex development challenges in Iraq.

KEQ. 3.2. To what extent were the project outputs achieved, considering the targeted population (IDPs, Returnees, Host communities)?

In the evaluation of the project's performance concerning the achievement of its intended outputs, it is essential to provide an overview of the multifaceted objectives set forth under each output. The project, designed to bolster the socio-economic resilience of a diverse population encompassing refugees, IDPs, host communities, and those recently displaced from Mosul, focused on several key outcomes. *Output* Integrated Recovery Support*,* aimed to create conditions conducive to rebuilding lives in newly liberated areas (NLAs) by rehabilitating community-based infrastructure, offering emergency livelihood opportunities, and promoting social cohesion through peacebuilding and reconciliation dialogues. O*utput* Strengthen Crisis Management sought to enhance the institutional capacity of the Joint Crisis Coordination Centre (JCC) and Joint Crisis Management Centre (JCMC) for effective crisis analysis, planning, and response coordination. *Outputs* Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities, Resilience Building in Iraq – II, *and* Resilience Building – Employment targeted the creation of economic opportunities, restoration of socio-economic infrastructure, and building resilience among IDPs, Syrian refugees, host communities, and returnees. Lastly, *the Output* Employment Investment Program aimed to enhance the overall resilience of individuals and the nation in Iraq, enabling them to cope with, recover from, and unite against the ongoing crisis. This context sets the stage for a comprehensive assessment of the extent to which the project outputs were successfully realized, particularly concerning the targeted populations of IDPs, returnees, and host communities. The below given data indicates the targets and their achievement in terms of the number of beneficiaries[40] for all 6 outputs of the project.

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[40] Project Output Evaluation Trucker – Final

Table 11. Project Output Evaluation Trucker

Output name	Target Number of BENs	Actual number of BENs	Women BENs	Youth BENs	PWD BENs	CfW BENs	CfW women BENs	Vocational Training BENs	VT women BENs	Job placements	Job placements for Women	SME grants BENs	SME grants women BENs	Social Cohesion BENs
Integrated Recovery Support	1613024	1625184	745394	4272	128	5770	1622	313	150	136	65	760	352	9985
Resilience Building-Employment	20300	22270	8535	10725	2523	15231	5648	1467	604	832	315	5572	2283	0
Employment Investment Program	87	210	37	63	6	42	10	0	0	0	0	27	27	0
Resilience Building in Iraq II	72551	74391	34823	1184	0	2486	1055	1319	649	210	59	838	279	2012
Strengthen Crisis Management	2345	5041	1969.4	0	0	0	0	2021	790	451	171	0	0	0
Building resilience of IDPs,	2238842	2251002	1033041.68	4295	128	5820	1622	313	150	335	74	1329	491	9985

SRs and HCs													
Total Benefic iaries of all the output s	394714 9	397809 8	182379 9.52	20539	2785	29349	9957	5433	2343	1964	684	8526	3432	21982

On-the-Job Training

During the evaluation, the respondents were asked if they knew that the project offered on-the-job training to increase employability as per market needs. Overall, 67% (n=11, male=74, female=37) respondents were aware about this intervention of the project while 33% (n=55, male=41, female=14) stated they did not know if the project was offering on-the-job-training.
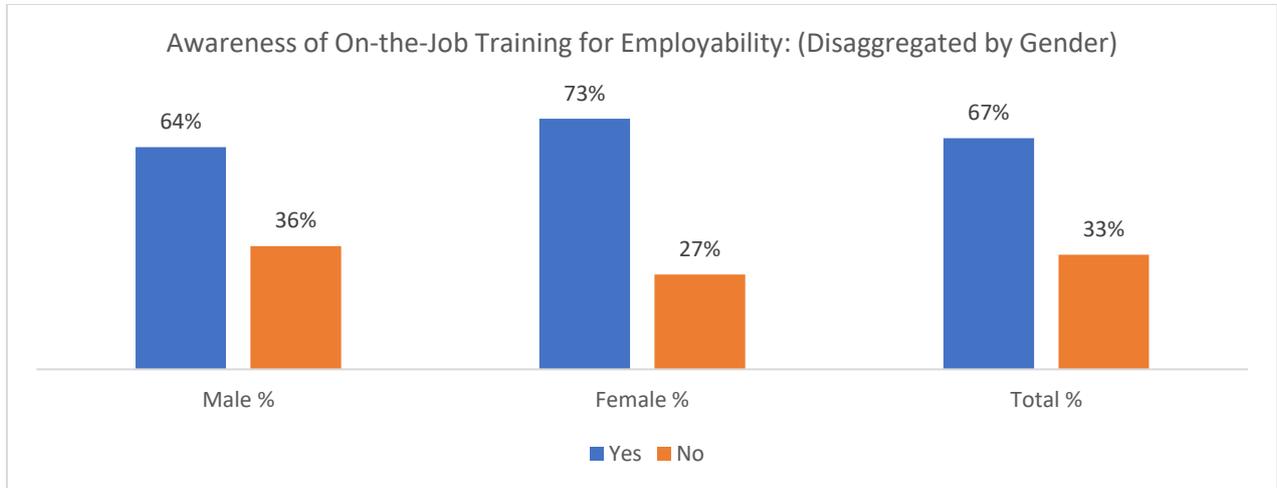

Chart 10. Awareness of On-the-Job Training for Employability: (Disaggregated by Gender)

The aim of this question was to gauge whether the project effectively communicated and made this opportunity known to its all-beneficiary groups i.e., Host Community Members, IDPs, and Syrian Refugees. The analysis of the responses disaggregated by the status reveals that a significant proportion of respondents across all three groups were aware of the project's on-the-job training initiative. Based on the data presented in the chart, it can be observed that 63% of host community members, with a total of 57 individuals (36 males and 21 females), were aware of the training programs. In comparison, 80% of IDPs, consisting of 16 individuals (10 males and 6 females), and 69% of refugees, with a total of 38 individuals (28 males and 10 females), indicated their awareness of these programs. These figures reflect a substantial level of awareness within the surveyed populations, suggesting that the project's communication strategies have been moderately effective in reaching the intended beneficiaries. Notably, among female IDPs, 100% (n=6) reported being aware of the training, indicating a particularly strong outreach to this group.
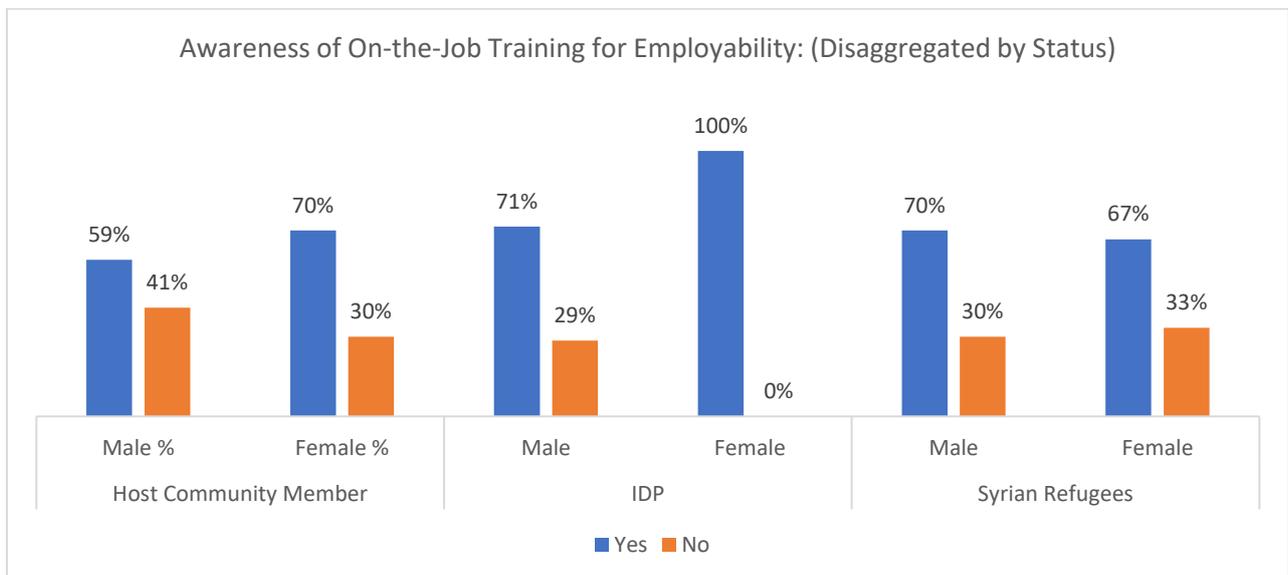

Chart 11. Awareness of On-the-Job Training for Employability: (Disaggregated by Status)

Gender disaggregated findings reveal that 67% (n=20, male=11, female=9) of the total respondents were aware that the project offered on-the-job training to improve employability. Conversely, 33% (n=10, male=10) of respondents reported not being aware of this training opportunity. However, a notable gender disparity emerged from the data as males, 52% (n=11) were aware of the training, while 48% (n=10) were not. On the other hand, females 100% (n=9) were aware of the training, with none indicating being unaware. This indicates a reasonable level of awareness among the surveyed population regarding the availability of on-the-job training. However, the gender disparity raises important considerations. It appears that the project's communication and outreach strategies may have been more effective in reaching and informing female beneficiaries, with all surveyed females being aware of the training. In contrast, while the majority of males were aware, a significant proportion (48%) remained unaware.

Chart 12. Awareness of On-the-Job Training for Employability: (Disaggregated by Gender)

All respondents who were aware of the on-the-job training (100%, n=20) indicated that they had received this training to increase their employability. This suggests that the project successfully delivered on its commitment to provide training to enhance employability for both males and females within the surveyed population. The complete consistency between males and females' respondents in terms of training receipt is noteworthy. It indicates that the project ensured equal access to and participation in the training program, demonstrating a commitment to gender inclusivity in its interventions.

Among those who received the on-the-job training, 65% (n=13, male=7, female=6) reported that it had enhanced their skills and knowledge, while 35% (n=7, male=4, female=3) indicated that it had improved their job prospects. The responses from both males and females are quite consistent, with only slight variations in the reported impacts. This suggests that the training was effective in improving employability across genders.

Output-1: Integrated Recovery Support: This output focused on integrated recovery support, the data reveals that for both male and female beneficiaries, training had a positive impact on employability. Among male respondents, 64% (n=13, male=7) reported that the training significantly enhanced their skills and knowledge, while 36% (n=7, male=4) mentioned improved job prospects. Similarly, among female beneficiaries, 67% (n=13, female=6) indicated that the training enhanced their skills and knowledge, with 33% (n=7, female= 3) reporting improved job prospects. These findings highlight that the training initiatives under this output were generally successful in positively influencing the employability of beneficiaries, whether by enhancing their skills and knowledge or by broadening their job prospects.
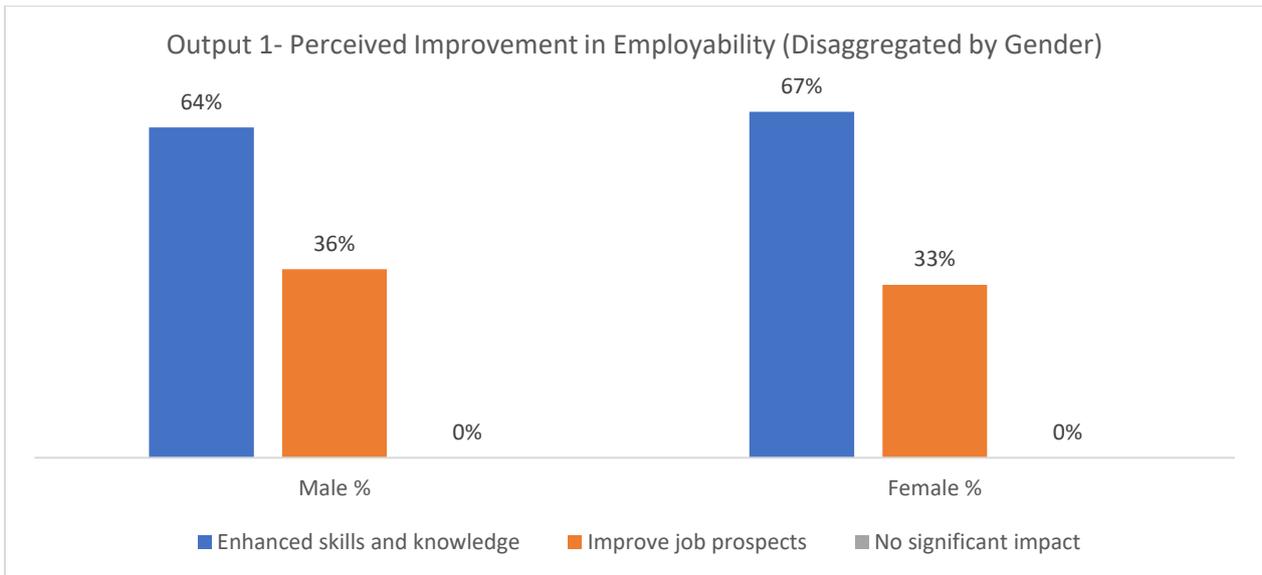
Chart 13. Output 1- Perceived Improvement in Employability (Disaggregated by Gender)

Output-2: Resilience Building – Employment: The output focused on resilience building through employment, demonstrating distinct outcomes for male and female beneficiaries. All (100%, n=2, male=2) male beneficiaries in this category reported that the training significantly enhanced their skills and knowledge. Conversely, among female beneficiaries, 100% (n=4, female=4) reported that the training improved their job prospects. These results indicate that training under this output was particularly effective in enhancing skills and knowledge for male beneficiaries and improving job prospects for female beneficiaries as well.
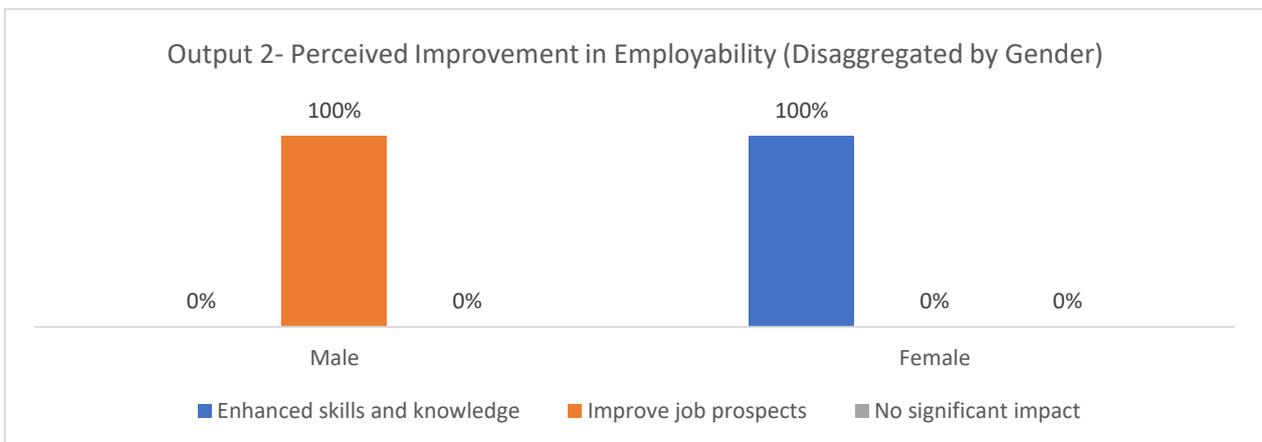
Chart 14. Output 2- Perceived Improvement in Employability (Disaggregated by Gender)

Output-4: Building resilience of internally displaced persons, Syrian refugees, and host communities: It aimed to build resilience among internally displaced persons, Syrian refugees, and host communities, showed positive outcomes. Among male respondents, 100% (n=2[41], male=2) mentioned that the training significantly enhanced their skills and knowledge. These findings emphasize the effectiveness of training in augmenting skills and knowledge, particularly among male beneficiaries.

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[41] The project evaluation covers four outputs with various corresponding activities. The on–the–job training sample initially included 92 participants (62 males, 30 females). However, when distributed across different project outputs, the sample size for on–the–job training of output–4 narrowed down to two (n=2). Despite the reduction, this subset remains representative and allows for meaningful insights into the effectiveness of the specific interventions.
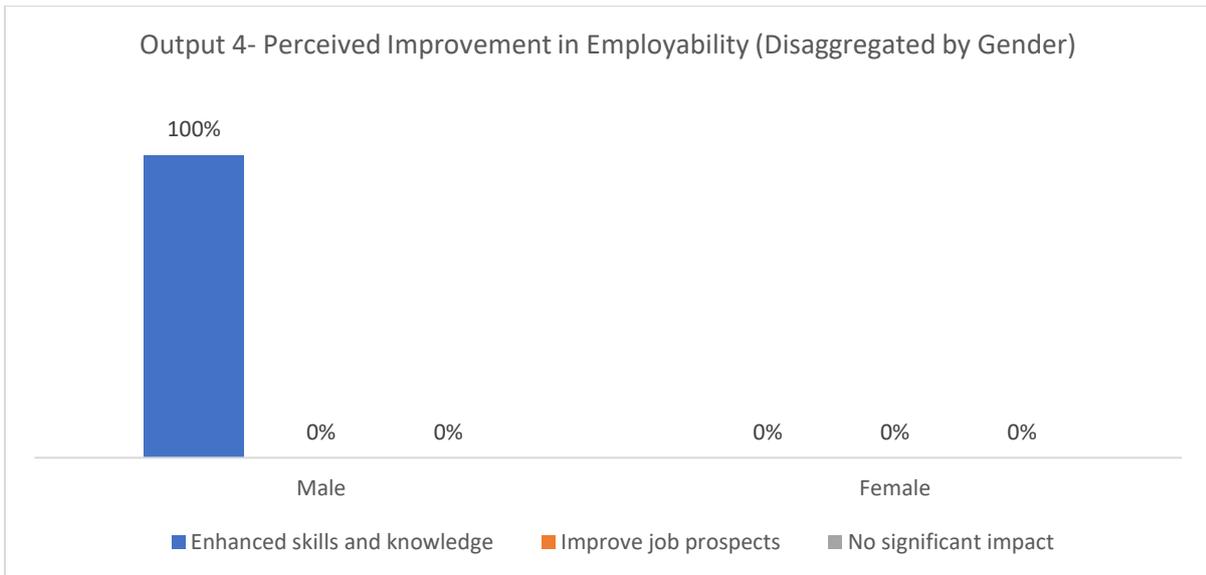
Chart 15. Output 4- Perceived Improvement in Employability (Disaggregated by Gender)

Output-5: Resilience Building in Iraq II: Again 100% (n=1[42], female=1) indicated that the training has enhanced the skills and knowledge related to their job.
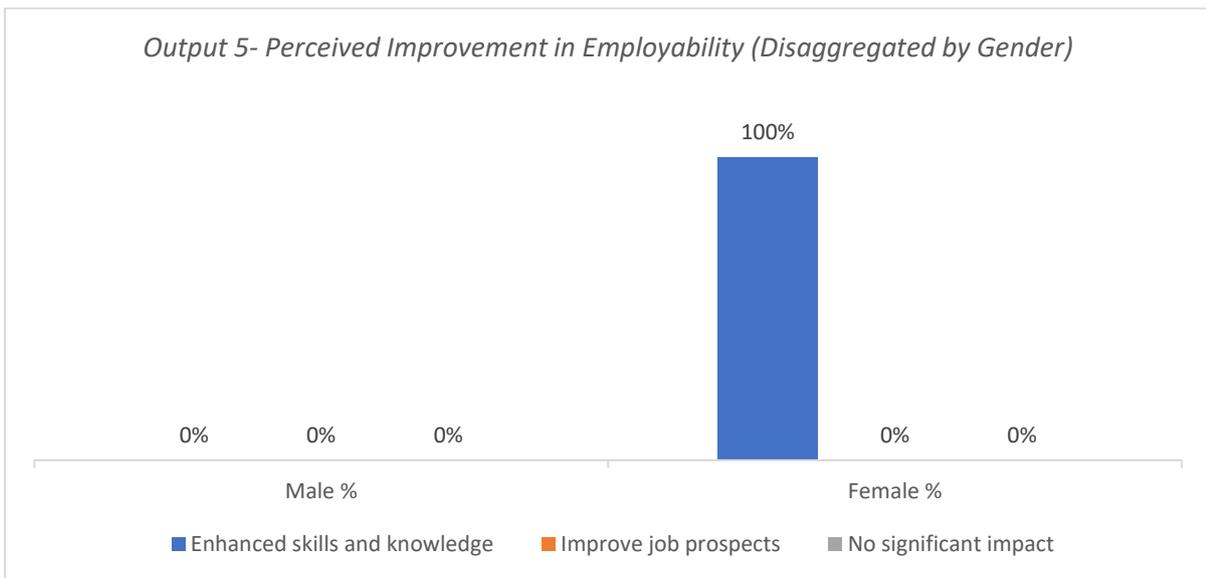
Chart 16. Output 5- Perceived Improvement in Employability (Disaggregated by Gender)

Output-6: Strengthen Crisis Management: It aimed at strengthening crisis management; the data indicates noteworthy outcomes. Among male beneficiaries, 45% (n=34, male=21) reported that the training enhanced their skills and knowledge, while 47% (n=24, male=22) mentioned improved job prospects. A minority, 9% (n=5, male 4) reported no significant impact. For female beneficiaries, 81% (n=34, female=13) reported that the training significantly enhanced their skills and knowledge, with 13% (n=24, female=2) noting improved job prospects. A smaller proportion, 6%, (n=5, female=1) reported no significant impact.

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[42] The project evaluation covers four outputs with various corresponding activities. The on-the-job training sample initially included 92 participants (62 males, 30 females). However, when distributed across different project outputs, the sample size for on-the-job training of output-4 narrowed down to two (n=2). Despite the reduction, this subset remains representative and allows for meaningful insights into the effectiveness of the specific interventions.

These results signify a substantial positive impact on skills and knowledge for females and a relatively balanced impact on skills, knowledge, and job prospects for males within this output.
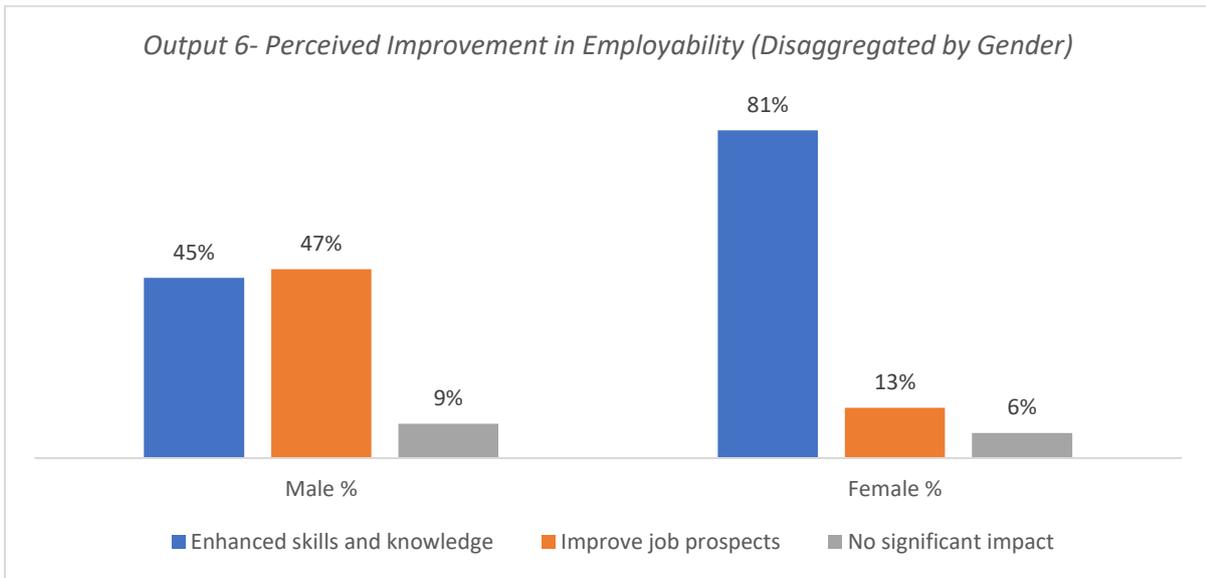
Chart 17. Output 6- Perceived Improvement in Employability (Disaggregated by Gender)

In addressing the extent to which the project outputs were achieved, particularly concerning the targeted population of IDPs, returnees, and host communities, the data unequivocally demonstrates the positive impact of on-the-job training on improving employability. This impact, manifested through enhanced skills and knowledge as well as improved job prospects, was consistently observed among both male and female beneficiaries, effectively contributing to the objectives of the six project Outputs. However, it is important to recognize that the effectiveness of training initiatives varied across different project outputs and gender groups.

9.3.1. Asset-Replacement Support

Within the context of the evaluation, the analysis explores the extent to which asset-replacement support was provided by the Project under Output 1 to individuals who had lost productive assets due to conflict and displacement. The data reveals that 68% (n=36, male=21, female=15) of respondents received asset-replacement support, while 32% (n=17%, male=9, female=8) did not. This overall percentage suggests that the majority of individuals, both male and female, across different population groups received assistance from the ICRRP Project for asset replacement.
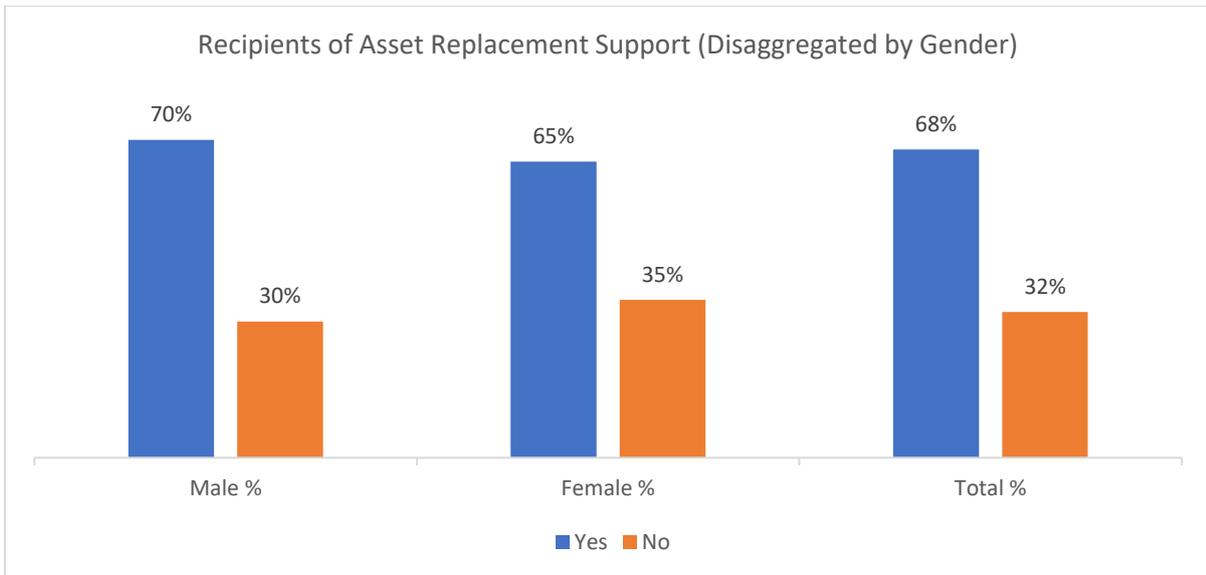
Chart 18. Recipients of Asset Replacement Support (Disaggregated by Gender)

Further, the responses were gathered from three distinct groups: Host Community Members, IDPs, and Syrian Refugees also. The status wise data analysis reveals that 71% (n=32, male=20, female=12) of the host community members indicated to have received asset-replacement support by the ICRRP Project. Among these recipients, a substantial 77% (n=26 male=20) males reported receiving asset-replacement support, highlighting a relatively high level of assistance provided to them. While among female host community members, 63% (n=19, female=12) reported receiving asset-replacement support.

Among the IDPs 50% (n=3, male=1, female=2) received the assistance while the remaining 50% (n=3, male=2, female=1) stated that they did not receive asset replacement assistance from the project. The data shows that 33% (n=3, male 1) of male IDPs received asset-replacement support, while a notably higher 67% (n=3, female=2) of female IDPs benefited from this assistance.

In the case of Syrian refugees, a striking disparity emerges. All male Syrian refugees (n=2, male=1) reported receiving asset-replacement support from the Project, whereas none of the female Syrian refugees (n=2, female=1) received similar assistance.

Chart 19. Receipt of Asset-Replacement Support: (Disaggregated by Status)

In order to further assess the success and achievement of the project outputs and objectives, the perceived satisfaction was assessed by asking the respondents if the benefits of the asset-replacement support helped in restoring produ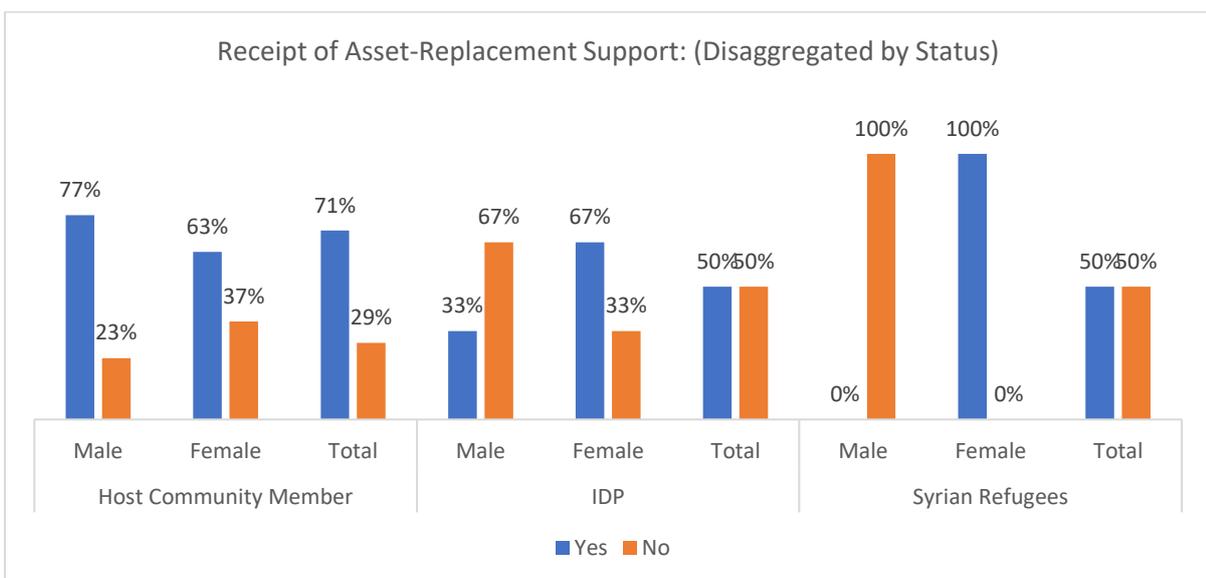ctive assets. Overall, the data demonstrates that the majority of beneficiaries perceived the asset-replacement support as highly beneficial. A substantial 78% n=28, male=17, female=11) of all respondents, regardless of their specific population group, rated the support as highly beneficial, indicating that it played a significant role in assisting them with asset restoration. About 14% (n=5, male=2, female=3) of respondents found the support to be moderately beneficial, signifying a generally positive impact. Only a small proportion, 6% (n=2, male=2), considered the support as less beneficial, and an even smaller 3% (n=1, female=1) deemed it not beneficial. They indicated that the limitations in equipment and insufficient materials for business initiation were challenges faced by the beneficiaries.

The data analysis also offers valuable insights into the perceived benefits of asset-replacement support provided by the Project. Among Host Community Members, both male and female respondents found the support to be highly beneficial, with 80% (n=24, male=16) of males and 67% (n=24, female=8) of females expressing their strong belief in its effectiveness.

In the case of Internally Displaced Persons (IDPs), male IDPs unanimously (100%, n=3, male=1, female=2) rated the support as highly beneficial, highlighting a unanimous perception of its effectiveness among this group. Similarly, there was consensus (100%, n=1, male=1) among the refugee beneficiaries regarding the support as highly beneficial.

Overall, the data suggests that most beneficiaries, particularly male beneficiaries, perceive the asset-replacement support as highly effective in assisting with the restoration of productive assets.

9.3.2. Grants to Scale Up Existing Business

The respondents were further asked about reception of grants aimed at scaling up existing businesses among respondents from diverse population groups, encompassing Host Community Members, IDPs, and Syrian Refugees. The examination, further segmented by gender, reveals noteworthy findings.

As noted in the chart below, Host Community Members, both male and female individuals have benefited significantly from these grants. Notably, a substantial 87% (n=39, male=21, female=18) respondents from host community members reported receiving grants for business expansion, reflecting a high level of backing for business growth within this group. In contrast, the rates of grant recipients were comparatively lower among IDPs. Overall, 50% (n=3, male=2, female=1) Male IDPs reported a 33% (n=3, male=1) grant receipt rate for scaling their businesses, while 67% (n=3, female=2) female from IDPs group indicated to have received the grant. This suggests a relatively lower level of grant disbursement among this population. Regarding Syrian Refugees, the data indicates that 50% (n=1, female=1) of refugees have been recipients of grants aimed at business expansion. While remaining 50% (n=1, male=1) respondents did not receive the grant. (See chart below).
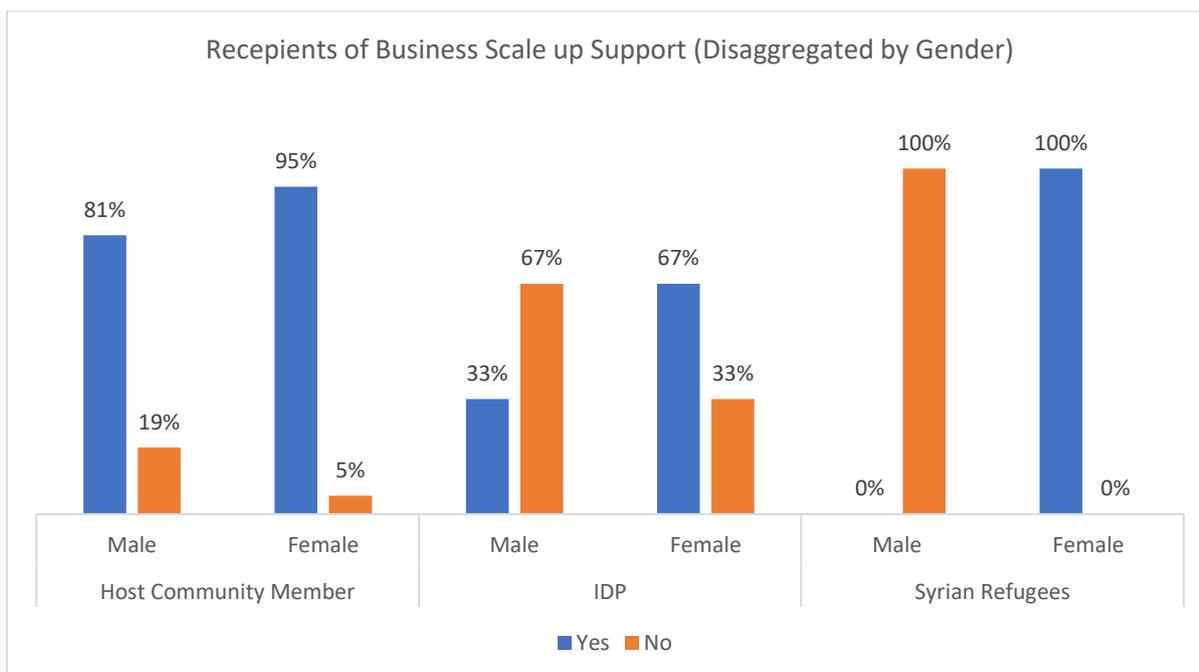
Chart 14. Recipients of Business Scale up support (Disaggregated by Gender)

These findings underscore the varying levels of support for business development among different population groups. The notably high grant receipt rates among Host Community Members, especially females, highlight the effectiveness of such support in bolstering business ventures. To further assess the achievement of the outputs, the respondents were asked about their perceived impact of the business scale-up on the business activities and revenue. The findings reveal insights into the contributions of these grants to the livelihoods of beneficiaries.

A notable 66% (n=23, male=13, female=10) of respondents reported a significant increase in their business activities and revenue because of the grants received. This indicates a substantial positive impact on the expansion and profitability of their businesses. Among male beneficiaries, 68% (n=19, f=13) experienced this significant increase, while slightly lower, 63% (n=16, f=10) of female beneficiaries observed the same outcome. These percentages suggest a consistent positive effect across genders, with males and females benefiting in relatively similar proportions.

Additionally, 29% (n=10, male=4, female=6) of respondents noted a moderate increase in their business activities and revenue due to the grants. This signifies that while not experiencing a significant leap, these beneficiaries still observed a positive impact on their business operations and financial returns while having a higher impact on female beneficiaries. However, it is important to highlight that a small portion, comprising just 6% (n=2, male=2) of the respondents, reported no significant impact on the scale-up of their businesses despite having received the grants. The reason cited for this dissatisfaction was primarily related to the perceived inadequacy of the grant in achieving a substantial level of business expansion.

Perceived Impact of Scale up Grants on Business Activities (Disaggregated by Gender)
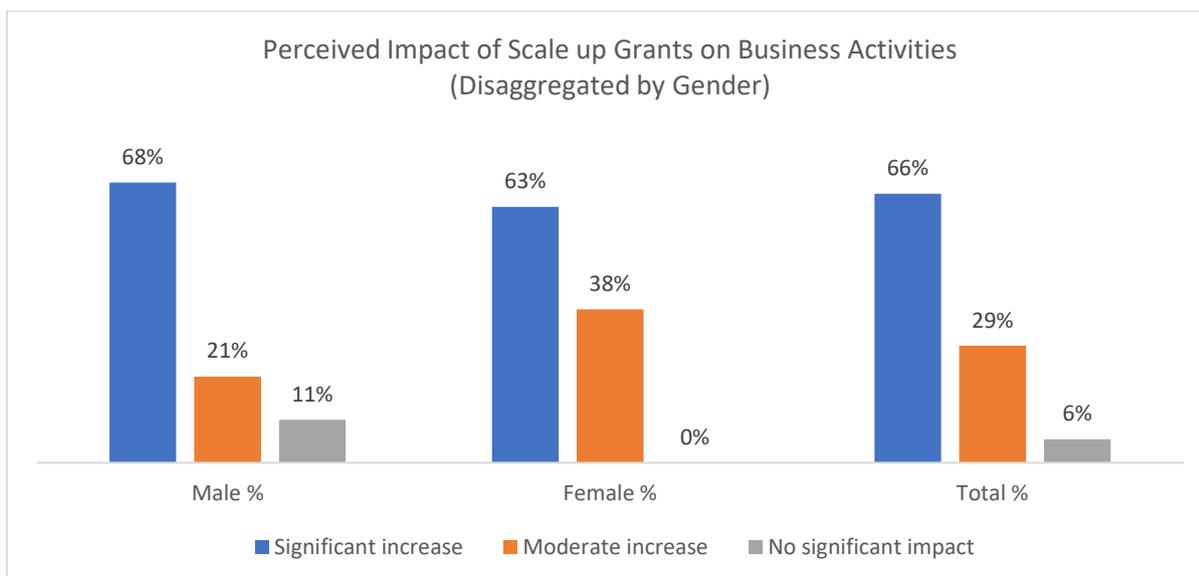
Chart 20. Perceived Impact of Scale up Grants on Business Activities (Disaggregated by Gender)

Hence, the data suggests an overall positive impact of the grants on business scale-up, with a substantial majority experiencing significant increases in business activities and revenue. The outcomes are relatively consistent across genders, although there is a slightly higher proportion of female beneficiaries reporting a moderate increase indicating that the project achieved its outputs.

9.3.3. Grants to Start Up a Business

The analysis of the survey data regarding business startup grants presented in the chart below indicated a high rate of success in receiving grants based on the requirements of business proposals among both male and female respondents. Remarkably, 86% (n=27, male=18) of male respondents and 82% (n=27, female=9) of female respondents reported having received grants, contributing to an overall success rate of 84%. This suggests a generally favorable environment for obtaining grants to support business initiatives, with a slightly higher success rate among male entrepreneurs. Most respondents (84%, n=27), irrespective of gender, have successfully secured financial support through grants. On the other hand, the percentage of respondents who did not receive grants stands at 14% (n=3) for males and 18% (n=2) for females, resulting in an overall rate of 16% (n=5). Overall, the high success rate in receiving grants demonstrates a positive trend in accessing financial support, contributing to the economic empowerment of entrepreneurs, particularly in the context of business proposal requirements.
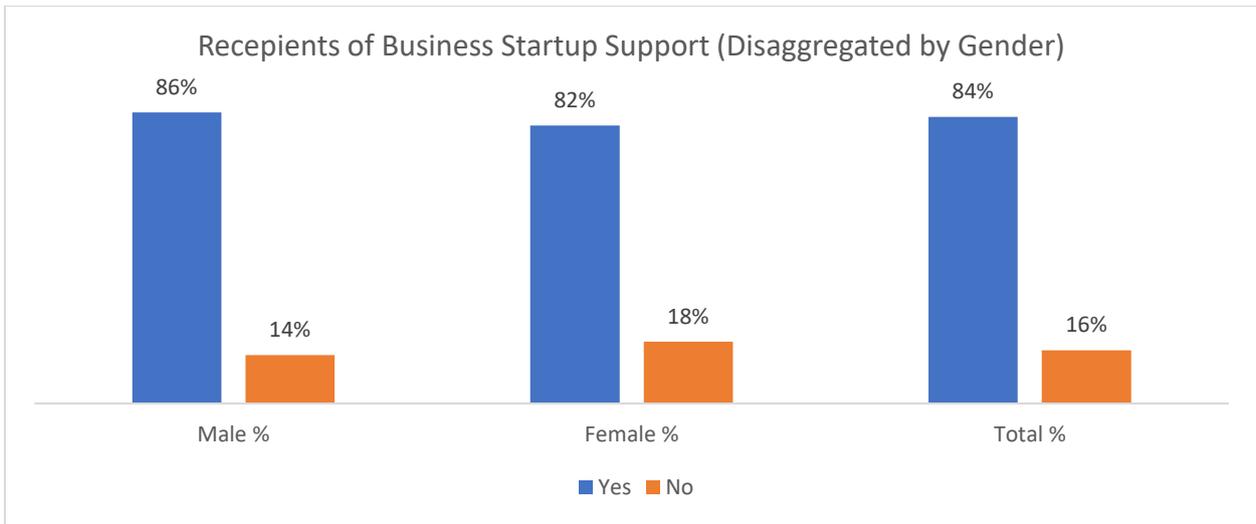
Chart 21. Recipients of Business Startup Support (Disaggregated by Gender)

To further assess the success of this component of the project, the respondents were asked about what type of employment opportunities have been created as a result of the livelihood interventions of the project. As per the chart given below indicates, a majority of the respondents 43% (n=154, male=94, female=60) said that the project has created short term employment opportunities, 29% (n=103, male=73, female=30) respondents stated the employment that is created is medium term while 12%(n=43, male=22, female=21) respondents said the employment opportunities are long-term.

Continuing the analysis of the provided grants, entrepreneurs (survey participants) were also asked to assess the impact of grants received based on their business proposals. In this regard, the below chart indicates that 84% of entrepreneurs overall have received grants. However, when evaluating the adequacy of the grant amounts, 78% (n=21, male=15, female=6) stated that the grant was insufficient while 225 (n=6, male=3, female=3) stated that the grant was adequate as per their proposal. According to the data, there is a notable discrepancy between genders. Among male entrepreneurs, 83% (n=15) deemed the received grant amounts insufficient, while only 17% (n=3) considered them adequate. Conversely, female entrepreneurs exhibited a relatively higher satisfaction rate, with 33% (n=3) finding the grant amounts adequate, and 67% (n=6) expressed dissatisfaction.

Chart 22. Assessment of Grant Adequacy (Disaggregated by Gender)

Along with the grants the entrepreneurs (survey respondents) were provided with mentoring support. Among the male respondents, 71% (n=15) reported receiving mentoring support, while 64% (n=7) of female respondents acknowledged having received similar assistance. In total, 69% (n=22, male=15, female=7) of the entrepreneurs surveyed reported ha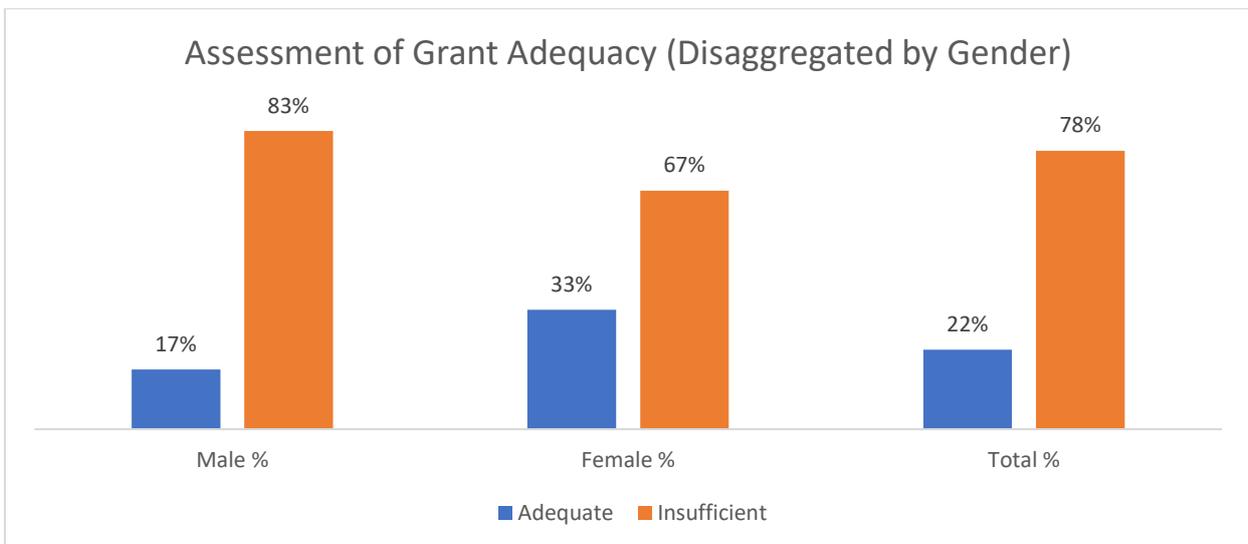ving received mentoring support for various aspects of their businesses, such as market access, business registration, and financial management. On the other hand, 31% (n=10, male=6, female=4) of the respondents, comprising both male and female entrepreneurs, stated that they did not receive any mentoring support. This suggests that a significant portion of the entrepreneurs, regardless of gender, has accessed mentoring assistance, highlighting the relevance and prevalence of mentorship in the business landscape.

When asked about the perceived value of mentoring support among entrepreneurs, male respondents who received mentoring support, 40% (n=6) considered it highly valuable, while 60% (n=9) found it moderately valuable. On the other hand, female respondents showed a higher appreciation for mentoring, with 71% (n=5) indicating it was highly valuable, and 29% (n=2) finding it moderately valuable. Overall, 50% (n=11) of entrepreneurs, regardless of gender, rated the mentoring support they received as highly valuable, emphasizing its significance in helping them navigate business challenges. These findings underscore the positive impact of mentoring in enhancing the entrepreneurs' ability to overcome obstacles and make informed business decisions.
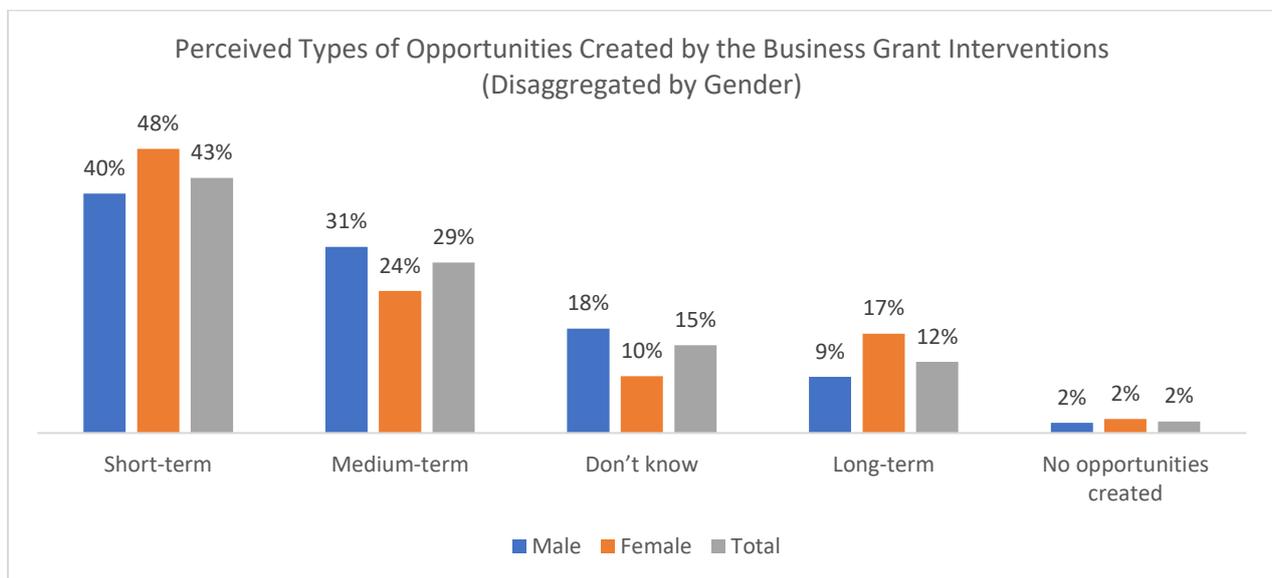
Chart 23. Perceived Types of Opportunities Created by the Business Grant Interventions (Disaggregated by Gender)

The data reveals variations in the types of employment opportunities generated as a result of the Project's livelihood interventions in different regions. Salah Al Din stands out with a substantial emphasis on short-term opportunities, where 72% (n=36, male=17, female=19) of respondents reported this. In Ninewah and Sulaymaniyah, 56% (n=14, male=13, female=1) and 59% (n=34, male=20, female=14) of participants, respectively, indicated the opportunities to be short term. On the other hand, regions like Diyala and Basrah seem to perceive the employment opportunities as medium-term employment options, with 40% (n=23, male=15, female=8) and 38% (n=10, male=8, female=2) of respondent reporting it. However, it is worth noting that in Erbil, a significant portion of respondents (38%, n=12, male=11, female=1) marked "Don't know," suggesting a level of uncertainty regarding the nature of the employment opportunities created by the Project. In general, long-term employment opportunities were less prevalent across regions, with Diyala and Basrah having the highest percentages at 31% (n=18, male=10, female=8) and 12% (n=3, male=3) respectively. A smaller portion of respondents in Sulaymaniyah and Dohuk reported no opportunities created by the Project, with 7% (n=4, male2, female=2) and 3% (n=3, male=2, female=1)

respectively. This data highlights the regional variations in the types of employment opportunities and the need for increased clarity and awareness, particularly in some areas.

Overall, the analysis above suggests that Integrated Recovery Support and Resilience Building – Employment achieved full coverage of on-the-job training for employability among male and female beneficiaries. However, there are discrepancies between the training coverage of the Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities and Resilience Building – Employment. Resilience Building in Iraq – II and Employment Investment Program achieved relatively high training coverage rates, with some variations between male and female beneficiaries.

KEQ. 3.3. In which areas did the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?

To assess the project's achievements in the areas where the project excelled, the evaluation drew upon insights and perspectives from a diverse array of stakeholders. The assessment encompassed the viewpoints of project staff, beneficiaries whose lives were directly influenced, government officials in Iraq, donors who supported the initiative, and the communities that hosted the project activities. To provide a robust and evidence-based analysis, the evaluation relied on data gathered through a combination of Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and comprehensive surveys.

9.3.4. Outputs' Need Assessment by Project Partners

Different partner organizations conducted needs assessment at various levels. The approaches to needs assessment varied across different outputs, impacting their subsequent effectiveness in addressing beneficiary needs. At the outset of the Integrated Recovery Support , Resilience Building- Employment and other projects/ outputs that had a similar approach, a comprehensive needs assessment engaged diverse community representations, encompassing IDPs, refugees, returnees, and host communities in locations such as Mosul and surrounding areas. This collaborative and inclusive approach ensured a holistic understanding of the multifaceted needs and challenges faced by the beneficiaries, likely enhancing project relevance and impact. The "Cash for Work" project implemented by HRF conducted an assessment that guided the selection of activities closely aligned with community needs, such as solid waste removal and park planting in Erbil and Sulaymaniyah Governorates, enhancing effectiveness. The ZSVP monitoring team's participatory approach in 2017, during their "Community Resilience Building" project, fostered community engagement in locations across Iraq, contributing to more community-centered project planning and implementation. These varied approaches underscore the importance of robust needs assessments in achieving project success by aligning the project design with beneficiary needs. These assessments also ensure that interventions directly address the challenges faced by diverse community representatives and empower beneficiaries to participate in decision-making, fostering community ownership and responsibility. Effective resource allocation, as seen in the HRF Cash for Work project, optimizes resource utilization, contributing to project achievements.

9.3.5. Project's Alignment with UNDP's Country Programme Document, UNDP Strategic Plan (2018-2021), Government of Iraq Priorities and Donor's priorities and strategies

The alignment of the project with key strategic documents such as UNDP's CPD SP, and donor priorities played a pivotal role in driving the project's success and achieving its objectives. This alignment ensured that the project was closely attuned to the broader development priorities and strategies outlined by these important stakeholders.

For instance, under **Output-1**, the activity results 1.1 and 1.2, which involve the construction of socio-economic infrastructure and the creation of economic resilience through sustainable employment, respectively, closely align with the objectives of enhancing socio-economic resilience for refugees, IDPs, and host communities. This alignment with the CPD and SP helped direct resources and efforts toward addressing the specific needs of the affected populations, ultimately contributing to the project's achievements.

In **Output-2,** the project's activities aimed at improving crisis management capacity directly support the UNDP's focus on crisis response coordination. Activity result 1, which involves providing effective government crisis response coordination, reflects the alignment with the objective of effective crisis management outlined in the CPD. Furthermore, activity result 3, which seeks to strengthen community solidarity and social cohesion, supports the strategic goal of fostering social cohesion among different groups, as highlighted in the SP.

Output-3, focused on building resilience, aligns with the broader goals of creating economic opportunities and restoring socio-economic infrastructure, which are consistent with UNDP's priorities for recovery and development. For example, activity result 3.3, supported by the Government of the United States/USAID, promotes gender-responsive local economic recovery, in line with UNDP's commitment to gender equality and economic empowerment.

Under **Output-4**, the Government of Japan supported basic infrastructure rehabilitation and livelihood creation aligned with UNDP's emphasis on community services and capacity strengthening. Activity result 2, which focuses on creating livelihood and employment opportunities for at-risk groups, corresponds with UNDP's priorities for youth and women empowerment.

Lastly, **Output-5**, centered on employment generation, supports UNDP's commitment to resilience-building against socio-economic shocks. Activity result 2, promoting entrepreneurship among youth, is consistent with UNDP's efforts to empower young people for sustainable development.

In conclusion, the strategic alignment of the project with UNDP's CPD, Strategic Plan, and donor priorities provided a coherent framework that guided the project's activities. This alignment ensured that the project effectively addressed the needs and priorities of the affected populations, which in turn facilitated the achievement of its objectives. The evidence lies in the direct correlation between project activities and the outlined objectives within these strategic documents, showcasing a deliberate and targeted approach to project implementation.

9.3.6. Adaptation to Emergent Changes in Operational Environment

The Project demonstrated a commendable ability to adapt its design and implementation structures to address emergent changes in the operational environment and the country level. This adaptability was particularly evident in its coordination efforts with local parties' /UNDP partners, allowing the stakeholders to effectively overcome challenges.

One notable challenge was the need for extra working hours to accommodate the specific needs of beneficiaries, such as early morning and early afternoon work shifts. To address this, DRC, an implementing partner of ICRRP with UNDP, initiated a community committee comprising local residents to supervise project activities and ensure their smooth operation. This proactive approach enabled the project to reallocate working hours, thereby accommodating the preferences and circumstances of the affected population. Additionally, recognizing the cultural norms and constraints that forced many women to drop out of the project, DRC implemented a kitchen garden initiative that engaged multiple families in agricultural activities, providing them with necessary equipment and resources. Moreover, DRC's decision to employ a significant number of women at the factory and hire female staff to supervise their work

exemplified an adaptive response to gender-related challenges. This approach positively impacted project outcomes, emphasizing the project's commitment to inclusivity and gender equality.

Overall, the project's ability to adapt and evolve in response to emergent changes not only enabled it to effectively address operational challenges but also contributed to its achievements. By tailoring strategies and activities to the specific needs and circumstances of the beneficiaries, the Project ensured that its interventions remained relevant, impactful, and responsive to the dynamic operational environment. These adaptive measures were instrumental in enhancing the project's success and aligning its outcomes with the evolving needs of the affected communities.

Several other key enabling factors played a pivotal role in contributing to more favourable outcomes for certain project interventions within the Project:

Effective Coordination and Project Management:

Coordination and project management emerged as fundamental enabling factors. The meticulous planning, well-qualified staff both in the office and in the field, and strong government involvement were identified as crucial elements. Notably, the active presence and continuous support of UNDP, the project's donor, in daily monitoring activities significantly contributed to achieving the intended goals. Effective project management ensured that resources were allocated efficiently and that activities were executed according to plan.

Targeted Beneficiary Selection and Technical Training:

Beneficiary selection was a key factor in achieving success. In particular, the selection of beneficiaries in target locations, categorized into skilled and unskilled labor groups, and the provision of technical training by external partners like Toyota Iraq through a UNDP partnership were instrumental. This ensured that beneficiaries had the necessary skills and capacities to carry out their assigned tasks effectively, contributing to the success of the project.

Community Engagement and Local Authority Approval:

The involvement of local authorities and community leaders was pivotal in the project's achievements. Coordination and approval processes with local authorities, including securing permission letters, played a critical role in facilitating the smooth implementation of project activities. The support and engagement of communities in project activities fostered a sense of ownership and commitment among beneficiaries, enhancing the project's overall impact.

Gender Integration and Needs Assessment:

Gender integration was a key consideration, with comprehensive assessments conducted to understand the specific needs of markets and the roles of gender in livelihoods and decision-making. Activities were tailored based on these assessments, ensuring that they addressed the unique needs of various community members, including women. Additionally, linking GBV prevention with livelihood interventions under Integrated Recovery Support helped create a safer and more inclusive environment, contributing to the success of these interventions.

Resilience to External Challenges:

While the project faced external challenges such as security instability and the emergence of the COVID-19 pandemic, its resilience to adapt and respond to these challenges was crucial. Good coordination, effective management, strong community and government roles, and diligent monitoring were instrumental in navigating these obstacles and minimizing their impact on intervention processes.

9.3.7. Strategies for Building on and Expanding Achievements:

As it is evident from the discussion above that the project has achieved success through various strategies and enabling factors. To build on and expand these achievements, the project can consider the following actions:

Continued Alignment with Stakeholder Priorities: The project's alignment with UNDP's Country Programme Document, UNDP Strategic Plan (2018-2021), and donor priorities has been a key factor in its success. To expand on this achievement, the project should continuously monitor its alignment with specific goals outlined in these documents. Under Output Integrated Recovery Support, the project's activity results 1.1 and 1.2 closely align with the objective of enhancing socio-economic resilience for refugees, IDPs, and host communities, as outlined in the Country Programme Document. Regular reviews should specifically highlight how each project component corresponds to these strategic priorities.

Adaptability and Community Engagement: The project's demonstrated ability to adapt to emergent changes, such as accommodating beneficiary preferences for early work shifts, should be integrated as a formal Adaptive Management Strategy. This strategy should include a well-defined process for community feedback, allowing the project to swiftly adjust activities to cater to evolving needs. The kitchen garden initiative, specifically aimed at women and families, should be recognized as a best practice in gender-responsive programming, and its impact on women's participation and empowerment quantified.

Inclusivity and Gender Equality: The project's commitment to inclusivity and gender equality should be incorporated into a Gender Mainstreaming Plan. This plan should detail gender-sensitive needs assessments and activities promoting women's economic empowerment. It should include data showing the number of women employed and in leadership positions, highlighting the project's gender-related achievements and challenges.

Community Engagement and Local Authority Approval: The involvement of local authorities and community leaders should be documented, specifying the degree of their involvement and contributions. Examples of permission letters and the processes for securing them should be cited. The document should emphasize how community engagement has led to a sense of ownership, highlighting instances where beneficiaries actively participated in decision-making.

Targeted Beneficiary Selection and Technical Training: The project's success attributed to beneficiary selection and technical training should include detailed beneficiary selection criteria. It must explain how the skilled and unskilled labor groups were identified and why this classification was effective.

Resilience to External Challenges: The project's demonstrated resilience to external challenges should be outlined, including its response strategies and risk management plans. This should specify the measures taken to navigate challenges like security instability and the COVID-19 pandemic, highlighting successful adaptations and minimized impacts.

KEQ. 3.4. In which areas did the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

As discussed previously, the project was successful overall and achieved its objectives in all locations and sectors. However, during the execution, there were few bottlenecks which might have hindered the smooth progress and might have caused temporary diversion of attention to a secondary problem instead of the smooth implementation of the project activities. These challenges can be categorized into internal and external factors, which align with the identified gaps in project achievements for vulnerable groups.

- *Internal Challenges:*

- **Bureaucracy and Approval Processes**: One internal challenge was the bureaucracy and time-consuming approval processes, which involved multiple layers of communication between different offices and authorities. This inefficiency could lead to delays in project activities. This issue was particularly evident in obtaining approvals from relevant authorities.

- **Budget Constraints**: Budget constraints for the Cash for Work (CFW) component were identified early in the project. This challenge required the project team to communicate with senior management and UNDP. As a result, funds were reallocated from unused savings and costs, ultimately resolving the budget issue. This internal challenge relates to the budgetary limitations in addressing all the needs of vulnerable populations.

- **Inadequate Post-Training Support**: The vocational training component of the project was noted to be less effective because it did not include a support package (in-kind or grants) to help participants start their businesses after completing the training courses. To overcome this, future projects could consider providing comprehensive post-training support to ensure the sustainability of skills acquired during vocational training.

- **Limited Duration of the Project**: As per a KII respondent of an implementing party Zakho Small Villages Projects (ZSVP), the timeframe of the Economic empowerment and rehabilitated basic services to build resilience in Dohuk was relatively short (6-7 months), this posed challenges in achieving long-term sustainability. The short implementation periods of some projects posed challenges in terms of ensuring the sustainability of interventions. It was noted that more extended project durations would enable better follow-up and support for beneficiaries, particularly those receiving small business grants.

- *External Challenges:*

- **COVID-19 Pandemic**: The impact of the global COVID-19 pandemic was a significant external challenge. To comply with safety measures, the project had to split beneficiary groups into smaller units, which could affect project efficiency. Additionally, the pandemic led to an increased demand for cash-for-work opportunities due to a surge in returnees, placing pressure on limited project resources.

- **Government Approvals and Service Provider Compliance**: External challenges included the government's delayed approvals related to the project plan, which posed challenges in timely implementation. Furthermore, issues with service providers not fully adhering to the signed contracts required the project team's direct guidance to ensure compliance. These external factors contributed to delays and complications.

- **Security and Political Challenges**: Logistical challenges such as a lack of drivers and cleaners were encountered in specific projects, necessitating improvisation by the implementing organization. Political and security challenges external to the project also had an impact. For example, community resistance in one area led to the relocation of project activities, incurring additional transportation costs.

- **Gender-Based Issues**: Gender-based challenges included limited women's access to project activities due to security concerns, patriarchal attitudes, and cultural norms. Gender-based violence and discrimination were additional obstacles, exacerbated by the absence of adequate gender-related data and research in Iraq.

- **Unmet Community Needs**: The project identified unmet community needs in specific areas, such as Sinjar and Sinuni, where rehabilitation construction and other activities were required. The project successfully identified areas with high priority needs and implemented interventions that contributed to community rehabilitation. Nonetheless, there remains a substantial and ongoing demand for further community rehabilitation and reconstruction efforts such as for schools and dispensaries.

- **Limitation of Support**: The limitation of support for individuals who participated in vocational training in 2017 conducted in Dohuk and Erbil without subsequent assistance was highlighted. This limitation points to gaps in post-training support and assistance.
- **Stakeholder Capacity**: While stakeholder involvement was generally successful, discrepancies in the capacities of implementing partners and other key stakeholders were identified. The main challenge stemmed from a lack of education and awareness regarding gender issues. Initially, it was challenging to involve women in the projects; for instance, there was a lack of female participants in the electrical training provided by MOLSA in Erbil city, and this wasn't seen as an issue by the staff. However, UNDP addressed this by providing training and educating stakeholders about the gender dynamics at play.
- **External Factors**: External challenges including curfews, security concerns, and election-related incidents significantly complicated project implementation, underscoring the difficulties posed by the operational environment in Iraq from January 2015 to December 2021. For instance, during the 2018 parliamentary elections in Iraq, security concerns led to increased tensions and disruptions in places like Mosul, Baghdad, and Anbar, impacting the ability to carry out project activities seamlessly. Similarly, sporadic curfews imposed in response to security threats in cities like Fallujah and Kirkuk hampered the project's progress, creating delays and logistical challenges. These examples highlight the broader challenges faced by projects operating in such an environment.

The internal and external challenges faced during project implementation encompassed bureaucratic hurdles, budget constraints, the impact of the COVID-19 pandemic, government approvals, service provider compliance, security and political challenges, gender-related issues, project timeframes, limitations in post-training support, and the misalignment between project scope and the scale of needs. Some of these challenges were addressed by improved coordination and extension in project timeframe to ensure sustainability and enhance project outcomes for vulnerable groups.

KEQ. 3.9. To what extent did the COVID-19 pandemic affect the project implementation and delivery?

The survey respondents were asked if they observed any changes or disruptions in the implementation of the interventions during the COVID-19 pandemic? The analysis of the data reveals valuable insights into the extent and nature of changes or disruptions observed in the implementation of various outputs of the project due to the pandemic.

Output-1: Integrated Recovery Support

As indicated in the chart below, regarding the impact of the COVID-19 pandemic on this output, 25% (n=36, male=21, female=15) of respondents reported no significant changes or disruptions in its implementation. While 24% (n=34, male=26, female=8) stated that they have observed minor changes or disruption in project activities. On the other hand, 34% (n=49, male=30, female=19) respondents indicated that there was a significant disruption in project activities while 17% (n=24, male=14, female=10) respondents are not sure or aware of any such disruptions.
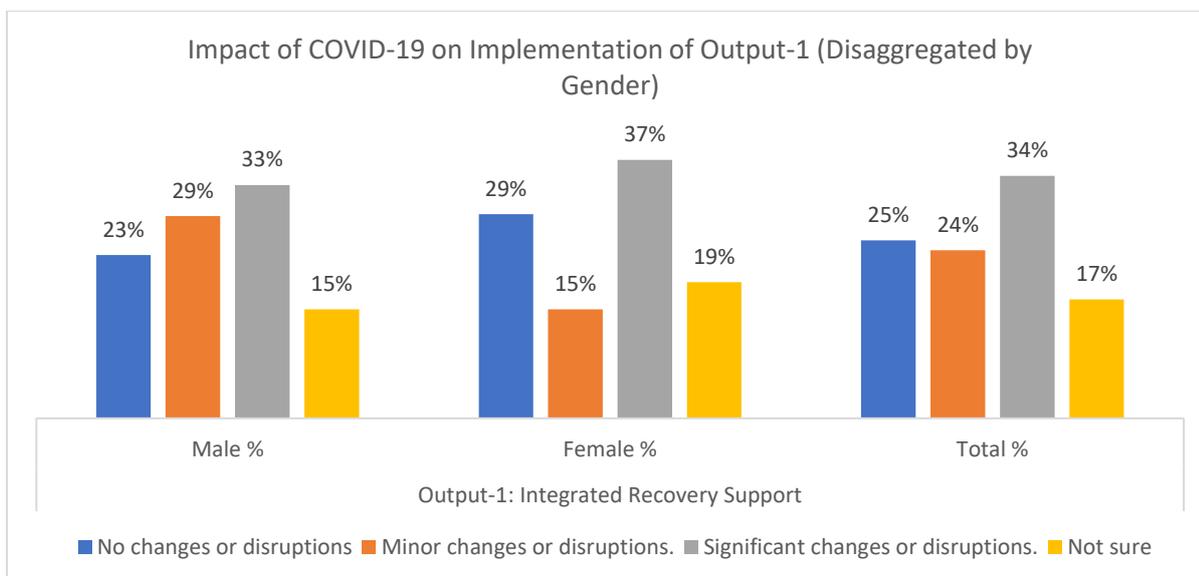
Chart 24. Impact of COVID-19 on Implementation of Output-1: Integrated Recovery Support (Disaggregated by Gender)

Output-2: Resilience Building – Employment: When the respondents of output 2 were asked if they observed any disruption in the project activities as a result of COVID-19 pandemic, 30% (n=13, male=3, female=10) indicated that there were significant changes while 35% (n=15, male=6, female=9) respondents are of the view that the changes were minor. Those who did not observe any disruption or changes comprise 26% (n=11, male=8, female=3) while 9% (n=4, male=4) stated that they do not know about are not sure of any disruptions resulting from covid-19 during project implementation.
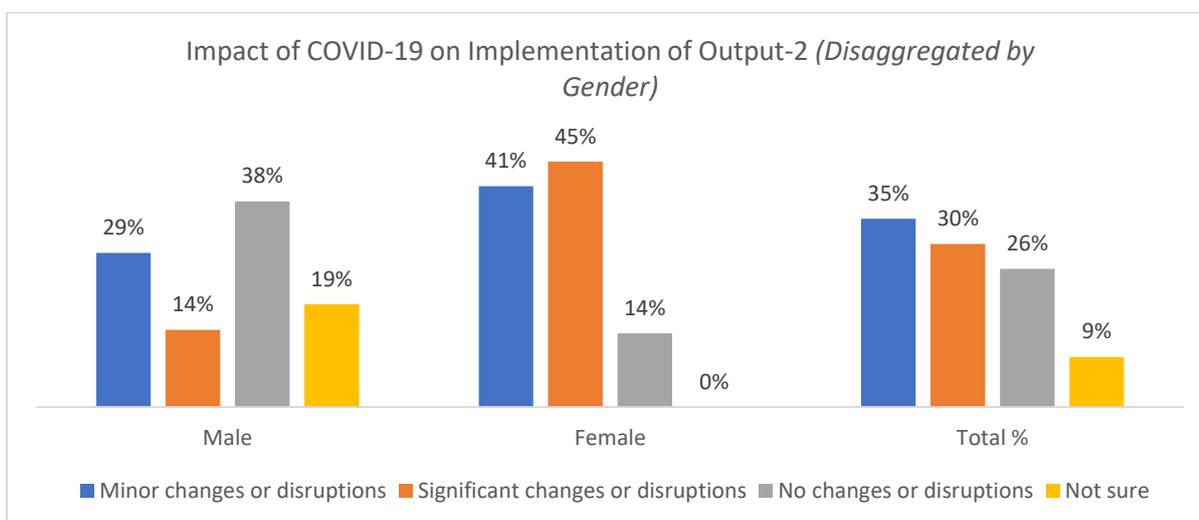
Chart 25. Impact of COVID-19 on Implementation of Output-2: Integrated Recovery Support (Disaggregated by Gender)

From the data, it is evident that both male and female respondents observed changes or disruptions. Notably, a higher percentage of female respondents, comprising 41% (n=17), observed minor changes or disruptions, compared to 29% (n=6) of male respondents. Furthermore, a substantial 45% (n=19) of female respondents observed significant changes or disruptions, while only 14% (n=3) of male respondents reported the same. Conversely, a larger proportion of male respondents, at 38% (n=8), indicated that there were no changes or disruptions, whereas only 14% (n=3) of female respondents reported the absence of disruptions. Overall, these findings suggest that females were more likely to observe disruptions in the

implementation of interventions related to Resilience Building – Employment during the pandemic compared to their male counterparts.

Output-3: Employment Investment Program: For the beneficiaries of the Output 3, 38% (n=9, male=9) respondents observed significant changes or disruptions while 21% (n=5, male=5, female=1) stated that the disruptions were minor. Yes, there have been minor changes or disruptions. Albeit 42% (n=10, male=8, female=2) of the participants stated that there were no changes and disruptions in the project activities.
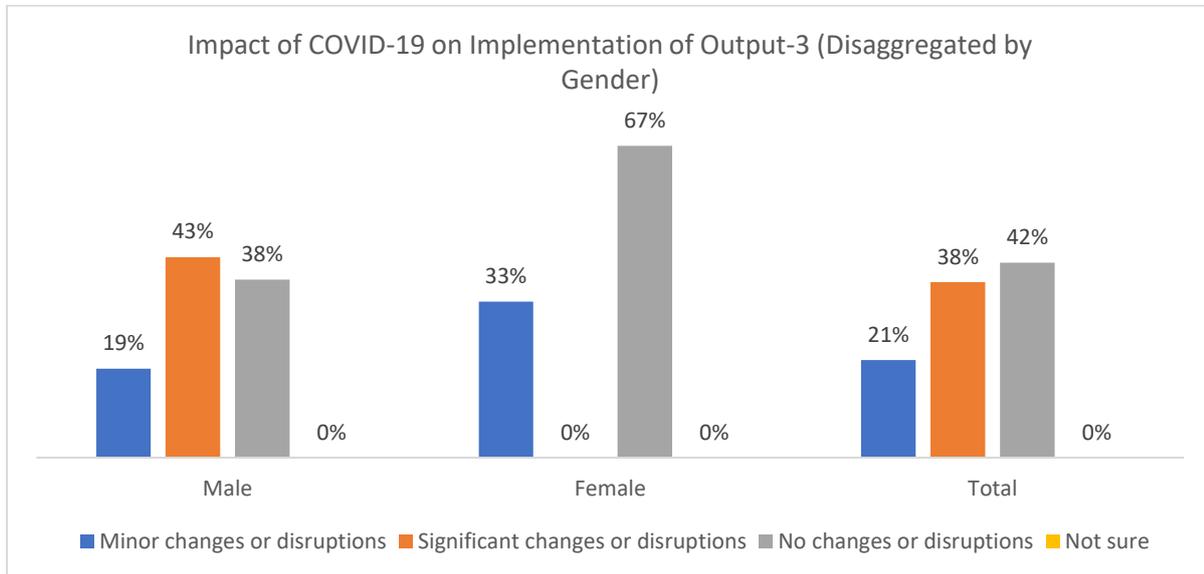
Chart 26. Impact of COVID-19 on Implementation of Output-3: Employment Investment Program (Disaggregated by Gender)

The data reveals that both male and female respondents observed changes or disruptions in the implementation of interventions related to the Employment Investment Program during the COVID-19 pandemic. Notably, 43% (n=9) of male respondents reported significant changes or disruptions, while 19% (n=4) noted minor changes or disruptions. On the other hand, among female respondents, 67% (n=2) indicated that there were no changes or disruptions, and 33% (n=1) observed minor changes or disruptions. These findings suggest that male respondents were more likely to perceive significant changes or disruptions in the implementation of the Employment Investment Program due to the pandemic, whereas female respondents were more likely to report no disruptions or minor changes,

Output-4: Building Resilience of IDPs, Refugees, and Host Communities: The beneficiaries of output 4 were also asked about the impact of the COVID -19 pandemic on project activities. According to their responses, 48% (n=67, male=34, female=33) of participants said that there have been significant changes or disruptions. Similarly, 14% (n=20, male=13, female=7) respondents said that changes or disruptions were minor. While a similar percentage ,14% (n=20, male=13, female=7), of the respondents said that there were no changes or disruptions in the project activities. On the other hand, a notable portion 24% (n=34, male=19, female=15) did not know or were not sure if the project activities were disrupted.
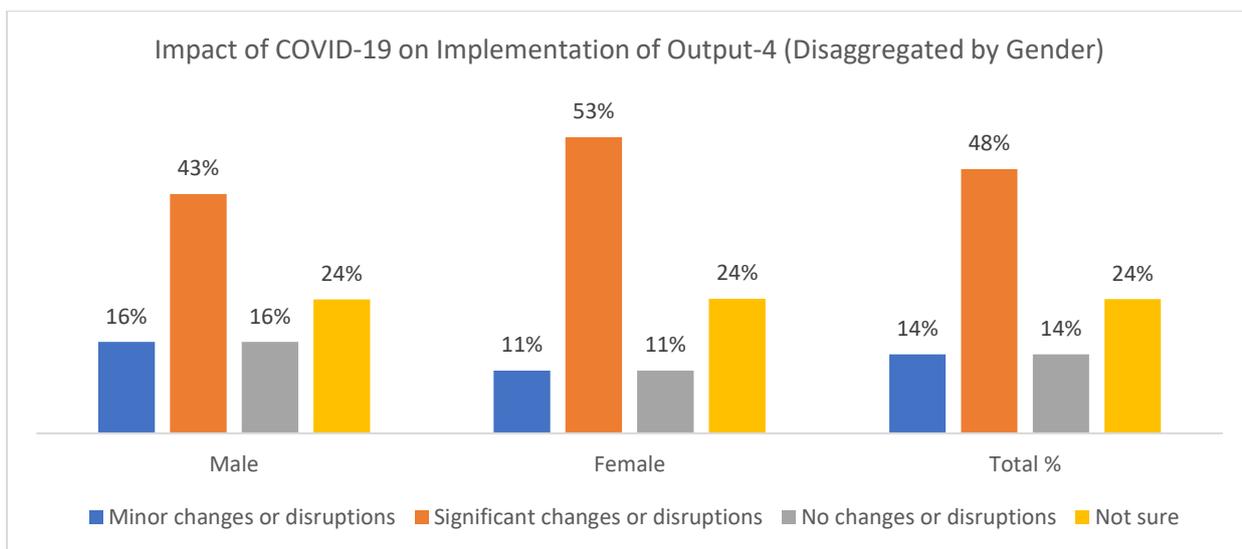
Chart 27. Impact of COVID-19 on Implementation of Output-4: Building resilience of internally displaced persons, Syrian refugees, and host communities (Disaggregated by Gender

BBoth male and female respondents reported changes or disruptions in the implementation of interventions due to the pandemic, with varying degrees of impact. Among male respondents, 16% (n=13) observed minor changes or disruptions, while 43% (n=34) reported significant changes or disruptions. In contrast, 16% (n=13) of male respondents noted no changes or disruptions. Among female respondents, 11% (n=7) observed minor changes or disruptions, and 53% (n=33) reported significant changes or disruptions. Additionally, 11% (n=7) of female respondents stated that there were no changes or disruptions. A similar proportion of both genders, 24% (n=19) of males and 24% (n=15) of females, expressed uncertainty about the extent of changes or disruptions. Overall, these findings indicate that a higher percentage of female respondents perceived significant changes or disruptions compared to their male counterparts, while a similar proportion in both groups reported no changes or disruptions.

Output-5: Resilience Building in Iraq II: The pandemic's impact on this output 4 was reported by 49% (n=52, male=26, female=26) of respondents indicating that the project was significantly disrupted. While 23% (n=24, male=14, female=10) respondents indicated that these disruptions were minor. Even though 18% (n=19, male=11, female=8) respondents were not aware of any disruptions, 10% (n=11, male=3, female=8) respondents said there were no disruptions at all.
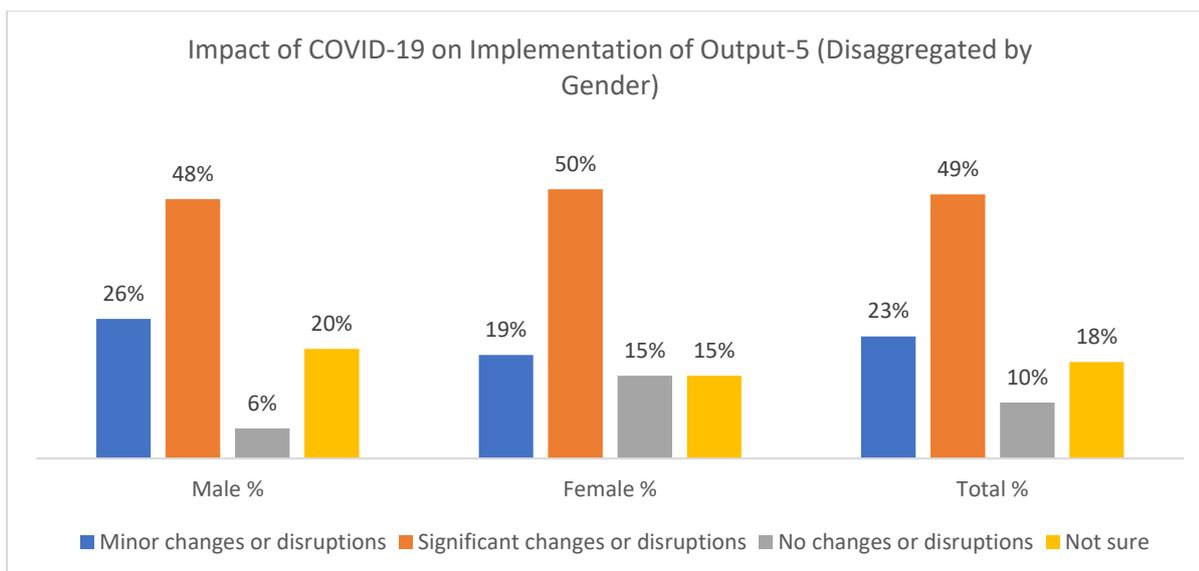
Chart 28. Impact of COVID-19 on Implementation of Output-5: Resilience Building in Iraq II (Disaggregated by Gender)

Both male and female respondents observed changes or disruptions in the implementation of interventions due to the COVID-19 pandemic, albeit with varying degrees. Among male respondents, 26% (n=14) reported minor changes or disruptions, while 48% (n=26) experienced significant changes or disruptions. In contrast, 6% (n=3) of male respondents indicated that there were no changes or disruptions. On the female side, 19% (n=10) reported minor changes or disruptions, and 50% (n=26) experienced significant changes or disruptions. Additionally, 15% (n=8) of female respondents stated that there were no changes or disruptions. For both genders, a portion of respondents, 20% (n=11) of males and 15% (n=8) of females, expressed uncertainty about the extent of changes or disruptions. Overall, these findings indicate that a higher percentage of female respondents perceived significant changes or disruptions compared to their male counterparts, while a small proportion in both groups reported no changes or disruptions.

Output-6: Strengthen Crisis Management: Majority of the respondents who were beneficiary 59% (n=104, male=68, female=36) stated that there were significant disruptions. Another 13% (n=22, male=15, female=7) reported that there have been minor changes or disruptions. Those who are not sure or not aware of the disruptions or changes in the project activities comprise 23% (n=40, male=24, female=16) while 6% (n=10, male=5, female=5) said there were no changes or disruptions.

Impact of COVID-19 on Implementation of Output-6 (Disaggregated by Gender)
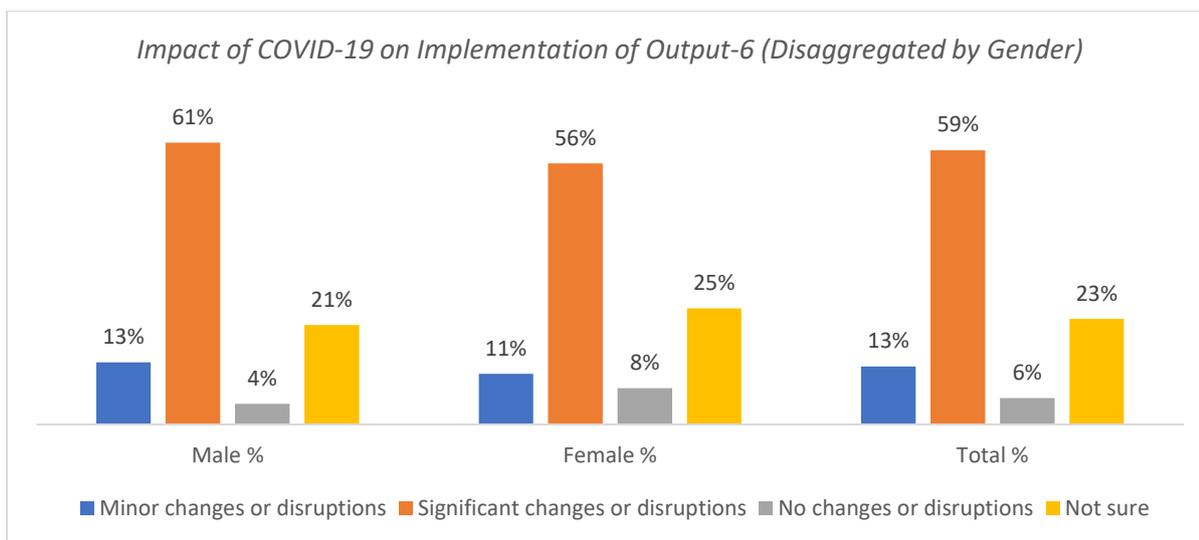
Chart 29. Impact of COVID-19 on Implementation of Output-6: Strengthen Crisis Management (Disaggregated by Gender)

Regarding the observation of changes or disruptions in output 6 activities, the data reveals that both male and female respondents reported experiencing these changes to varying extents. Specifically, 13% (n=15) of male respondents indicated minor changes or disruptions, while a larger proportion, 61% (n=68), observed significant changes or disruptions. In comparison, 11% (n=7) of female respondents observed minor changes or disruptions, while 56% (n=36) experienced significant changes or disruptions. Furthermore, 4% (n=5) of male respondents and 8% (n=5) of female respondents noted that there were no changes or disruptions in the implementation. Lastly, a portion of both male and female respondents, 21% (n=24) and 25% (n=16), respectively, expressed uncertainty about whether changes or disruptions had occurred. Overall, these findings suggest that a higher percentage of male respondents observed significant changes or disruptions compared to female respondents, while a minority in both groups reported no changes or disruptions.

When asked about the effects of the COVID-19 pandemic on the participation of the beneficiaries in project activities, 13% (n=39, male=24, female=15) reported that they participated as planned without significant impact from COVID-19. On the other hand, according to 38% (n=117, male=81, female=36) respondents, beneficiary participation was notably affected, and they were unable to participate due to lockdowns or movement restrictions. Moreover, 29% (n=88, male=54, female=34) were not able to participate due to health concerns. These results indicate that pandemic posed challenges in conducting the project activities as per the plan.
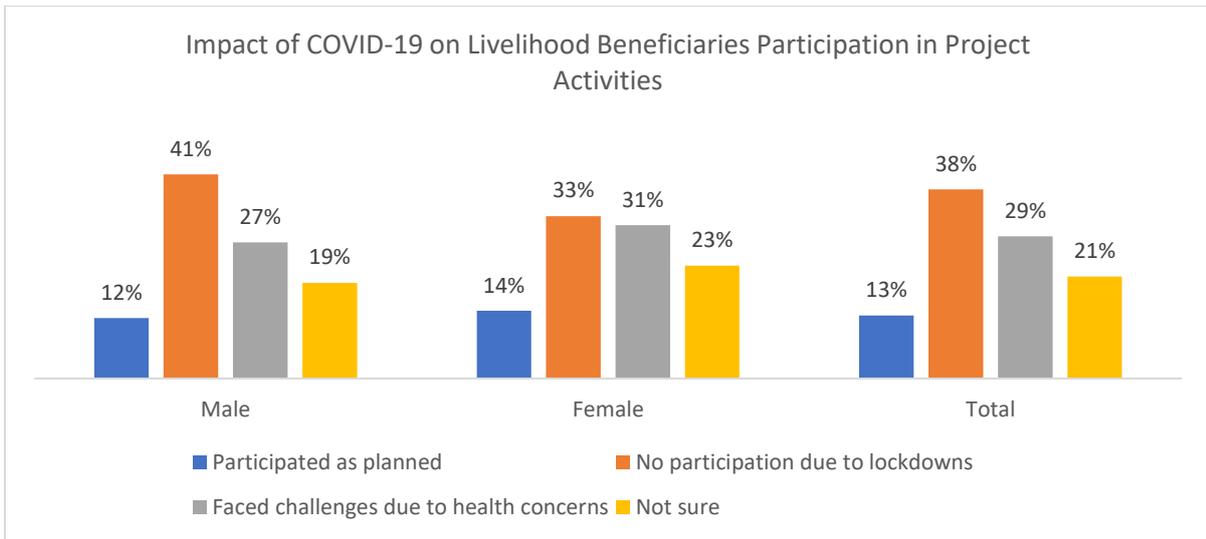
Chart 30. Impact of COVID-19 on Livelihood Beneficiaries Participation in Project Activities

To gain a deeper understanding of how ICRRP adapted to the challenges posed by pandemic while maintaining project continuity and ensuring the safety of beneficiaries and stakeholders, respondents who were actively involved or participated during the pandemic were inquired about their observations regarding the implementation of safety measures aimed at safeguarding beneficiaries from COVID-19. Based on the feedback received from survey participants, 70% (n=445, male=259, female=186) stated that there were specific safety measures in place to protect beneficiaries from the pandemic. In other words, 10% (n=64, male=47, female=17) stated that there were no additional safety measures observed. While 20% (n=124, male=72, female=52) respondents are not sure.
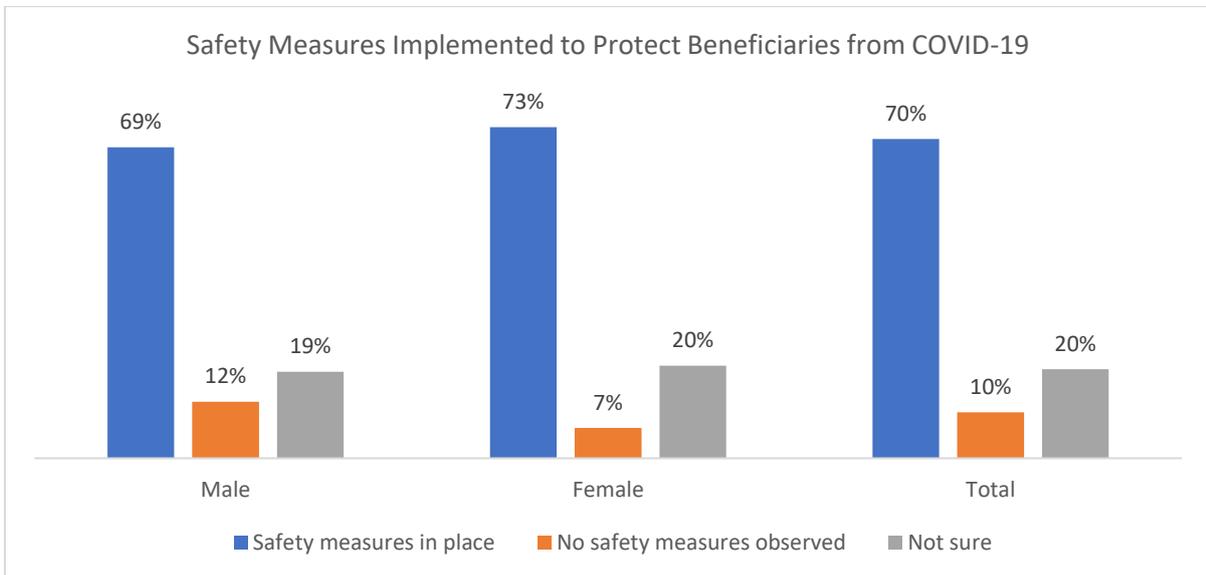
Chart 31. Safety Measures Implemented to Protect Beneficiaries from COVID-19 Pandemic

In summary, the pandemic had varying impacts on the different project outputs. While some outputs experienced significant disruptions in beneficiary participation, others faced challenges in implementing activities. Nonetheless, safety measures were widely implemented across the outputs to protect beneficiaries from the pandemic, showcasing the adaptability and responsiveness of the project to the changing circumstances.

9.4. Efficiency:

The efficiency section of the evaluation report delved into the careful examination of how project resources were managed and utilized to achieve the intended outcomes. It aimed to provide a comprehensive understanding of the efficiency of various project components, including management procedures, resource allocation, implementation strategies, financial and human resource utilization, timeliness of activities, monitoring and evaluation systems, and the effectiveness of communication and visibility strategies. In response to a set of guiding questions, this section assessed the efficiency of project management, resource allocation, and overall execution. The analysis drew insights from a variety of sources, including surveys, focus group discussions (FGDs), key informant interviews (KIIs), and a thorough literature review. By exploring these aspects, the evaluation sought to offer valuable insights into the project's efficiency and identified areas where improvements or optimizations could be made.

KEQ. 4.1. How efficient was the functioning of the project management, technical support, administrative, procurement and financial management procedures?

KEQ. 4.2. To what extent did the project management structure and allocated resources be efficient in achieving the expected results?

Based on the information provided by the FGD respondents, the project resources (funds, human resources, available time) were adequate for the community-based and other interventions (trainings, cash grants, asset recovery support, etc.), whether the resources were mobilized on time and utilized efficiently, whether there were any delays observed, and if so, how these delays affected the overall delivery of project outputs, and whether alternative strategies were possible to reduce project costs.

Adequacy of Resources: The opinions regarding the sufficiency of resources vary among respondents. Some felt that resources were sufficient, while others mentioned that more support was needed. Notably, some respondents expressed concerns about the adequacy of cash grants, mentioning that they were insufficient for starting projects.

Timely Mobilization and Efficient Utilization of Resources: Most respondents stated that resources were mobilized on time and used efficiently, with a few exceptions mentioning delays. The beneficiaries generally appreciated the timely delivery of resources for project activities.

Delays and Their Causes: Several respondents acknowledged delays, particularly linked to the COVID-19 pandemic, which disrupted project activities. Other reasons for delays included funding delays, official approvals, and logistical challenges. Delays varied from project to project, impacting activities like construction work, transportation, and project implementation.

Impact of Delays on Project Outputs: Respondents expressed concerns about the negative effects of delays, such as wasted time, disruption of project progress, and negative impacts on beneficiaries. Delays were reported to have affected the overall delivery of project outputs, particularly in terms of completion deadlines and project quality.

Alternative Strategies to Reduce Project Costs: Most respondents did not mention specific alternative strategies to reduce project costs. However, some suggested that project costs were lower than if the government had implemented them, indicating cost-effectiveness.

While project resources were generally considered adequate, there were concerns about the sufficiency of cash grants for starting projects. Delays, primarily attributed to the COVID-19 pandemic and other logistical issues, had negative effects on project progress and outcomes. While some respondents mentioned cost-effectiveness, alternative strategies to reduce project costs were not explicitly described.

Overall, it appears that the project faced challenges related to delays, but the opinions on resource adequacy were mixed, with some beneficiaries expressing satisfaction and others highlighting areas where more support was needed.

KEQ. 4.4 To what extent were the project implementation strategy and execution efficient and cost-effective?

The project's implementation strategy and execution demonstrated a considerable degree of efficiency and cost-effectiveness, as supported by specific information provided in the responses, including output numbers, locations, and activities. Here is a detailed analysis:

Cost-Efficient Management Structures and Systems:

Use of Responsible Party Agreements: The project effectively utilized responsible party agreements, working with Responsible Parties like World Vision, Oxfam, and Mercy Corps, to implement various activities. This approach significantly reduced costs compared to hiring additional UNDP staff.

Contractual Modalities: Different contractual modalities, including working with contractors and Request for Proposals (RFPs), were employed. These modalities helped optimize resource allocation and enhance cost-efficiency in project execution.

Leveraging Partner Expertise:

Efficient Partner Collaboration: Collaborative arrangements with partner organizations allowed the project to leverage their expertise and resources. For instance, specific partner organizations were responsible for implementing activities autonomously, reducing the burden on UNDP and minimizing costs.

Timely Mobilization and Resource Utilization:

Timely Delivery: Respondents consistently noted that project resources were mobilized on time and efficiently utilized. This included the timely delivery of funds and resources for project activities to beneficiaries, contributing to efficient project execution.

9.4.1. Impact of Delays and Mitigation Strategies:

COVID-19-Related Delays: Delays, primarily attributed to the COVID-19 pandemic, were acknowledged. These delays affected various project activities, including construction work and transportation, impacting project timelines and quality.

External Factors: Delays also occurred due to external factors such as funding delays, official approvals, and logistical challenges, which were beyond the project's control.

Mitigation through Third-Party Monitors: To mitigate the impact of delays, the project employed third-party monitors, who played a crucial role in ensuring the effective monitoring and realization of results. This strategy aimed to minimize the negative consequences of external delays.

9.4.2. Continuous Monitoring and Improvement:

Effective Monitoring Framework: The project allocated sufficient funds and human resources for continuous monitoring. Over time, the monitoring framework was enhanced with the development of harmonized indicators and standard tools, ensuring rigorous and effective monitoring of project activities.

Monitoring by Audits: Audits complemented the monitoring efforts, ensuring that the project maintained a robust oversight system.

9.4.3. Communication and Visibility Strategies:

Embedded Communication and Visibility: Communication and project visibility strategies were embedded in every project and intervention. Budgets were allocated to ensure clear communication and visibility plans, emphasizing the importance of publicizing project activities and outcomes.

In conclusion, the project demonstrated a commendable level of efficiency and cost-effectiveness in its implementation strategy and execution. Specific measures such as responsible party agreements, partner collaboration, contractual modalities, timely resource mobilization, and the use of third-party monitors contributed to efficient project management. While external factors, including the COVID-19 pandemic, led to some delays, the project employed mitigation strategies to minimize their impact. Furthermore, continuous monitoring, including audits, ensured that the project remained on track, while communication and visibility strategies enhanced its outreach and impact.

KEQ. 4.5. To what extent were financial and human resources economically/efficiently used? Were resources properly and strategically allocated to achieve outcomes?

The project exhibited a mixed picture regarding the economic and efficient utilization of financial and human resources. Several key points emerge from the information provided:

Efficient Utilization of Resources: The project demonstrated efficiency in its management structures and systems. It employed cost-efficient approaches such as responsible party agreements and various contractual modalities. By partnering with external organizations, the project was able to leverage existing resources and expertise, reducing costs compared to hiring additional UNDP staff. This strategic allocation of resources contributed to the cost-effective implementation of activities.

Resource Adequacy and Concerns: While the project's management strategies were efficient, concerns were raised about the adequacy of certain resources. Specifically, there were mentions of cash grants being insufficient for beneficiaries to initiate projects. This indicates that, despite efficient management, there might be room for improvement in resource allocation to ensure that beneficiaries have the necessary means to achieve project outcomes.

Timely Mobilization of Resources: The majority of respondents reported that resources were mobilized on time and used efficiently. This timely mobilization was crucial in ensuring that project activities could proceed as planned.

Impact of Delays: Delays, primarily caused by external factors such as the COVID-19 pandemic, were acknowledged. These delays had negative effects on project progress and outcomes. It is important to note that these delays were not attributed to inefficiencies in resource allocation or management structures but were external challenges that the project had to contend with.

In summary, the project demonstrated efficiency in managing financial and human resources through cost-effective approaches and timely mobilization. However, concerns about the adequacy of certain resources, particularly cash grants, suggest that further attention could be given to resource allocation to ensure beneficiaries have the required support to achieve project outcomes.

9.4.4. Analysis of Financial Resource Efficiency and Allocation in Diverse Project Outputs[43]

In analyzing the data from the various project outputs, it becomes evident that there are significant variations in the cost per beneficiary across different sectors, governorates, and projects, which directly addresses the question of the efficiency and economic utilization of financial and human resources. Let's delve into specific findings and observations that shed light on the extent to which these resources were economically and efficiently used, as well as whether they were properly and strategically allocated to achieve outcomes.

Variability in Cost Per BEN: The data reveals that the cost per beneficiary varies considerably, even within the same governorate. For example, in Salahaldin's livelihood sector, the cost per beneficiary ranges from $1,965.59 to $9,981.44. This wide variance highlights the need for a more detailed analysis to understand the reasons behind such differences.

Sector-Specific Insights: Different sectors exhibit diverse cost structures. For instance, the education sector in Diyala has notably high costs per beneficiary, with values ranging from $302.13 to $947.96, whereas agriculture projects in Salahaldin have much lower costs.

Resource Allocation: The data emphasizes the importance of effective resource allocation. For example, in the Small Business Grants sector, Muthanna allocated a substantial amount, with a cost per beneficiary of $11,386.67, indicating a significant investment. On the other hand, Basrah invested in a high-cost Small Business Grants project with a cost per beneficiary of $6,864.75. Efficient allocation of resources in different sectors and governorates is vital to ensure value for money.

Consistency in Data Reporting: To conduct an accurate analysis, data should be consistently reported. In some instances, such as the "#VALUE!" entry in the "Multi Locations" sector, data quality issues or missing information can hinder a comprehensive evaluation of resource utilization.

Need for Additional Details: The data underscores the necessity for additional information about the specific projects, their goals, and outcomes. Without a deeper understanding of the nature and objectives of these projects, it is challenging to make a precise assessment of resource efficiency and effectiveness.

Monitoring and Evaluation: To improve resource utilization and ensure that funds are used economically, ongoing monitoring and evaluation of these projects are crucial. This process will help assess their efficiency and impact on the communities they serve.

Overall, the data offers valuable insights into the efficiency and economic use of financial and human resources across various sectors and governorates. While cost variations exist, further analysis, project-specific information, and consistent data reporting are essential to comprehensively address the extent to which resources were economically and efficiently utilized and whether they were strategically allocated to achieve desired outcomes.

KEQ. 4.6. To what extent were project funds and activities delivered in a timely manner?

The timely delivery of project funds and activities played a crucial role in the project's overall success. Here are the key points based on the information provided:

Timely Mobilization of Resources: Respondents generally indicated that resources were mobilized on time. This timely mobilization was appreciated by beneficiaries and contributed to the smooth

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[43] *Analysis of Financial Resource Efficiency and Allocation in Diverse Project Outputs (Annexure 11)*

implementation of project activities. Specific details, such as output numbers or percentages, were not provided, but the overall sentiment was positive regarding resource mobilization.

Impact of Delays: Delays were acknowledged in the project, with the COVID-19 pandemic being a notable factor. Delays caused disruptions in project progress, affecting activities like construction work, transportation, and project implementation. However, it is important to emphasize that these delays were primarily due to external factors and were not related to inefficiencies in the delivery of project funds and activities.

Resource Allocation and Management Efficiency: Despite delays, the information suggests that the project efficiently managed the allocation of resources. Cost-effective approaches, such as responsible party agreements and partnering with external organizations, contributed to efficient resource utilization.

In the absence of specific quantitative data on the extent of timely delivery, it can be inferred from the responses that the project made commendable efforts to ensure resources and activities were delivered on time. However, external challenges, including the pandemic, did impact the project's ability to maintain a completely uninterrupted timeline.

In conclusion, the project generally succeeded in delivering project funds and activities in a timely manner, with a focus on efficient resource allocation. Delays were primarily due to external factors beyond the project's control. The project's management structures and systems were instrumental in mitigating the impact of these delays on project outcomes.

KEQ. 4.7. Did the monitoring and evaluation system put in place allow for continuous collection, storage, and analysis of quality and segregated data on expected outputs and outcomes?

The monitoring and evaluation (M&E) system implemented by the project demonstrated a strong commitment to collecting, storing, analyzing, and reporting quality data on expected outputs and outcomes.

Continuous Data Collection: Respondents indicated that the project allocated and mobilized sufficient funds and human resources for continuous monitoring. This included not only UNDP staff but also third-party monitors. This dual approach ensured that data collection was continuous, covering a wide range of project activities.

Quality Data: Over time, the M&E system evolved to include harmonized indicators and standard tools. This strategic development aimed to ensure that the project's M&E system was well-aligned with the requirements of both the country office and donors. This commitment to harmonized indicators suggests a focus on collecting consistent and quality data.

Segregation of Data: While specific percentages or numbers were not provided, the presence of a third-party monitor was highlighted as a significant aspect of the project's M&E system. This third-party monitor was responsible for monitoring the implementation of ICRRP interventions. The use of third-party monitors indicates a commitment to segregating and independently verifying data on project outputs and outcomes.

KEQ. 4.8. How did the project keep track of project progress on expected outputs and outcomes?

The project employed multiple strategies to keep track of project progress on expected outputs and outcomes, as follows:

Third-Party Monitoring: A third-party monitor was engaged to work alongside UNDP staff for on-ground monitoring. These monitors were located in communities and dedicated to monitoring the effective realization of results. This approach ensured real-time tracking and verification of project progress.

Effective M&E Tools: The project, recognizing the importance of efficient tracking, developed, and implemented standardized tools and indicators. For example, in the case of Cash for Work, a standard of 40 days was established for counting cash for work beneficiaries. These tools allowed for consistent tracking and monitoring of project activities.

Incremental Improvement: The project's M&E system showed a continuous commitment to improvement. It initially faced challenges, common with projects dealing with emergencies, but evolved over time to meet the project's needs, donor requirements, and to ensure the effective realization of results. This incremental improvement is indicative of a responsive and adaptive tracking system.

KEQ. 4.9. What is the visibility and communications strategy adopted by the project? Was it cost-effective in terms of promoting the project and its achievements?

The project placed significant emphasis on visibility and communications, embedding these aspects into every project and intervention. Here is a detailed analysis:

Inclusion in Every Intervention: Communication and visibility strategies were integral to every aspect of the project. When partnering with organizations, clear communication and visibility plans were required, ensuring that promoting the project's achievements was a fundamental part of each intervention.

Budget Allocation: Budgets were allocated for communication and visibility plans. This demonstrates a commitment to investing in the promotion of the project's outcomes. It also suggests that the project recognized the importance of communicating its achievements to a wider audience.

Cost-Effectiveness: While specific cost-effectiveness data or percentages were not provided, it was mentioned that communication and visibility were budgeted and included in reporting tools. The fact that these elements were budgeted suggests that the project considered them valuable investments in promoting project achievements.

In summary, the project's monitoring and evaluation system allowed for continuous collection and analysis of quality and segregated data on expected outputs and outcomes. This was achieved through continuous data collection, the use of harmonized indicators, and third-party monitoring. Project progress was tracked effectively through third-party monitoring, standardized M&E tools, and a commitment to incremental improvement. The visibility and communications strategy embedded in every intervention and budgeted for in project planning demonstrated a commitment to promoting project achievements, but specific cost-effectiveness data was not provided.

9.5. Impact

In this section, the analysis focused on the impacts generated by the Project, encompassing both direct and indirect consequences, whether intended or unintended. The evaluation extended its scope to encompass a wide array of local indicators, including those related to social, economic, environmental, and other aspects of development. The examination thoroughly explored both positive and negative repercussions of the project's activities while taking into account external factors that may have influenced these outcomes. Guiding questions (KEQs) were employed to guide the assessment, covering aspects such as the direct and indirect benefits, the tangible differences experienced by beneficiaries, the extent of influence on individuals, institutions, and businesses, and the multiplier effects emanating from the project. The sources of information that informed this analysis included data from surveys, insights

gathered through focus group discussions (FGDs), in-depth interviews with key informants (KIIs), and a meticulous review of pertinent literature.

KEQ. 5.1. What were the direct benefits (micro-meso-macro) resulting from the project? &

KEQ. 5.3. What real difference did the implemented activities offer to the beneficiaries?

The survey data analysis provides insights into the employment opportunities created as a result of the livelihood and basic infrastructure interventions of the project, with a focus on gender-disaggregated responses.

9.5.1. Livelihood

According to the chart given below, the findings indicate a significant impact of the project on employment opportunities. Short-term employment opportunities were reported by a substantial portion of respondents, with 43% (n=154, male=94, female=60) of the total respondents acknowledging their involvement. Medium-term opportunities were also prevalent, with 29% (n=103, male=73, female=30) of respondents benefiting from them. Long-term employment opportunities, though less common, were still reported by 12% (n=43, male=22, female=21) of respondents. A very small percentage, 2% (n=7, male=4, female=3), stated that no opportunities were created.

When examining the data by gender, some noteworthy trends emerge. Short-term employment opportunities, for instance, were more frequently reported by females (48%, n=60) compared to males (40%, n=94). In contrast, medium-term opportunities were slightly more prevalent among males (31%, n=73) than females (24%, n=30). The data also reveals that a notable proportion of males, 18% (n=41), expressed uncertainty about the employment opportunities created, while this figure was lower among females at 10% 9n=12).

In terms of long-term employment opportunities, a higher percentage of females (17%, n=21) reported benefiting from them compared to males (9%, n=22). Finally, only a negligible proportion of both males and females (2%, n=7, male=4, female=3) believed that no employment opportunities were created by the Project.
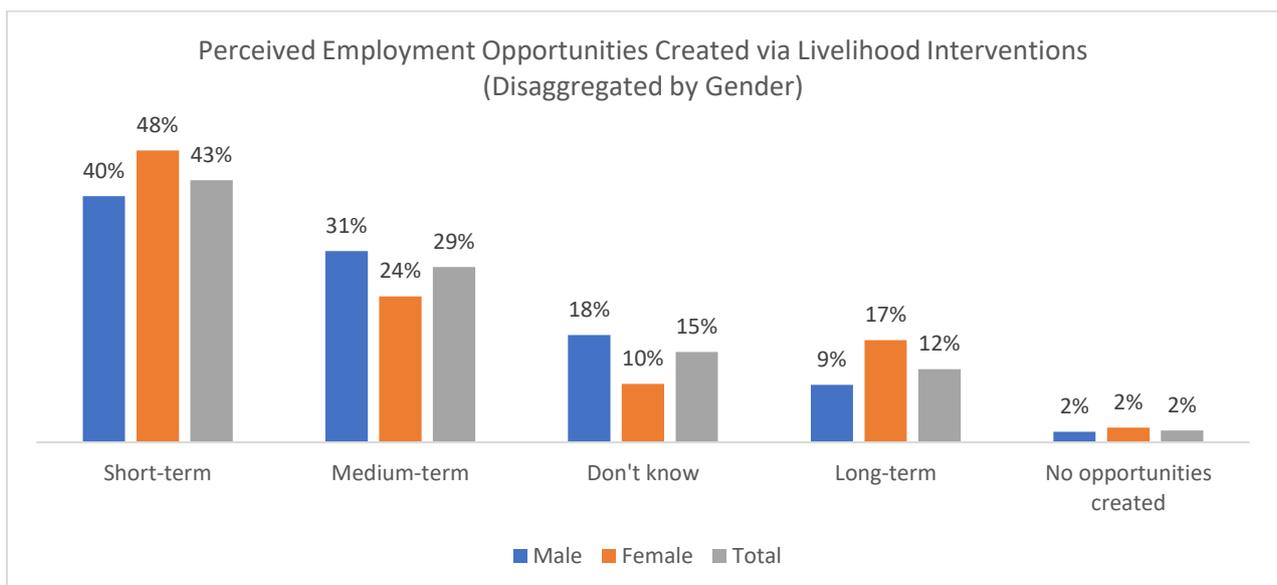

Chart 32. Perceived Employment Opportunities Created via Livelihood Interventions (Disaggregated by Gender)

These findings suggest that the project has made a significant contribution to employment generation, particularly in the short and medium-term categories. Particularly business start-up & small business grant for small and medium enterprises support (SME's), cash for work, (CFW), vocational/on job training (VT/OJT) of business management training contributed to this impact.

The survey further asked the respondents' perceptions of the number of employment opportunities created as a result of the livelihood interventions in the Integrated Recovery Support program. The data suggests that there is a diversity of opinions among respondents. A notable portion, comprising 19% (n=67, male=39, female=28) of the total respondents, perceives a 'Very High Number' of employment opportunities, ranging from 501 to 1000 or more. Similarly, 16% (n=59, male=38, female=21) of respondents believe in a 'Large Number' of employment opportunities (101-500). A significant percentage, constituting 19% (n=69, male=49, female=20) of the total respondents, sees a 'Moderate Number' (50-100) of employment opportunities resulting from the interventions. On the other hand, 25% (n=90, male=61, female=29) of respondents perceive a 'Very Small Number' (less than 50) of employment opportunities. Additionally, a substantial 21% (n=74, male=46, female=28) of respondents indicate that they 'Don't Know' or do not have a clear idea about the number of employment opportunities created.

Among male participants, 17% (n=39) believed that there were a very high number of employment opportunities (501-1000 or more), while 22% (n=28) of female participants held a similar view. In the category of many opportunities (101-500 or more), 16% (n=38) of males and 17% (n=21) of females shared this perception. Interestingly, a considerable portion of respondents, 20% (n=46) of males and 22% (n=28) of females, admitted to not having a clear idea about the number of employment opportunities created. In the "Moderate No." category (50-100 or more), 21% (n=49) of male respondents believed in a moderate number of opportunities, compared to 16% (n=20) of female respondents. Lastly, in the category of very few opportunities (less than 50), 26% (n=61) of male respondents thought this was the case, while 23% (n=29) of female respondents shared a similar view.

The analysis of survey data further reveals compelling insights into the impact of employment opportunities on the livelihoods of male and female respondents. Notably, a significant proportion of both genders reported experiencing improved income and financial stability, with 55% (n=154, male=88) of males and 67% (n=154, female=66) of females indicating this positive outcome. This underscores the crucial role of employment in enhancing economic well-being, with a slightly higher impact observed among female respondents. Furthermore, a substantial portion of the respondents, comprising 35% (n=83 male=56) of males and 27% (n=83, male=27) of females, expressed that employment opportunities contributed to the enhancement of their skills and knowledge. This dual benefit highlights that employment serves not only as a source of financial stability but also as a platform for personal and professional development. Interestingly, a smaller percentage, 9% (n=17, male=14) of males and 3% (n=17, male=3) of females, emphasized the expansion of their professional networks as an impact of employment. This finding suggests that employment not only fostered individual growth but also facilitated the establishment of valuable professional connections, particularly among males. Finally, a minimal percentage, 1% (n=5, male=2) of males and 3% (n=5, female=3) of females, cited "Other" impacts, indicating diverse and individual-specific outcomes resulting from employment opportunities. In conclusion, the multifaceted impact of employment on financial stability, skill enhancement, and network expansion underscores the need for nuanced and gender-sensitive approaches in employment-related interventions. Exploring the nature of these impacts can provide valuable insights for designing more effective and inclusive employment strategies.

Perception of Impact of Livelihood Interventions on the Community (Disaggregated by Gender)
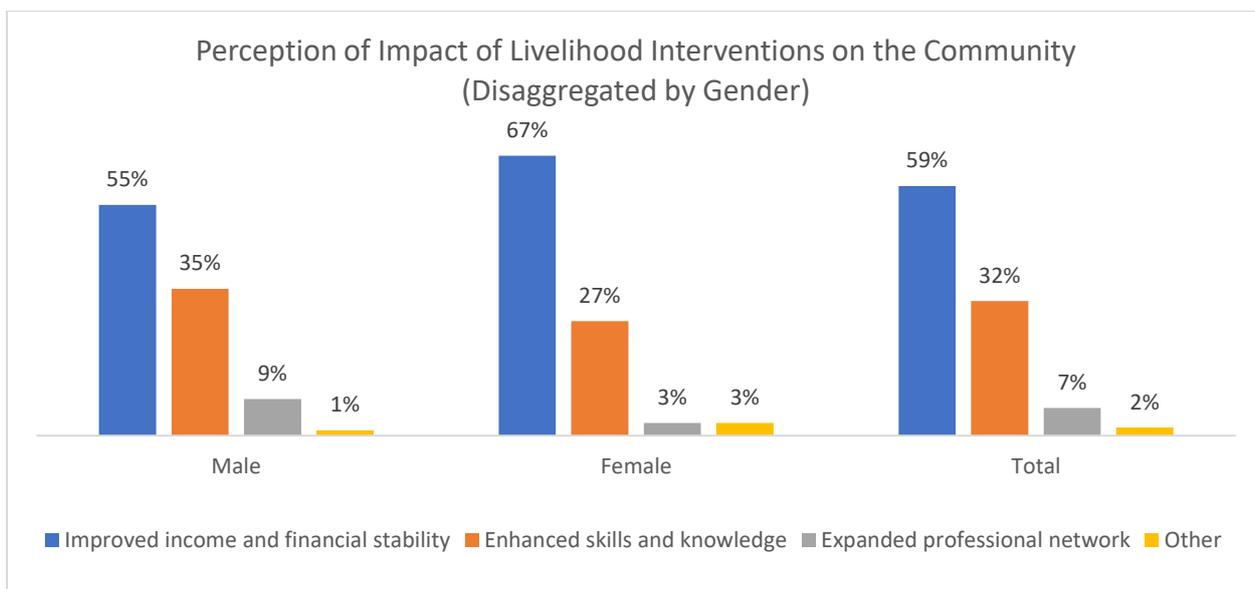
Chart 33. Perception of Impact of Livelihood Interventions on the Community (Disaggregated by Gender)

Thus, these results underscore the varying perspectives of male and female respondents concerning the effectiveness of livelihood interventions in generating employment opportunities. While some respondents perceive a high number of opportunities, others perceive fewer, and a significant portion remains uncertain. Gender differences in perception are evident, with variations in the perceived number of employment opportunities between male and female respondents.

9.5.2. Basic Infrastructure

The data reveals that a notable portion of the respondents, totalling 43% (n=41, male=47, female=24), have been actively engaged in repairing and rehabilitating infrastructure projects. However, there is a distinction when we disaggregate the data by gender. Interestingly, a higher percentage of females (47%, n=24) have reported their involvement in these projects compared to males (41%, n=47). This suggests that, within this group of respondents, females have shown a slightly greater inclination toward participating in infrastructure repair and rehabilitation efforts. Nevertheless, it is crucial to note that a substantial majority of both males (59%, n=68) and females (53%, n=27) have not been involved in such projects. This indicates that there is still significant potential to increase participation from both genders in these critical infrastructure initiatives. (See chart below)

Chart 34. Participation in Repairing and Rehabilitating Infrastructure Projects (Disaggregated by Gender)

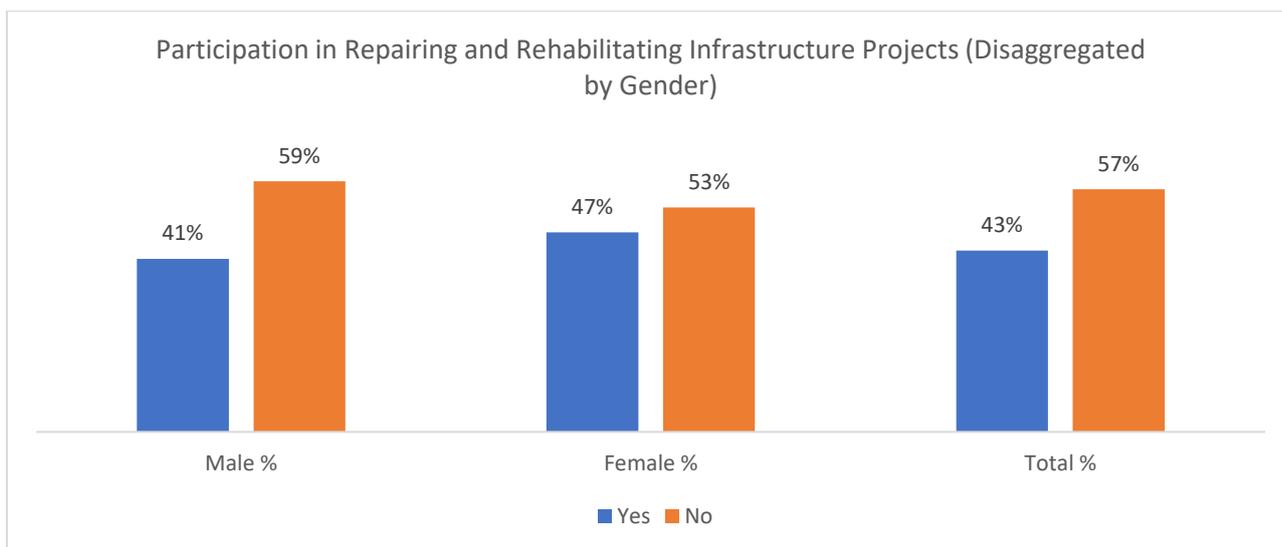When asked about the perceived progress and impact of the beneficiary's participation in the project, they rated their contributions at various levels across different outputs.

Output-1: Integrated Recovery Support:

Under Output-1, where the focus is on Integrated Recovery Support, the majority of respondents, both males and females, have rated their contributions with a significant impact. Among these 70% (n=7) of males and 75% (n=3) of females believe their efforts have significantly impacted the progress of repair and rehabilitation works. A smaller portion, 30% (n=3) of males and none of the females, perceive a moderate impact. While 25%(n=1) females indicated to have minimal impact on the project. This suggests that within this output, participants predominantly view their contributions as highly influential in advancing the recovery and rehabilitation efforts.

Output-2: Resilience Building – Employment:

Output-2, emphasizing Resilience Building through Employment, portrays a somewhat different pattern. While a notable percentage of males (67%, n=2) assess their contributions as having a significant impact. In contrast, 33% (n=2, male=1) of males and 100% (n=2, female=1) of females view their contributions to have moderate impact. These results highlight a substantial belief among female participants that their contributions have made a significant difference in the repair and rehabilitation works, while male participants also recognize their contributions but to a slightly lesser extent.

Output-5: Resilience Building in Iraq II: Output-5, titled Resilience Building in Iraq II, shows a consistent trend. A majority of both males (75%, n=9, male=3) and females (67%, n=9, female=6) assess their contributions with a significant impact on progress. A smaller percentage, 25% (n=4, male=1) of males and 33% (n=4, female=3) of females, perceive a moderate impact. This output reflects a shared sentiment among respondents that their contributions have played a crucial role in advancing repair and rehabilitation works.

Output-6: Strengthen Crisis Management: Under Output-6, which centers on Strengthening Crisis Management, the majority of participants assess their contributions with either a significant impact or a moderate impact. Majority of respondents including 23% (n=9, male=7) of males and 20% (n=9, female=2) of females view their contributions as having a significant impact, while 70% (n=27, male=21) of males and 60% (n=27, female=6) of females perceive a moderate impact. These results suggest that within this output, participants believe their efforts have been influential in advancing crisis management, with a slightly higher percentage of females recognizing significant impacts.

The analysis of FGDs data further supports the positive impact of the basic infrastructure interventions of the community. projects, including water initiatives, have significantly contributed to the overall well-being of the community. The availability of basic services such as water projects played a crucial role in the stability and return of families to the region, enhancing the economic situation and self-reliance of individuals. Moreover, the data indicates that increased access to clean water has likely positively impacted health, although specific quantitative details on health outcomes are not explicitly outlined in the provided responses. It is important to recognize that the perceived positive changes in social cohesion, economic stability, and individual well-being are indicative of the broader positive impact of these projects on the community. Further clarification or additional data may be necessary to provide specific statistics on the health impact resulting from improved access to clean water.

KEQ. 5.2. What were the indirect broader benefits resulting from the project?

9.5.3. Environmental Considerations:

The UNDP's commitment to maintaining rigorous Social and Environmental Standards (SES) within its programs and projects, including the ICRRP, has been instrumental in enhancing the overall quality of its initiatives. These standards are designed to ensure principled approaches, maximize positive social and environmental impacts, prevent adverse effects on people and the environment, and effectively manage any unavoidable impacts. Furthermore, they contribute to building the capacity of UNDP and its partners to address social and environmental risks. Additionally, these standards place a strong emphasis on fostering meaningful stakeholder engagement and providing mechanisms for addressing concerns from project-affected individuals. This commitment to SES underscores the project's dedication to responsible and sustainable practices, which in turn has resulted in a range of indirect, broader benefits.

Furthermore, investments in basic services infrastructure, such as water treatment plants, can indirectly promote environmental sustainability by ensuring access to clean water, a vital resource. The project incorporated several environmental considerations during identification of CfW interventions like establishing green belts, maintenance of public orchards and maintenance of public parks. Additionally, stringent environmental precautions were taken during identification of businesses that qualified for support. All this was meant to ensure sustainable development and minimize adverse environmental impacts.

Waste Management: In Diyala, Salah al-Din, Ninewa, Erbil, and Sulaymaniyah, waste management protocols were established to handle construction and rehabilitation waste responsibly. Proper disposal and recycling practices were implemented in accordance with local environmental regulations. The participants in the FGDs from Diyala and Salah Al Din regions expressed that the project has played a significant role in enhancing environmental cleanliness and fostering awareness about the importance of maintaining a clean surrounding.

Water Resource Management: In areas like Diyala and Salah al-Din, where water infrastructure was a key focus, efforts were made to manage water resources efficiently. This included measures to prevent water pollution and protect water sources, promoting sustainable water usage.

Renewable Energy: Some regions explored renewable energy options, such as solar power, for lighting and electricity generation. This not only reduced reliance on traditional energy sources but also lowered the carbon footprint of project activities.

Erosion Control: In hilly or erosion-prone areas, soil erosion control measures were implemented during construction and rehabilitation activities. These measures helped mitigate the risk of soil degradation and promoted long-term environmental sustainability.

Biodiversity Preservation: Project activities in Sulaymaniyah, for instance, considered biodiversity preservation, ensuring that construction and rehabilitation did not harm local ecosystems. Efforts were made to protect and restore natural habitats where necessary.

Compliance with Local Regulations: Throughout all regions, the project adhered to local environmental regulations and obtained necessary permits for construction and rehabilitation activities, maintaining compliance with environmental laws.

By integrating these environmental considerations into project planning and implementation, the initiative aimed to contribute to the overall well-being of the regions while safeguarding their natural environments for future generations.

KEQ. 5.4. How many people/institutions/businesses have been affected? &

KEQ. 5.5. What were briefly the multiplier effects resulting from the project?

▪ *Output 1: Integrated Recovery Support*

Under Integrated Recovery Support, a comprehensive range of interventions was implemented across several governorates, including Diyala, Salah al-Din, Ninewa, Erbil, and Sulaymaniyah, encompassing rehabilitation, social cohesion, livelihood and employment support, reconstruction, conflict mitigation, peace building, and more. The total number of beneficiaries targeted by these interventions was an impressive 562,372 individuals. These beneficiaries included various groups, such as returnees, IDPs, host communities, and residents of the targeted regions. The beneficiaries represented a mix of individuals, institutions, and businesses, all of which were directly or indirectly affected by the project's multifaceted initiatives.[44]

9.5.4. Multiplier Effects Resulting from the Project:

The Output Integrated Recovery Support had several multiplier effects that rippled through the communities and regions where the project was implemented. These multiplier effects can be summarized as follows:

Economic Revitalization: In various locations across Iraq, including Diyala, Erbil, Ninewa, and Salah al Din, a range of impactful interventions were carried out under the project, all aimed at enhancing sustainable livelihoods and supporting local communities. The livelihood component of the project had an initial target of 3,634 beneficiaries. However, it successfully reached and benefited a total of 4,380 individuals. Among these beneficiaries, 1,910 were women, and 1,162 were youth. Additionally, there were 369 women youth beneficiaries. The project also assisted 128 persons with disabilities (PWD), with 33 of them being women. In terms of completed Cash for Work (CfW) beneficiaries, there were 3,094 individuals, including 1,304 women. However, 52 (21 of whom were women) beneficiaries dropped out of the CfW program. Furthermore, the project provided vocational training to 313 beneficiaries, with 150 of them being women. It also facilitated job placements for 136 individuals, including 65 women. The project referred 760 individuals to job opportunities, out of which 352 were women.

In Diyala, the project implemented a "Cash for Work" program, which provided livelihood opportunities and immediate income to individuals, contributing to economic stability in the region. In Erbil, a "Small Business Grants" initiative was launched, fostering entrepreneurship and economic growth, particularly through the support of small businesses. Similarly, in multiple locations across the country, including Erbil, small business grants were distributed to stimulate local economies and empower entrepreneurs.

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[44] UNDP ICRRP Outputs monitoring tracker

In Ninewa, the focus shifted towards agriculture, with efforts directed at improving and promoting this sector. This approach aimed to bolster livelihoods and food security by investing in agricultural activities. Meanwhile, in Salah al Din, the project implemented both "Cash for Work" programs and "Small Business Grants" initiatives, offering employment opportunities and support for local businesses.

This, in turn, stimulated economic activities in the targeted areas, benefitting local businesses and fostering economic recovery.

Enhanced Social Cohesion: Through initiatives like social cohesion and dialogue, peace building, and conflict mitigation, the project fostered community solidarity and strengthened relationships among various social and ethnic groups. For this, the project initially targeted 13,546 beneficiaries, but it ultimately reached and positively impacted 24,594 (9,97 women, and 2,207 youth) beneficiaries In Diyala, the project used a multi-location approach to promote social cohesion and constructive dialogue, aiming to strengthen the social fabric and promote peaceful coexistence among the residents.

In Ninewa, the project was multifaceted, addressing both conflict mitigation and peace building. Efforts were concentrated on developing conflict mitigation capabilities to prevent violence and alleviate long-standing tensions in the region. Additionally, community dialogues and peace education initiatives were actively promoted, and capacity-building and training programs were implemented to support peace-building endeavors. The higher education sector also played a role in promoting peace through the "Education for Peace in the Higher Education System-IV" initiative.

Moving to Sulaymaniyah, the project extended its support by promoting social cohesion and dialogue in the Arbat area. Simultaneously, peace-building efforts were advanced to create a horizon of peace and development for the welfare of all in the same region.

Overall, these diverse initiatives in different regions of Iraq served to strengthen social cohesion, prevent conflicts, and promote peace through a multifaceted and community-centered approach.

Improved Basic Services: The ICRRP project's comprehensive rehabilitation efforts in various locations across Iraq, including Diyala, Ninewa, and Salah al Din, played a pivotal role in enhancing basic service infrastructure. This encompassed critical areas such as water facilities, electrical networks, roads, and schools. The impact of these infrastructure improvements had a cascading effect on the quality of life for residents in these regions.

In Diyala, the rehabilitation of water facilities, electrical networks, and roads in locations like Khalis and Muqdadiyah not only provided individuals and households with better access to essential services but also significantly contributed to the overall well-being of the communities. Reliable access to clean water, improved electricity supply, and enhanced road networks fostered an environment conducive to economic activities and social development. The construction and renovation of schools in Khalis, Muqdadiya, and other areas expanded educational access, positively affecting the younger generation's prospects.

Ninewa, particularly in Mosul and Makhmour, witnessed improvements in the electrical network and educational facilities. These enhancements translated to improved living conditions and educational opportunities for residents.

In Salah al Din, the construction of irrigation canals for agriculture laid the foundation for increased agricultural productivity, benefiting local farmers and the broader community.

Access to these improved services not only directly benefited individuals and households but also had a broader impact. Functional and reliable infrastructure is essential for the proper functioning of institutions and businesses, promoting economic growth and stability in the regions. Overall, the rehabilitation of basic service infrastructure under the ICRRP project had far-reaching positive effects, elevating the quality of life, and supporting the economic and social development of these areas.

Economic Revitalization, Social Cohesion, and Capacity Building: The ICRRP project encompassed multifaceted initiatives across several regions in Iraq, including Diyala, Salah al Din, Ninewa, and Sulaymaniyah, which collectively fostered economic revitalization, social cohesion, and capacity building.

Within Diyala, the project's emphasis on sustainable livelihoods, characterized by "Cash for Work" programs, vocational training, and the provision of Small Business Grants, created immediate job opportunities and income sources for individuals in various locations across the governorate. Concurrently, the project promoted social cohesion and dialogue, effectively strengthening unity, and understanding among diverse communities. Moreover, through capacity-building interventions like the construction of a Directorate Reception Hall and the supply of equipment, institutions and businesses indirectly benefited from improved infrastructure and enhanced operational capabilities, thereby contributing to more efficient operations.

Salah al Din experienced similar economic recovery efforts, with "Cash for Work" programs, vocational training, and Small Business Grants being implemented across multiple locations. These interventions facilitated sustainable livelihoods and economic revival in the governorate. Additionally, resilience support measures, including conflict mitigation, were carried out to prevent violence and reduce deep-rooted tensions, promoting social cohesion. Here too, indirect capacity building, achieved through improved infrastructure and equipment, positively impacted the efficiency of institutions and businesses.

The ICRRP project in Ninewa focused on conflict mitigation and peacebuilding, developing capacities to prevent violence and decrease tensions in multi-location areas. Concurrently, community dialogues and peace education promotion initiatives strengthened social cohesion and understanding among residents. Furthermore, improved infrastructure and equipment indirectly enhanced the capacity of institutions and businesses, contributing to their effectiveness.

In Sulaymaniyah, the project actively promoted social cohesion and dialogue in the Arbat area, fostering unity and cooperation among community members. Peace-building initiatives, including the "Peace & Development Horizon" project, are aimed at improving the well-being of the local population. Moreover, indirect capacity building occurred through enhanced infrastructure and equipment, potentially leading to more efficient operations for institutions and businesses.

Overall, the project's holistic approach combined economic revitalization efforts, social cohesion and peace-building activities, and indirect capacity building measures. These initiatives not only improved the economic prospects of communities but also promoted unity, understanding, and operational efficiency among institutions and businesses, ultimately contributing to the overall well-being and stability of the regions involved.

▪ *Output -2: Strengthen Crisis Management*

Training and Capacity Building: Under Output -2, Strengthen Crisis Management, comprehensive training programs were conducted in various regions of Iraq. Around 24 staff members from the Joint Crisis Coordination Centre (JCC) and partner ministries participated in these training initiatives. The training encompassed four key areas: Information Management and Analysis (IMAR), Crisis and Recovery Needs Assessment (CRNA), Disaster and Crisis Response Planning (DCRP), and Coordination and Resource Mobilization for Recovery (CRC).

Establishment of Office Space: Another significant accomplishment within this output was the construction of a physical office space using prefabricated materials. This office space adhered to the Bill of Quantities (BoQ) and the required specifications, effectively enhancing the capacity of the JCC Representative Office in Raparin Administration.

Improved Basic Services: Strengthening Crisis Management efforts led to the enhancement of basic services benefiting over 2 million people across various regions, including Diyala, Ninewa, Salah al-Din,

Kirkuk, Baghdad, Karbala, Najaf, Basra, Erbil, Dohuk, Sulaymaniyah, and Halabja. These improvements encompassed infrastructure related to water, electricity, roads, and schools.

Livelihood Enhancement: As part of strengthening crisis management, the project successfully created immediate income and employment opportunities for over 11,000 individuals, including returnees, IDPs, and host communities across multiple regions in Iraq.

Social Cohesion and Conflict Mitigation: In alignment with efforts to strengthen crisis management, activities promoting social cohesion and conflict mitigation were implemented in diverse communities throughout Iraq. These initiatives aimed to reinforce community solidarity and cohesion among various social and ethnic groups. In total, 25 communities and 12,500 people benefited from these interventions.

The Key Informant Interviews (KII) data strongly supports the project's achievements, confirming its remarkable success in attaining planned objectives and delivering favorable results in areas such as livelihood improvement, job opportunities, and rehabilitation. Specifically, within the framework of Output -2: Strengthen Crisis Management, a diverse array of training programs was executed, bolstered by the establishment of a dedicated physical office space. Notably, these efforts translated into tangible enhancements in essential services for millions of people, spanning multiple regions in Iraq. Furthermore, the project effectively expanded livelihood prospects and diligently worked to promote social cohesion while mitigating conflicts. These concerted endeavors, spanning various regions of Iraq, have significantly contributed to the overall efficacy of crisis management and recovery initiatives.[45][46]

- ▪ *Output -3: Building resilience of internally displaced persons, Syrian refugees, and host communities.*

Number of People Affected:

The project titled "Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities" had a substantial impact on a wide range of beneficiaries across various governorates in Iraq. In total, 1,659,656 individuals directly benefited from the project's interventions, surpassing the initial target of 1,659,290 beneficiaries. These beneficiaries included men, women, youth, and Persons with Disabilities (PWD). Specifically, 762,466 women, 926 youth, and 170 young women were among the recipients of project support. Additionally, 2,726 (318 women) PWDs benefited from the program. This extensive reach demonstrated the project's significant influence on the lives of a diverse population, encompassing a variety of demographics and backgrounds.

9.5.5. Multiplier Effects of the Project:

The "Building Resilience" project triggered several multiplier effects, amplifying its impact on the targeted communities and regions where it was implemented.

Enhanced Infrastructure: Under the Basic Infrastructure Component, the project aimed to reach 1,655,736 beneficiaries. This target was met, with 1,655,736 (761,638 women) actual beneficiaries benefiting from the intervention, while no youth beneficiaries or women youth beneficiaries were recorded. Additionally, the programme benefited 439 PWD, although no PWD women beneficiaries were reported. A total of 2,352,176 completed Cash for Work (CfW) beneficiaries were documented, with no completed CfW women beneficiaries registered total of 1,078,272. Through the rehabilitation and construction of critical infrastructure such as water treatment plants, roads, sewerage systems, electrical networks, and water

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[45] Project Fact Sheet: 2757-00/2017

[46] Reference Number: ICRRP_2019_LOA_Raparin Administration_004 – Final Report

wells, the project not only provided immediate improvements in access to basic services but also laid the foundation for long-term development. Access to clean water, improved transportation networks, and reliable electricity supply facilitated economic activities and overall well-being.

Livelihood Opportunities: The project's focus on sustainable livelihoods and emergency employment creation played a crucial role in boosting economic stability for beneficiaries. Vocational training programs equipped individuals with skills and knowledge, enhancing their employability and income-generating capabilities. Within the Livelihood Component of output 3, the project had set a target of reaching 3,315,026 beneficiaries. This goal was not only met but surpassed, as the actual number of beneficiaries reached 3,315,392 (women=1,524,105) beneficiaries. 926 youth beneficiaries, with 170 of them being women. The program also aimed to support Persons with Disabilities (PWD), and it successfully reached 3,165 (318 women) PWD beneficiaries. The program provided vocational training for 199 individuals, with 9 of them being women. Job placements, job referrals, and SME grants were part of the program, with 569 (139 women) beneficiaries benefiting from SME grants. This led to improved livelihoods and reduced dependency on aid, contributing to economic resilience.

Inclusivity and Empowerment: By actively involving women, youth, and PWD in its initiatives, the project not only addressed their unique needs but also empowered these marginalized groups. Women and young women received opportunities for skill development and employment, fostering gender equality and youth empowerment. Similarly, PWD individuals gained access to vocational training and economic activities, promoting their inclusion and self-sufficiency.

Community Strengthening: The project's efforts extended beyond infrastructure and livelihood support. By promoting community resilience and inclusivity, it fostered social cohesion and strengthened the bonds among host communities, internally displaced persons, and Syrian refugees. This social harmony contributed to peace and stability in the regions, mitigating potential conflicts.

In summary, the "Building Resilience" project in Basra, Erbil, Sulaymaniyah, Diyala, Dohuk, and Ninewa had a profound and far-reaching impact, touching the lives of over 1.6 million beneficiaries. The project's multiplier effects encompassed enhanced infrastructure, improved livelihoods, inclusivity, and empowerment, and strengthened community bonds. These effects collectively contributed to the resilience and well-being of the targeted populations, promoting sustainable development and stability in the regions.

- ▪ *Output -4: Resilience Building in Iraq*

Under the "Resilience Building in Iraq II" project, a wide range of interventions were carried out across multiple governorates, including Najaf, Sulaymaniyah, Ninewa, Erbil, Basra, Diyala, and Dohuk, covering aspects like capacity building, rehabilitation, livelihood support, social cohesion, and peacebuilding. The total number of beneficiaries affected by these interventions was substantial, encompassing diverse groups and institutions.

Number of Beneficiaries: The project aimed to benefit a total of 1,659,290 individuals, institutions, and businesses. This ambitious goal was achieved as the actual number of beneficiaries reached 1,659,656. These beneficiaries consisted of returnees, internally displaced persons (IDPs), host communities, and residents of the targeted areas.

9.5.6. Multiplier Effects Resulting from the Project:

The "Resilience Building in Iraq II" project had several multiplier effects that reverberated throughout the communities and regions where the initiatives were implemented:

Enhanced Crisis Response Coordination: Under the Crisis Response and Government Coordination component of the project, the target was to benefit 51,330 individuals, and this goal was successfully achieved as the actual number of beneficiaries reached 51,330. Out of these beneficiaries, a total of 23,601 were women, indicating a significant focus on gender inclusivity and participation within this specific component of the project. The project's efforts to strengthen leadership and crisis response coordination, as seen in the training program for the Joint Crisis Coordination Centre (JCC) in Erbil, had a cascading effect on government institutions. By improving their capacity to manage crises effectively, these institutions were better equipped to respond to future challenges and emergencies.

Infrastructure Rehabilitation: Rehabilitation projects, such as the renovation of the Halabja Water Treatment Plant and the upgrading of the JCMC Najaf Office, not only improved essential services but also had indirect benefits. Reliable water supply and functional regional hubs contributed to the overall efficiency of these institutions, thereby positively affecting the communities they served.

Livelihood Opportunities: The project's focus on livelihood support and income generation, including innovative models in Diyala and job placements in Basra, had a direct impact on economic stability. By empowering individuals and businesses, these initiatives stimulated economic activities and created opportunities for sustainable income generation. Under the Livelihood component of the project, the original target was to benefit 6,214 individuals from Multi Locations including Ninewa, Erbil, Basra, Diyala, and Dohuk.

The project successfully reached and exceeded this target, with a total of 6,113 beneficiaries benefiting from the livelihood interventions. Out of these beneficiaries, 2,542 were women, indicating a commitment to gender-inclusive economic opportunities. In the context of "Cash for Work" (CfW) programs, 2,486 beneficiaries successfully completed this initiative, and among them, 1,055 were women.

Additionally, vocational training was provided to 315 individuals, with 85 of them being women. A total of 210 individuals secured job placements, out of which 59 were women. However, there were no job referrals or job referrals for women reported. Furthermore, the project supported 838 Small and Medium-sized Enterprises (SMEs), with 279 of them being women-led businesses, signifying support for female entrepreneurship. For social cohesion, 2,012 beneficiaries were targeted, and among them, 1,004 were women. These initiatives aimed to strengthen community bonds and promote social harmony among the beneficiaries.

Community Cohesion and Peacebuilding: Initiatives aimed at promoting social cohesion, peace education, and dialogue, such as the "Promoting Peace Education Framework for Reconciliation" and "Youth Festival for Peace and Coexistence in Dohuk City," played a crucial role in fostering unity and understanding among diverse communities. These efforts helped mitigate conflicts and tensions, contributing to a more peaceful and harmonious coexistence in the project target locations including Erbil, Basrah, Dohuk, Sulaymaniyah. Under the project "Resilience Building in Iraq II," multiple governorates including Najaf, Sulaymaniyah, Ninewa, Erbil, Basrah, Diyala, Dohuk were targeted for various interventions. The project affected a total of 51,330 beneficiaries. In the field of Crisis Response and Government Coordination, it reached 51,330 (23,601 women) beneficiaries.

For Livelihood, a total of 6,113 (2,54 women) beneficiaries were impacted.,. The project provided vocational training to 315 individuals, including 85 women. Job placements were secured for 210(59 women) beneficiaries. Additionally, 838 SME grants were distributed, benefiting 279 women and 1,012 men. Thus, in the Social Cohesion component, a total of 16,948 beneficiaries were reached.

Skill Development: Skill development programs and initiatives, such as "Social, Media, and Photography Skills Development Program" and "Science for Solidarity in Dohuk," empowered individuals with valuable

skills. This, in turn, improved their employability, enhanced communication within their communities, and potentially led to increased income opportunities.

Gender Sensitivity and Inclusivity: The project's focus on gender mainstreaming and sensitivity, seen in programs like "Developing a Culture of Gender Sensitivity among Kasnazan Youth," had a multiplier effect on promoting gender equality and social inclusivity. These efforts contributed to breaking down gender-related barriers and promoting equal participation in community activities.

In summary, the "Resilience Building in Iraq II" project not only reached a significant number of beneficiaries across various sectors but also had multiplier effects that extended beyond the immediate project outcomes. These effects encompass enhanced crisis response coordination, improved infrastructure, economic stability, strengthened community cohesion, skill development, and greater gender sensitivity, all contributing to the overall resilience and well-being of the targeted regions.

- ▪ *Output -5: Resilience Building – Employment*

The "Resilience Building- Employment" project encompassed various governorates including Salahaldin, Diyala, Ninewa, and Anbar, with interventions such as Cash for Work, Vocational Training, and Small Business Grants.

In the project, the target number of beneficiaries was 20,300, but the actual number of beneficiaries reached 22,270. Among these beneficiaries, 8,535 were women, and 10,725 were youth, with 2,751 being women youth. Additionally, 2,523 Persons with Disabilities (PWD) benefited from the program, and among them, 922 were women PWD. The project successfully completed Cash for Work (CfW) initiatives for 15,231 individuals, with 5,648 being women. There were 707 dropped CfW beneficiaries, including 179 women. Moreover, 1,467 individuals participated in Vocational Training, with 604 being women. The project facilitated 832 job placements, out of which 315 were for women. Furthermore, it referred 5,572 individuals for job opportunities, including 2,283 women. Additionally, 5,572 SME grants were distributed, benefiting 2,283 women entrepreneurs.

A total of 4,600 beneficiaries were directly impacted by the project, with each governorate experiencing the following:

9.5.7. Multiplier Effects

The project had several multiplier effects which include the following.

Economic Revival: Cash for Work programs and Small Business Grants stimulated economic activities in the targeted regions.

Skills Development: Vocational Training empowered beneficiaries with new skills, enhancing their employability and contributing to economic growth.

Community Strengthening: Through economic recovery and livelihood support, the project fostered community solidarity and improved the well-being of residents.

Job Creation: The project created job opportunities through Cash for Work and job placements, reducing unemployment rates and improving livelihoods.

Overall, the project's multifaceted interventions not only directly benefited individuals but also promoted economic growth, skills development, and community cohesion, leading to broader positive effects in the targeted regions.

- ▪ *Output 6: Employment Investment Program*

In the Ninewa, Hamdaniya district, the Employment Investment Program (EIIP) under the livelihood component targeted 184 beneficiaries, aiming to enhance the socio-economic participation of vulnerable populations. Among these beneficiaries, 95% (n=183, male=173) were males while 5% (n=183, female=10) were females. In terms of direct employment, males dominate the workforce, accounting for 66% (n=130, males =120), while females constitute a modest 5% (n=130, female=10). These direct employment beneficiaries constitute 10% youth i.e., boys and girls aged between 18-29 (n=130, youth=18), which could reflect an emphasis on talent development. However, the PWD group makes up only 3% (n=130, PWDs=6) of the direct employment, indicating potential room for improvement in fostering inclusivity. In the category of indirect employment, the male workforce remains substantial at 29% (n=53, male53), while females are notably absent. Similarly, the representation of youth employees (boys and girls aged between 18-29) is at 16%(n=53, youth=30) suggesting a significant presence in this category. Strikingly, there are no PWD employees in the indirect employment category. These findings highlight the need for a more inclusive employment strategy, particularly in promoting gender diversity and expanding opportunities for Persons with Disabilities (PWD) beneficiaries. (See Chart below)
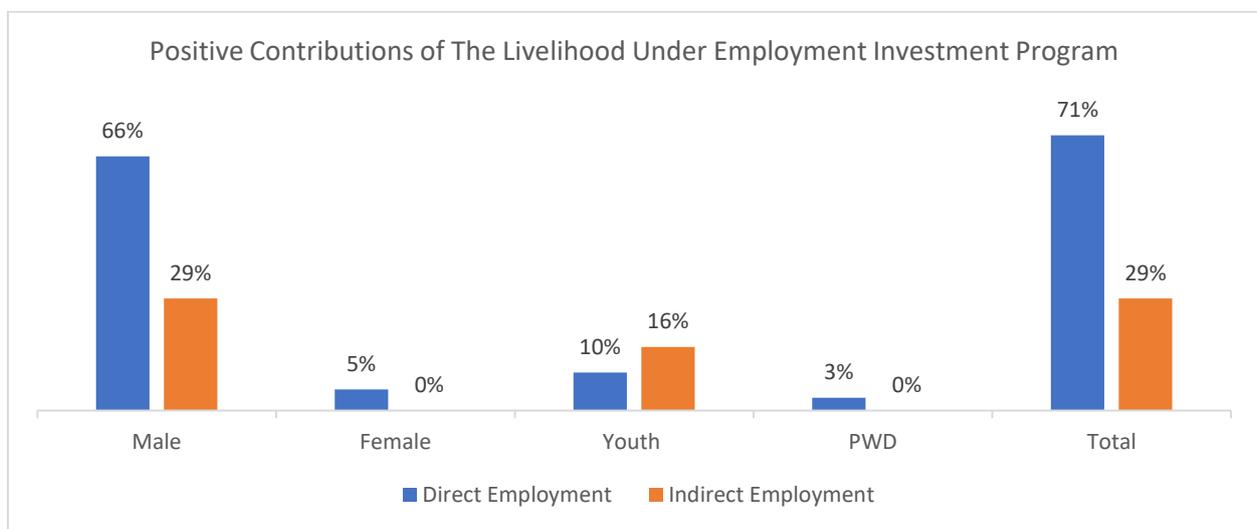

Chart 35. Positive Contributions of the Livelihood Under Employment Investment Program

Overall, this project had a positive impact on the livelihoods of vulnerable populations, particularly women and youth, by providing them with economic opportunities through CfW and vocational training. It contributed to their socio-economic participation and empowerment.

The survey respondents were also asked about the contribution of the project interventions to their livelihood improvement. According to their responses a significant portion of respondents 40% (n=143, male=96, female=47) stated that the interventions positively contributed to their livelihood to some extent while 36% (n=128, male=69, female=59) stated that the interventions have contributed significantly. However, 24% (n=89, male=69, female=20) respondents indicated that the project interventions did not contribute to their livelihood improvement at all. (See chart below).
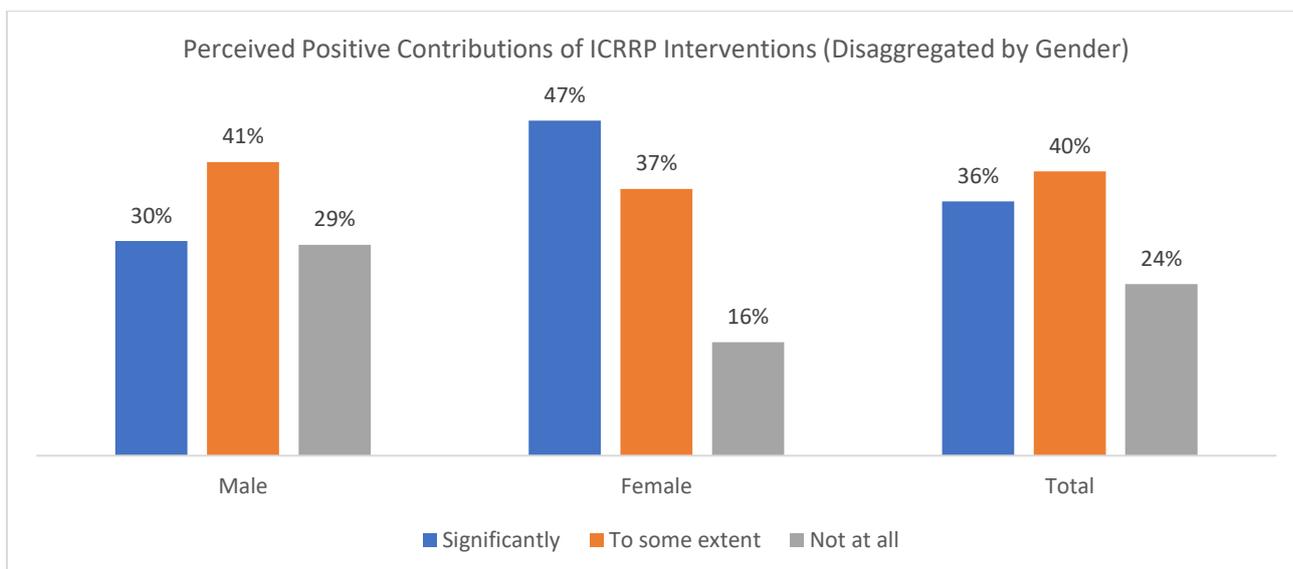
Chart 36. Perceived Positive Contributions of ICRRP Interventions (Disaggregated by Gender)

Among male respondents, 30% (n=69) mentioned that the project interventions significantly contributed to their livelihood, and 41% (n=96) stated that they contributed to some extent. On the other hand, 29% (n=69) of male respondents felt that the interventions did not contribute at all to their livelihood improvement. On the other hand, female respondents, a higher percentage (47%, n=59) reported that the project interventions significantly contributed to their livelihood, while 37% (n=47) mentioned they contributed to some extent. A smaller portion of female respondents (16%, n=20) stated that the interventions did not contribute at all to their livelihood improvement.

Overall, a significant number of both male and female respondents perceived that the project interventions positively contributed to their livelihood improvement, with a higher percentage of females indicating significant impacts. However, there were still respondents, both male and female, who did not feel that the interventions had any positive impact on their livelihood.

9.6. Sustainability

In the pursuit of development initiatives, consideration extended beyond immediate results to encompass the long-term impact of projects on communities and the environment. The sustainability section of this evaluation report focused on assessing the capacity of the project to engender enduring positive changes. Fundamental questions regarding the persistence of benefits beyond the project's completion, the environmental implications of UNDP actions, the level of stakeholder ownership, and support from responsible partners were explored. This analysis drew upon data collected from surveys, focus group discussions (FGDs), key informant interviews (KIIs), and an exhaustive literature review. These insights uncovered the project's sustainability, along with the documentation of lessons learned and their dissemination to relevant parties. Additionally, the presence of well-conceived exit strategies was examined. Ultimately, the findings offered valuable information for UNDP, donors, and government stakeholders, enabling improved decision-making and program planning while leveraging the project's rich experience to create lasting impacts.

KEQ. 6.1. To what extent are the benefits of the project likely to be sustained after the completion of the overall project cycle? &

KEQ. 6.6. To what extent does the project team have well-designed and well-planned exit strategies?

Sustainability of all 6 outputs of the project's benefits beyond the completion of the overall project cycle is assessed by a comprehensive analysis of various factors, drawing from the information synthesized from the beneficiary surveys, key informant interviews and literature review.

▪ *Output 1: Integrated Recovery Support:*

The survey respondents were asked if they think that the project infrastructure support projects, and other benefits/interventions will continue benefiting communities in the long-term. Overall, 83% (n=118, male=72, female=46) of respondents held a positive view regarding the long-term sustainability of project infrastructure support projects and other benefits/interventions. This positive outlook encompasses those who strongly believed in sustainability (50%, n=71, male=42, female=29) and those who believed in it to some extent (33%, n=47, male=30, female=17). Only a small percentage expressed uncertainty or neutrality on the matter (10%, n=14, male=10, female=4). (See Chart below)
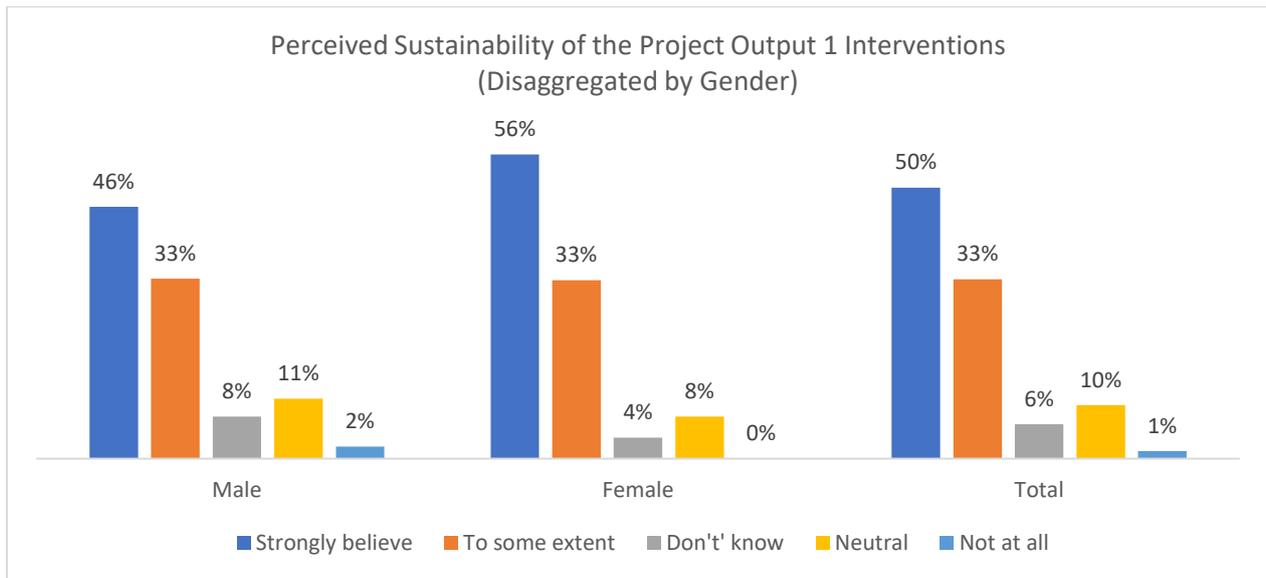

Chart 37. Perceived Sustainability of the Project Output 1 Interventions (Disaggregated by Gender)

When analyzing the responses by gender, it becomes evident that a higher proportion of female respondents (89%, n=46) held positive views compared to male respondents (79%, n=72). Among male respondents, 46% (n=42) strongly believed in sustainability, and 33% (n=17) believed in it to some extent. Among female respondents, 56% (n=29) strongly believed in long-term sustainability, and 33% (n=17) believed in it to some extent.

A minimal portion of the respondents (2%, n=2, male=2) expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. This indicates that the overwhelming sentiment among the surveyed population was optimism about the sustainability of ICRRP projects Output 1 interventions.

The analysis of KII responses from the project staff and the donor staff in Erbil indicated that the project aligned with SDG 16 Peace, Justice, and Strong Institutions. It aimed to improve governance structures through policies related to economic recovery, social cohesion, and basic service rehabilitation, among others. Additionally, the project fostered local ownership by actively involving communities, government institutions, and businesses in project activities. This collaborative approach enhanced the likelihood of sustained benefits as these specific local stakeholders take charge of projects initiated in their respective regions.

The beneficiaries' perceptions vary across governorates, with strong belief often associated with visible improvements in infrastructure and livelihoods, while uncertainty or scepticism may stem from the

complexity of long-term development challenges. The analysis of the survey data on employment opportunities resulting from the livelihood interventions of the Project in different governorates of Iraq reveals varying emphases on short-term, medium-term, and long-term opportunities. Salah Al Din and Nineveh stand out with a high focus on short-term employment (72% and 56%, respectively), indicating substantial immediate job creation. Diyala and Sulaymaniyah show a balanced approach, emphasizing both medium-term (40% and 38%) and long-term opportunities (31% each). However, a notable percentage of respondents in Diyala (38%) and Dohuk (32%) express uncertainty about the types of opportunities created. Additionally, Sulaymaniyah reports a significant proportion (7%) noting no opportunities. Understanding the reasons behind these responses is crucial for assessing the overall effectiveness and perception of the livelihood interventions across the diverse regions of Iraq. (see chart below)

Perception of Type of Employment Opportunities Created by the Project (Disaggregated by Location)
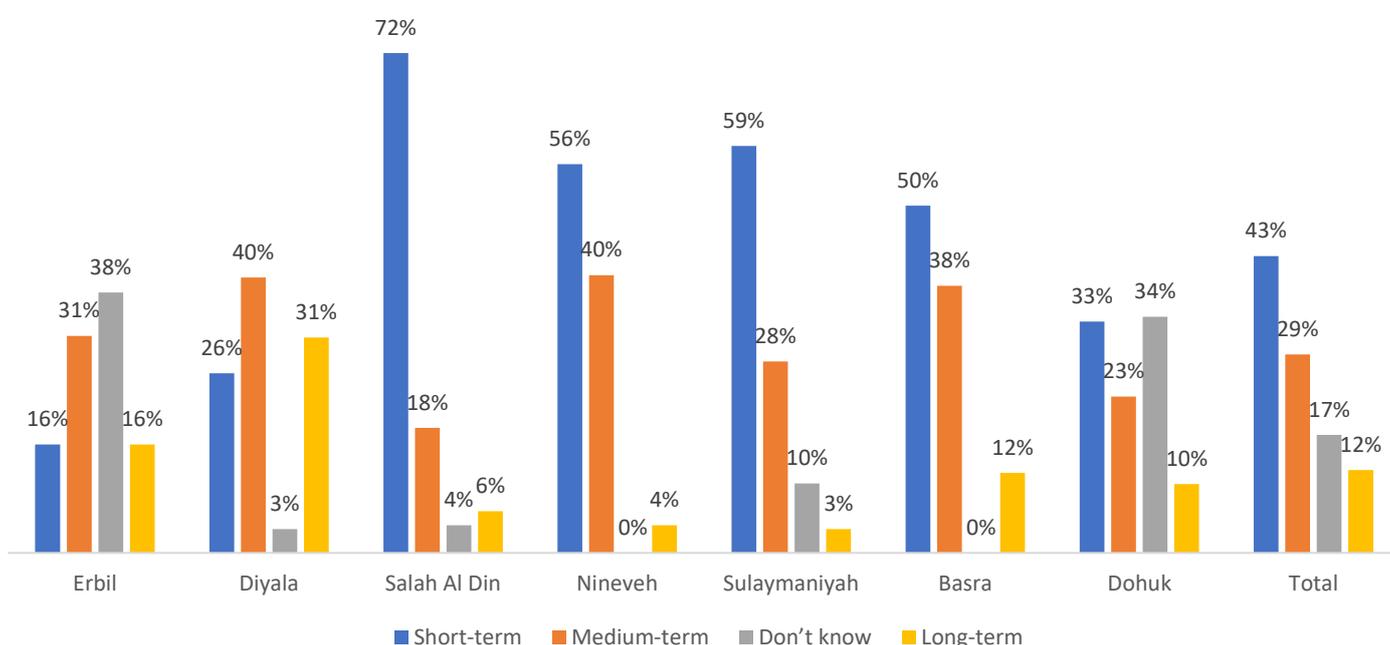
The project put measures in place to ensure the sustainability of the rehabilitation. The project fostered local ownership by actively involving communities, government institutions, and businesses in project activities. Additionally, the project prioritized capacity building across multiple governorates in Iraq, including Salah al-Din, Diyala, Ninewa, and others. Initiatives like vocational training, skills development, and leadership strengthening aimed to empower individuals, institutions, and businesses. Finally, the project aimed to improve governance structures through policies related to economic recovery, social cohesion, and basic service rehabilitation, among others, which could suggest that the project worked with responsible government ministries. 4 2 According to the data, 64% of respondents from Erbil strongly believed in the sustainability of the project, making it the highest percentage among all the governorates. Short-term employment opportunities were reported by 43% of the total respondents, with 48% of females and 40% of males acknowledging their involvement. Medium-term opportunities were prevalent among 29% of respondents, with 31% of males and 30% of females benefiting from them. Long-term employment opportunities were reported by 12% of respondents, with 21 females and 22 males. Only 2% of respondents stated that no opportunities were created. The project allocated a substantial amount of resources in the Small Business Grants sector, with a cost per beneficiary of $11,386.67 in Muthanna and $6,864.75 in Basrah. However, the data quality issues, or missing information hindered a comprehensive evaluation of resource utilization in some instances.

- ***Output 2: Strengthen Crisis Management***

Under Output-2, the survey respondents were asked whether they believe that the project's infrastructure support projects and other benefits/interventions will continue benefiting communities in the long term.

Overall, 86% (n=37, male=16, female=21) of respondents expressed a positive outlook regarding the long-term sustainability of these projects. This positive view encompasses those who strongly believed in sustainability (44%, n=19, male=9, female=10) and those who believed in it to some extent (42%, n=18, male=7, female=11). Only a small percentage expressed uncertainty or neutrality on the matter (5%, n=2, male=2, female=0).
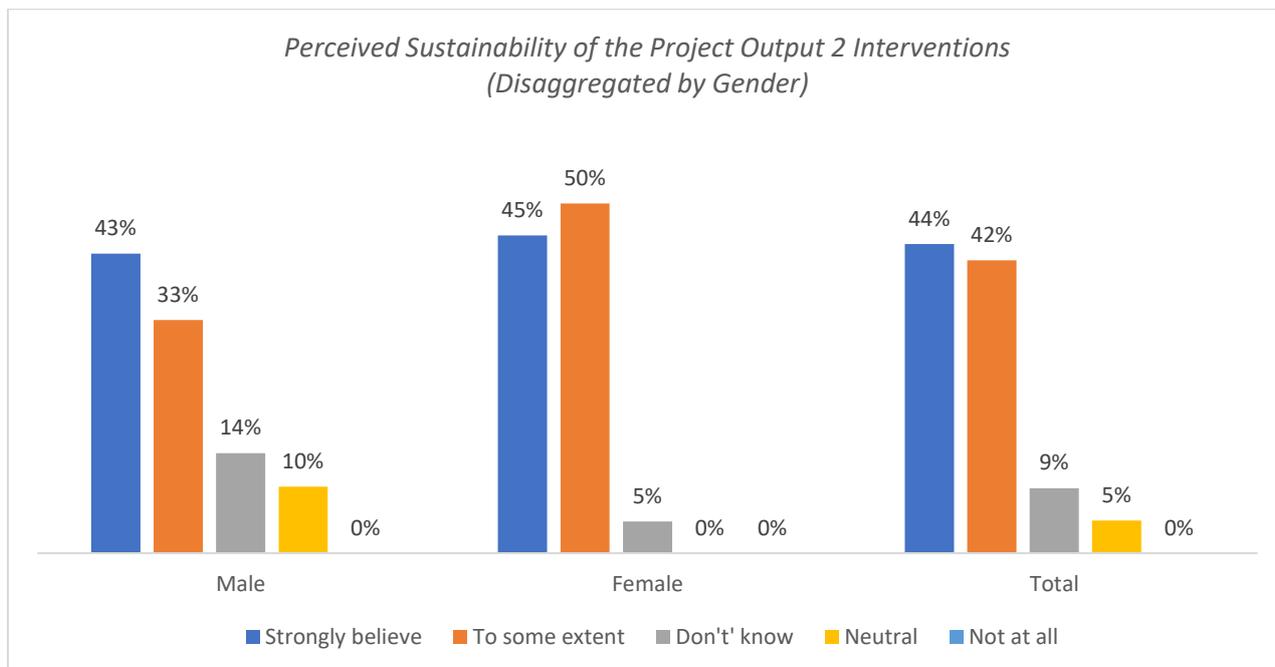

Chart 39. Perceived Sustainability of the Project Output 2 Interventions (Disaggregated by Gender)

As per the data a higher proportion of female respondents (95%, n=24) held positive views compared to male respondents (79%, n=19). Among male respondents, 43% (n=9) strongly believed in sustainability, and 33% (n=7) believed in it to some extent. Among female respondents, 45% (n=10) strongly believed in long-term sustainability, and 50% (n=11) believed in it to some extent.

Notably, there were no respondents who expressed a negative view, indicating that the overwhelming sentiment among the surveyed population was optimism about the sustainability of Output-2 interventions.

- ***Output 3: Building resilience of internally displaced persons, Syrian refugees, and host communities.***

Under Output-3, the survey respondents were asked whether they believe that the project's infrastructure support projects and other benefits/interventions will continue benefiting communities in the long term. As discussed earlier in the report, the surveyed beneficiaries perceived the employment opportunities generated by the project with 19% of respondents perceiving a 'Very High Number' of employment opportunities, 16% perceiving a 'Large Number,' 19% perceiving a 'Moderate Number,' and 25% perceiving a 'Very Small Number.' However, there was no data available suggesting whether business communities were formed to continue supporting beneficiaries, whether grant beneficiaries were linked to other financial institutions to continue financing their businesses through loans or whether schemes were formed to continue linking unskilled people for training or whether NGOs were identified to continue providing similar support.

Overall, 67% (n=16, male=13, female=3) of respondents expressed a positive outlook regarding the long-term sustainability of these projects. This positive view includes 59% (n=14, male=12, female=2) of those who strongly believed in sustainability and 8% (n=2, male=1, female=1) believed in it to some extent. A small percentage expressed uncertainty or neutrality on the matter (21%, n=5, male=5, female=0). While only 4% (n=1, male=1, female=0) stated that the project is not sustainable while 8% (n=2, male=2, female=0) do not know about the sustainability of the project.
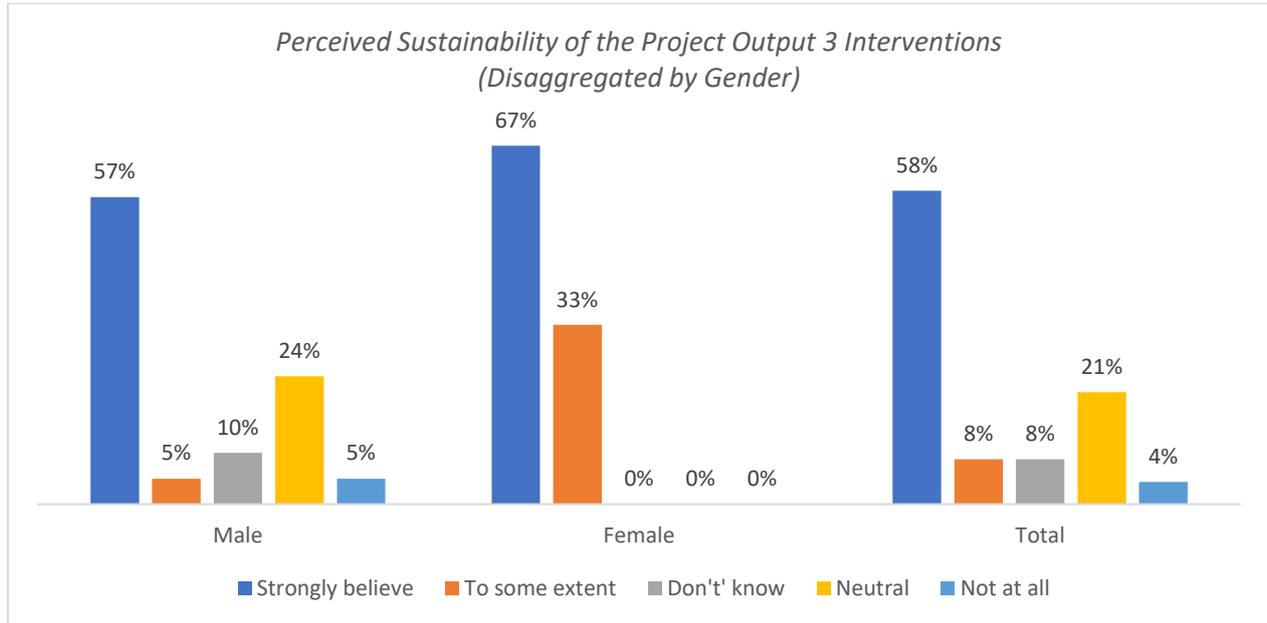

Chart 40. Perceived Sustainability of the Project Output 3 Interventions (Disaggregated by Gender)

When analyzing the responses by gender, it becomes evident that both male and female respondents had a predominantly positive view. Among male respondents, 57% (n=12) strongly believed in sustainability, while 5% (n=1) believed in it to some extent. Among female respondents, 67% (n=2) strongly believed in long-term sustainability, and 33% (n=1) believed in it to some extent. A small portion of the respondents (4%, n=1, male=1, female=0) expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. However, the majority of respondents expressed optimism about the sustainability of Output-3 interventions.

- ▪ *Output 4: Resilience Building in Iraq*

As shown in the chart below, under Output-4, the survey respondents were asked whether they believe that the project's infrastructure support projects and other benefits/interventions will continue benefiting communities in the long term. Overall, 71% (n=99, male=59, female=40) of respondents held a positive view regarding the long-term sustainability of these projects. This positive outlook encompasses 49% (n=67, male=39, female=28) of those who strongly believed in sustainability and 23% (n=32, male=20, female=12) who believed in it to some extent. A smaller percentage expressed uncertainty or neutrality on the matter (15%, n=21, male=11, female=10). A minimal portion (4%, n=6, male=3, female=3) expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. Those who indicated no knowledge of the project sustainability comprise 9% (n=15, male=6, female=9).
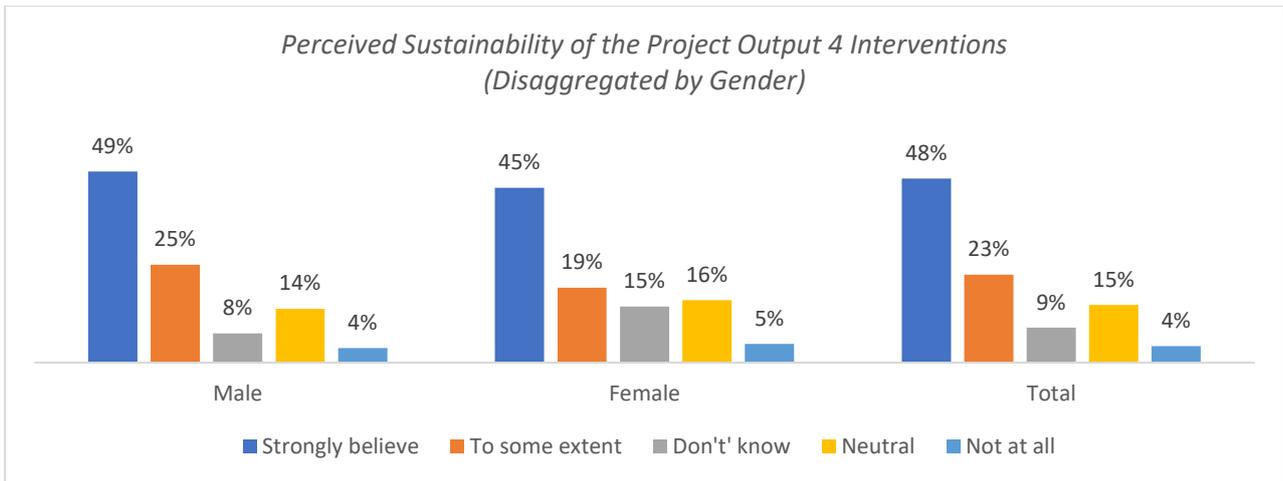
Chart 41. Perceived Sustainability of the Project Output 4 Interventions (Disaggregated by Gender

According to the data, a higher proportion of male respondents (74%, n=59) held positive views compared to female respondents (64%, n=40). Among male respondents, 49% (n=39) strongly believed in sustainability, and 25% (n=20) believed in it to some extent. Among female respondents, 45% (n=28) strongly believed in long-term sustainability, and 19% (n=12) believed in it to some extent. A relatively small portion of the respondents (4%, n=6, male=3, female=3) expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. However, the majority of respondents, particularly males, expressed optimism about the sustainability of Output-4 interventions.

▪ *Output 5: Resilience Building – Employment*

Under Output-5, overall, 67% (n=71, male=34, female=37) of respondents held a positive view regarding the long-term sustainability of these projects. This positive outlook includes 55% (n=58, male=28, female=30) of those who strongly believed in sustainability and 12% (n=13, male=6, female=7) who believed in it to some extent. A small percentage expressed uncertainty or neutrality on the matter (20%, n=21, male=13, female=8). A relatively small portion (8%, n=8, male=4, female=4) expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. While there are 5% (n=6, male=3, female=3) respondents who do not know if these interventions are sustainable or not.
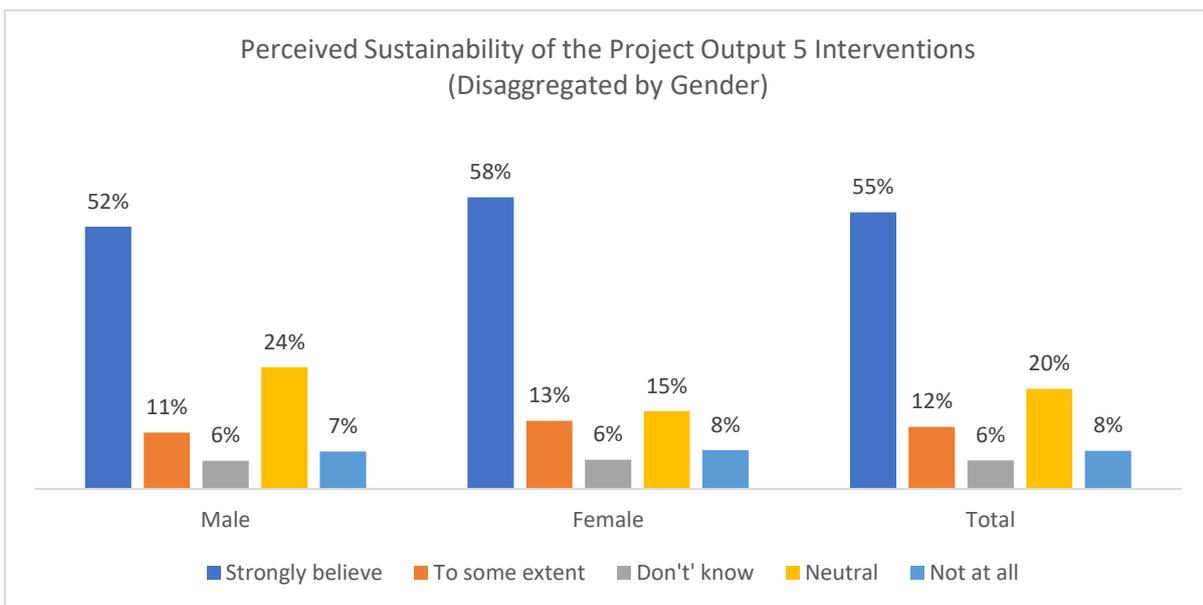

Chart 42. Perceived Sustainability of the Project Output 5 Interventions (Disaggregated by Gender)

When analyzing the responses by gender, it becomes evident that both male and female respondents had a predominantly positive view. Among male respondents, 52% (n=28) strongly believed in sustainability, and 11% (n=6) believed in it to some extent. Among female respondents, 58% (n=30) strongly believed in long-term sustainability, and 13% (n=7) believed in it to some extent. A similar portion of the respondents (8%, n=8) from both genders expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. Overall, most respondents expressed optimism about the sustainability of Output-5 interventions.

- ▪ *Output 6: Employment Investment Program*

The project, implemented in Ninawa Governorate, Iraq, under the Employment Intensive Investment Programme (EIIP) in collaboration with the International Labour Organization (ILO) and World Vision, was a pilot project yet it yielded notable outcomes in 2021 as per the UNDP Funding Windows Annual Results Reporting.[47] According to the report, in response to the economic impacts of COVID-19 and conflict, the project aimed to create decent work opportunities for vulnerable populations, including Internally Displaced Persons (IDPs), returnees, and host communities. Through short-term employment initiatives (Output 1), the project generated 3,504 worker days across six infrastructure interventions, while long-term employment efforts (Output 2) created 27 business opportunities.

Demonstrating innovative ways of working, the project employed a mix of traditional and modern tools for community outreach, including door-to-door campaigns, social media, and online applications. Notably, the project strengthened capacities by developing a Business Management Training Curriculum, adopted by the Ministry of Labour and Social Affairs. Beneficiaries included 52 individuals for short-term employment (Output 1), with 11 women among them, and 27 female beneficiaries for long-term employment (Output 2).

The project's impact was multifaceted. It significantly supported women's empowerment, with all 27 beneficiaries of Output 2 being women. The project contributed to human rights and peacebuilding by providing job opportunities to women, including female heads of households, and fostering inclusive decision-making through targeted interventions led by Civil Society Organizations (CSOs). This approach, emphasizing local resource-based solutions and community inclusivity, marked the project's success in creating employment opportunities and supporting vulnerable populations in Ninawa Governorate.

Overall, 88% (n=156, male=104, female=52) of respondents held a positive view regarding the long-term sustainability of project infrastructure support projects and other benefits/interventions. This positive outlook encompasses those who strongly believed in sustainability (54%, n=95, male=59, female=36) and those who believed in it to some extent (24%, n=43, male=31, female=12). Only a small percentage expressed disagreement on the matter (2%, n=4, male=2, female=2), while those who do not know anything about sustainability of the project comprise 9% (n=16, male=6, female=10).

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[47] UNDP Funding Windows Annual Results Reporting -Summitting Office: Iraq - Reporting Year: 2022

Perceived Sustainability of the Project Output 6 Interventions
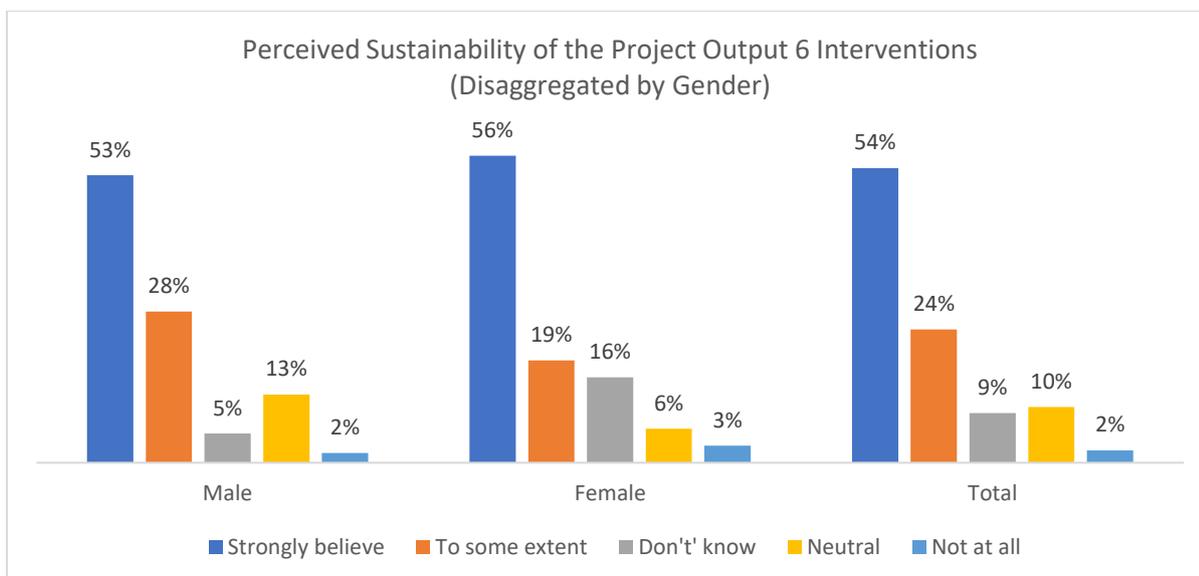**(Disaggregated by Gender)**

Chart 43. Perceived Sustainability of the Project Output 6 Interventions

When analyzing the responses by gender, it becomes evident that a higher proportion of female respondents (81%, n=52) held positive views compared to male respondents (94%, n=104). Among male respondents, 53% (n=59) strongly believed in sustainability, and 28% (n=31) believed in it to some extent. Among female respondents, 56% (n=36) strongly believed in long-term sustainability, and 19% (n=12) believed in it to some extent.
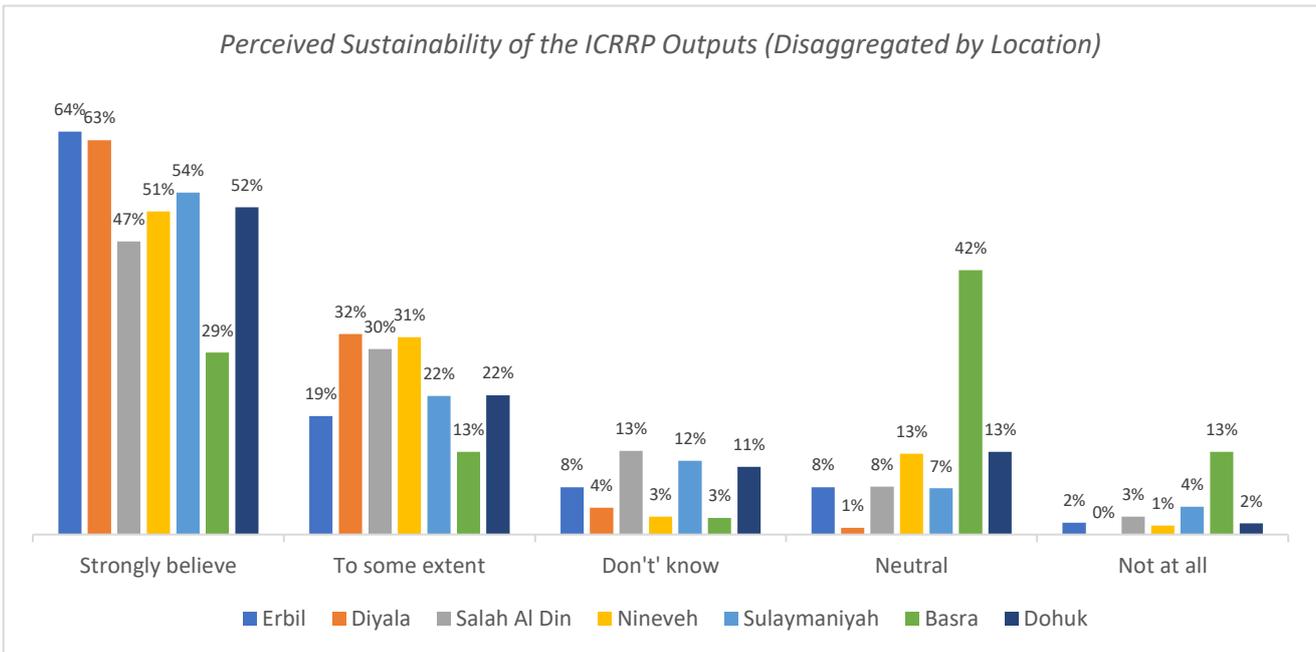
A minimal portion of the respondents (2%, n=4, male=2x, female=2) expressed a negative view, indicating that they did not believe these initiatives would continue to benefit their communities. This indicates that the overwhelming sentiment among the surveyed population was optimism about the sustainability of the projects Output 6 interventions.

A location wise analysis reflects the perceptions of the communities in various governorates regarding the long-term benefits of Project Infrastructure support projects and other interventions. According to the data, the highest percentages for those who strongly believe in the sustainability of the project are of the respondents from Erbil where 64% making it the highest percentage among all the governorates. Erbil has seen a range of projects, including those related to water supply, electricity, and road construction. For example, the rehabilitation of water treatment plants (Resilience Building in Iraq II) and road construction projects (Building resilience of internally displaced persons, Syrian refugees, and host communities) can have lasting impacts by improving infrastructure and access to essential services.

The data reveals that respondents from several governorates, including Diyala (Strongly believe 63%, To some extent 32%), Salah Al Din (Strongly believe 47%, To some extent 30%), Ninewah (Strongly believe 51%, To some extent 31%), Sulaymaniyah (Strongly believe 54%, To some extent 22%), and Dohuk (Strongly believe 52%, To some extent 22%), hold positive beliefs regarding the long-term benefits of Project Infrastructure support projects.

In contrast, the data shows that respondents in Basrah are relatively less optimistic about the long-term benefits of Project Infrastructure support projects, with 29% strongly believing and 13% believing to some extent. This scepticism may be rooted in the persistent infrastructure and service delivery challenges that have plagued the region. While these projects may provide short-term relief, addressing the longstanding issues in Basrah may require sustained efforts, which could explain the mixed perceptions among respondents.

Moreover, the implementation of the project in Basrah encountered several hurdles. Recruitment of suitable personnel proved challenging due to the limited pool of individuals interested in the NGO sector,

Perceived Sustainability of the ICRRP Outputs (Disaggregated by Location)

Legend: Erbil, Diyala, Salah Al Din, Nineveh, Sulaymaniyah, Basra, Dohuk

Categories: Strongly believe, To some extent, Don't' know, Neutral, Not at all

resulting in project delays. Furthermore, disruptions caused by morning demonstrations disrupted staff attendance and beneficiary participation in job placement opportunities. The relatively small target beneficiary number, especially in densely populated urban areas, raised security and community relations concerns. To mitigate these challenges, the Norwegian Refugee Council (NRC) restricted the project's geographical scope and advocated for other INGOs to target more beneficiaries. Encouraging companies to hire recent graduates from vocational training programs also requires additional efforts. Internet outages frustrated potential applicants, although this was partially resolved by offering hard copy application processes. Additionally, the COVID-19 pandemic restrictions significantly impacted the project, limiting staff movement and business operations, ultimately affecting job placement outcomes and retention rates.

In summary, the beneficiaries' perceptions regarding the long-term benefits of project Infrastructure support projects vary across governorates. Strong belief is often associated with visible improvements in infrastructure and livelihoods, while uncertainty or scepticism may stem from the complexity of long-term development challenges. This is evidenced by the above given data on the perceived sustainability of the ICRRP outputs disaggregated by location. For example, the data shows that respondents in Basrah are relatively less optimistic about the long-term benefits of Project Infrastructure support projects, with 29% strongly believing and 13% believing to some extent. This uncertainty is rooted in the persistent infrastructure and service delivery challenges that have plagued the region. While these projects may provide short-term relief, addressing the longstanding issues in Basrah may require sustained efforts, which could explain the mixed perceptions among respondents.

Below given is detailed assessment of the sustainability of the project's benefits, considering key elements across its all outputs:

Capacity Building: The project strategically prioritized capacity building across multiple governorates in Iraq, such as Salah al-Din, Diyala, Ninewa, and others. While initiatives like vocational training, skills development, and leadership strengthening aimed to empower individuals, institutions, and businesses, the project also recognized the critical role of strategic planning. It emphasized that knowledge and skills, without a well-defined strategy, might have limited impact on sustaining project interventions. Therefore, the project integrated strategic planning into capacity-building efforts, ensuring that local stakeholders not

only acquire essential skills and knowledge but also possess the strategic acumen necessary for effective and sustainable project outcomes.

Local Ownership: The project fostered local ownership by actively involving communities, government institutions, and businesses in project activities. Stakeholders such as community leaders, local government authorities, and business associations played a significant role in project design and implementation, strengthening their sense of ownership over the outcomes. This collaborative approach enhances the likelihood of sustained benefits as these specific local stakeholders take charge of projects initiated in their respective regions.

Economic Viability: Sustainable livelihood and economic recovery efforts were central components of the project in various governorates. Initiatives like "Small Business Grants" and "Market Linkages" stimulated economic activities and entrepreneurship, laying the foundation for long-term economic viability. By kickstarting local businesses and industries, the project contributes to ongoing economic development.

Policy and Regulatory Framework: The project operated within the policy and regulatory frameworks of various regions, including Diyala, Salah al-Din, Ninewa, Erbil, and Sulaymaniyah. Specific policies and regulations, where applicable, were adhered to in each region to ensure project alignment with local governance structures. These included policies related to economic recovery, social cohesion, and basic service rehabilitation, among others. The project teams engaged with regional authorities and local stakeholders to ensure that project activities conformed to these policies, fostering a conducive environment for project success.

Environmental Considerations: The project, spanning multiple locations including Diyala, Salah al-Din, Ninewa, Erbil, and Sulaymaniyah, prioritized environmental sustainability. It established waste management protocols, managed water resources efficiently, explored renewable energy options, implemented erosion control measures, and preserved biodiversity. By consistently adhering to local environmental regulations, the initiative aimed to protect the natural environments of these regions while contributing to their overall well-being for future generations.

Community Engagement: The project prioritized community engagement across various interventions and locations. In Diyala, Salah al-Din, Ninewa, Erbil, and Sulaymaniyah, communities actively participated in decision-making processes, influencing project priorities, beneficiary selection, and identifying local needs. Beneficiaries, including returnees, IDPs, and host communities, played a central role in project activities. They were involved in livelihood programs and infrastructure rehabilitation, enabling them to take charge of their own development.

To enhance sustainability, the project provided capacity-building training to communities in areas like water management, waste disposal, and infrastructure maintenance. Local employment opportunities were created through the "Cash for Work" program, contributing to economic growth.

In regions with historical tensions, community dialogues and conflict resolution initiatives were promoted, fostering trust among different ethnic and social groups. The project also ensured gender inclusivity by establishing women's groups, cooperatives, and providing skill training.

Continuous feedback mechanisms allowed communities to voice concerns, make suggestions, and report issues promptly. Cultural sensitivity was maintained, respecting local traditions and values, with close collaboration with community leaders and elders.

This holistic approach to community engagement, tailored to specific interventions and locations, empowered communities and contributed to the project's long-term sustainability and success.

Monitoring and Evaluation: The project incorporated monitoring and evaluation mechanisms to track progress and make necessary adjustments. This ongoing assessment ensures that project benefits are effectively realized and can be sustained over time.

Exit Strategy: The project executed a well-planned exit strategy to ensure sustained positive outcomes. It included transferring completed infrastructure projects like water facilities, electrical networks, and roads to local authorities in Diyala, Ninewa, and other regions. Sustainable livelihood programs initiated in places like Salah al-Din, Sulaymaniyah, and Basrah were transitioned to local entrepreneurs and institutions. Community-based organizations established during the project, particularly in Erbil and Dohuk, continued their social cohesion and peace-building work independently. Robust monitoring and evaluation mechanisms were set up, involving local organizations and authorities, ensuring the ongoing impact of project interventions. Furthermore, knowledge transfer, resource mobilization efforts, and community empowerment measures ensured the sustainability of project outcomes across regions in Iraq.

External Support: Collaborations with external partners, such as World Vision International, DRC, Oxfam etc., extend the reach and impact of the project. These partnerships can provide ongoing support and resources, contributing to the sustainability of project initiatives.

Community Training: Training programs offered by the project equipped community members with essential skills, enhancing their ability to maintain and build upon project achievements. This knowledge transfer strengthens the foundation for sustainability.

The project's comprehensive approach, encompassing capacity building, local ownership, economic viability, policy reforms, community engagement, and robust monitoring, positions it well for sustained benefits beyond the project cycle. While challenges may arise, the project's emphasis on empowering local stakeholders and fostering economic and social development increases the likelihood of enduring positive impacts in the targeted regions of Iraq.

KEQ. 6.2. To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs? Is there a chance that the level of stakeholder ownership is sufficient to allow for the project benefits to be sustained?

- *Output -1: Integrated Recovery Support*

The "Integrated Recovery Support" project encompassed a diverse range of components and activities across several governorates, districts, and intervention types, including rehabilitation, construction, supply, sustainable livelihood, resilience support, and social cohesion. In addressing KEQ 6.2, we evaluate the environmental impact of UNDP actions and the level of stakeholder ownership:

Environmental Impact: UNDP implemented various projects under this output, and the environmental impact varied depending on the specific activity. Rehabilitation efforts, such as the rehabilitation of electrical networks, roads, health facilities, schools, and water facilities, were generally conducted with environmental considerations. For instance, in the rehabilitation of electrical networks, efforts were made to incorporate energy-efficient technologies, which contributed to reducing the environmental footprint.

Construction projects, including the construction of schools, roads, a directorate reception hall, and an irrigation canal, adhered to sustainable building standards. These standards aimed to minimize adverse environmental effects and promote long-term sustainability. Additionally, the rehabilitation and construction activities, such as the pavement of roads, also took into account environmental preservation and restoration.

While supply actions, such as the supply of equipment, may have some environmental impact related to the production and disposal of equipment, UNDP likely followed environmentally responsible procurement and disposal practices to mitigate these effects.

Stakeholder Ownership: UNDP's approach involved close collaboration with local stakeholders across the project governorates and districts. Local government authorities, community leaders, and utility providers were actively engaged in project planning and execution. This approach aimed to foster a sense of ownership among these stakeholders, enhancing the sustainability of project outputs.

Local authorities and utility providers assumed responsibilities for the maintenance and operation of the rehabilitated infrastructure. This transfer of ownership to local entities demonstrated their commitment to sustaining the benefits of the projects. Furthermore, communities directly benefited from improved services and facilities, which encouraged their active involvement in preserving and utilizing these resources.

- *Output -2: Strengthen Crisis Management*

The "Strengthen Crisis Management" project, encompassing multiple governorates, districts, and intervention types, aimed to enhance crisis response, government coordination, basic service infrastructure, livelihoods, and social cohesion.

Environmental Impact: UNDP's activities under Output 2 incorporated a variety of projects and actions, each with a distinct environmental impact.

Capacity building initiatives, which are crucial for crisis management, typically have minimal direct environmental effects. However, it is essential to consider the environmental footprint associated with training facilities, materials, and transportation.

These projects, such as the construction of IDP centers and offices, may have environmental implications depending on construction practices. UNDP likely followed environmentally responsible construction standards to mitigate any adverse effects.

UNDP's focus on sustainable livelihoods and peace building aligns with long-term environmental sustainability. Promoting sustainable livelihoods can lead to reduced pressure on natural resources, while peacebuilding efforts often involve conflict prevention, which can mitigate environmental damage caused by conflicts.

Stakeholder Ownership: Stakeholder ownership was a crucial element of UNDP's approach in Output 2. The engagement of local governments and communities in crisis management and coordination activities fostered a sense of ownership and responsibility.

The construction of IDP centers and offices, as well as capacity building initiatives, often involved close collaboration with local government entities. This collaboration ensured that local authorities were well-equipped to manage crisis situations, enhancing the sustainability of crisis management efforts.

The focus on sustainable livelihoods and peace building aimed to empower local communities and promote self-sufficiency, which, in turn, encourages active participation and ownership. Communities invested in peace-building activities are more likely to work collectively to safeguard their environment and resources.

- *Output 3: Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities - Environmental Impact and Stakeholder Ownership*

The "Building Resilience of IDPs, Syrian Refugees, and Host Communities" project, spanning multiple governorates, districts, and intervention types, aimed to enhance the resilience of displaced persons and host communities. To assess the environmental impact and stakeholder ownership, we delve into specific aspects:

9.6.1. Environmental Impact:

Rehabilitation of Water Treatment Plants: This intervention is vital for ensuring access to clean water. While the project may have involved the use of resources, it ultimately contributes to environmental sustainability by providing clean water and reducing pressure on natural water sources.

Construction of Roads and Sewerage: Road construction can have environmental implications, such as habitat disruption. However, if done responsibly, it can also improve transportation efficiency, reducing emissions and environmental strain in the long run. Proper sewerage systems can prevent water contamination, benefiting the environment.

Construction of Water Wells and Networks: These initiatives likely involved drilling wells, which can affect local groundwater systems. Proper environmental assessments and safeguards should have been in place to minimize negative consequences.

Sustainable Livelihood and Livelihood Opportunities: These components encourage self-sufficiency and economic stability among communities. While they may not directly pose environmental threats, promoting responsible resource use and sustainable practices within livelihood programs is crucial.

Stakeholder Ownership:

Stakeholder ownership was integral to the success and sustainability of this project:

Engagement of Host Communities: Involving host communities in rehabilitation, construction, and livelihood programs fosters a sense of ownership. When people have a stake in these projects, they are more likely to take responsibility for their maintenance and success.

Emergency Employment Creation: By providing emergency employment opportunities, the project empowers individuals to contribute to their communities. This not only addresses immediate livelihood needs but also encourages a sense of ownership in community development.

Collaboration with Local Authorities: Collaborating with local authorities in multiple districts and governorates ensures that project efforts align with regional priorities and policies. Local government ownership enhances the likelihood of sustained project benefits.

Sewerage System Maintenance: The rehabilitation and maintenance of sewerage systems require ongoing care. The involvement of local communities and authorities is critical in ensuring the continued functionality and environmental benefits of these systems.

- ▪ *Output -4: Resilience Building in Iraq*

Output 4: Resilience Building in Iraq II - Environmental Impact and Stakeholder Ownership

The "Resilience Building in Iraq II" project, encompassing various governorates, interventions, and project activities, aimed to enhance resilience in communities affected by crises. To assess the environmental impact and stakeholder ownership, we delve into specific aspects:

Environmental Impact:
Rehabilitation of Water Treatment Plant: The rehabilitation of water treatment plants is crucial for ensuring clean and safe drinking water. While this intervention may have involved resource consumption during renovations, it contributes significantly to environmental sustainability by providing clean water, reducing the need for bottled water, and minimizing waterborne diseases.

Community-Based Projects: Community-based projects, including area-based recovery activities and community solidarity initiatives, often focus on addressing local environmental challenges. These projects may involve cleaning and restoration efforts, which can positively impact the environment.

Promoting Peace Education: Peace education initiatives are unlikely to pose direct environmental threats. Instead, they focus on fostering social cohesion and conflict resolution, which can indirectly contribute to environmental stability by reducing tensions that may lead to environmental disputes.

Stakeholder ownership played a crucial role in the success and sustainability of this project:

Community Engagement: The project activities, such as community dialogues, peace initiatives, and socio-cultural activities, actively engaged communities. When communities take ownership of peacebuilding and resilience efforts, they are more likely to be sustained.

Capacity Building: Capacity-building interventions empower individuals and local organizations to take charge of their development. This can lead to increased ownership, as communities gain the skills and knowledge needed to drive sustainable change.

Gender Mainstreaming: Gender mainstreaming and efforts to address gender-based violence contribute to a more inclusive and equitable society. When women and marginalized groups are actively involved, stakeholder ownership is enhanced, and the sustainability of project benefits is more likely.

Youth and Women Civic Engagement: Engaging youth and women in civic activities and leadership roles fosters a sense of ownership and responsibility in community development, contributing to long-term sustainability.

- ▪ *Output -5: Resilience Building – Employment*

Output 5: Sustainable Livelihoods and Economic Recovery - Environmental Impact and Stakeholder Ownership

The "Sustainable Livelihoods and Economic Recovery" project, spanning various governorates and districts in Iraq, aimed to promote economic stability and recovery. To assess the environmental impact and stakeholder ownership, we focus on specific aspects:

Environmental Impact:

Sustainable Livelihood Interventions: The project primarily focused on sustainable livelihoods. While these interventions aim to improve economic prospects for communities, their environmental impact is often minimal or positive. For instance, training individuals in sustainable agricultural practices can lead to more environmentally friendly farming methods.

Stakeholder ownership was pivotal in determining the sustainability of this project:

Community Engagement: Active community involvement, especially in areas like Shirqat, Khanaqin, and Tikrit, is essential for sustainable livelihood initiatives. When communities have a say in the development of economic recovery strategies, they are more likely to take ownership and ensure their continued success.

Local Capacity Building: Capacity-building activities empower local individuals and organizations to manage and sustain livelihood programs independently. In areas like Khalis and Heet, where capacity building was a focus, this enhances stakeholder ownership.

Economic Diversification: Promoting economic diversity, such as in Tilkaif and Shikhan, can reduce environmental vulnerabilities by lessening reliance on a single industry or resource. Stakeholders who benefit from diversified livelihoods are more likely to support and maintain these efforts.

Resilience to Environmental Challenges: In regions like Tuz Khurmatu, where environmental challenges may be more pronounced, building economic resilience can indirectly contribute to environmental

sustainability. Communities with stable livelihoods are better equipped to adapt to and mitigate environmental risks.

- *Output -6: Employment Investment*

The "Employment Investment Program" in Ninewa, specifically in the Hamdaniya district, focused on livelihood interventions under two distinct types of interventions: Emergency Livelihoods Stabilization and Sustainable Livelihood, both employing an Employment Intensive Investment Approach. Here is an evaluation of its environmental impact and stakeholder ownership:

Environmental Impact:

Emergency Livelihoods Stabilization: This intervention may have involved rapid response measures to create immediate employment opportunities. While such projects typically prioritize job creation over environmental concerns, UNDP likely implemented safeguards to minimize negative environmental impacts. However, the potential for unintended environmental consequences depends on the specific nature of the emergency projects, which would require a detailed environmental assessment.

Sustainable Livelihood: In contrast, sustainable livelihood interventions tend to incorporate environmentally friendly practices. The emphasis here would likely have been on long-term economic stability that aligns with environmental sustainability. Activities promoting sustainable agriculture or eco-friendly livelihoods can contribute positively to the environment.

Stakeholder Ownership:

Community Engagement: The extent of stakeholder ownership often depends on how closely communities are involved in project planning and implementation. Communities in Hamdaniya district would likely have been consulted and engaged in shaping the projects. This participation enhances the likelihood of local ownership.

Economic Sustainability: The Employment Intensive Investment Approach aims to create jobs and foster economic independence. In Hamdaniya, where livelihoods may have been disrupted by conflict or crises, empowering individuals to secure their livelihoods can lead to a sense of ownership in the project's success.

Training and Capacity Building: Any training or capacity-building components of the project, if implemented effectively, can further increase stakeholder ownership. When individuals and local organizations gain skills and knowledge, they are better positioned to continue and adapt to project activities.

To further assess the impact of the project on the environment, sustainability of outputs and the level of stakeholder ownership survey respondents were asked about their perceived impact of the project on the environment.

Cash for Work: The analysis of responses to the question concerning the implementation of environmentally friendly practices during Cash for Work activities and other project-related endeavors reveals encouraging trends. Overall, 69% (n=434, male=250, female=184) of respondents reported that they observed environmentally friendly practices, reflecting a positive indication that the project has incorporated eco-friendly approaches into its operations. These practices encompass sustainable construction methods, responsible resource management, and proper waste disposal, among others. However, a noteworthy 15% (n=95, male=62, female=33) of respondents expressed uncertainty or lack of awareness regarding these practices, indicating a potential area for improvement in communication and transparency to showcase the project's environmental initiatives. While 16% (n=104, male=66, female=38) are uncertain or unaware of the environmental impact of the project activities.
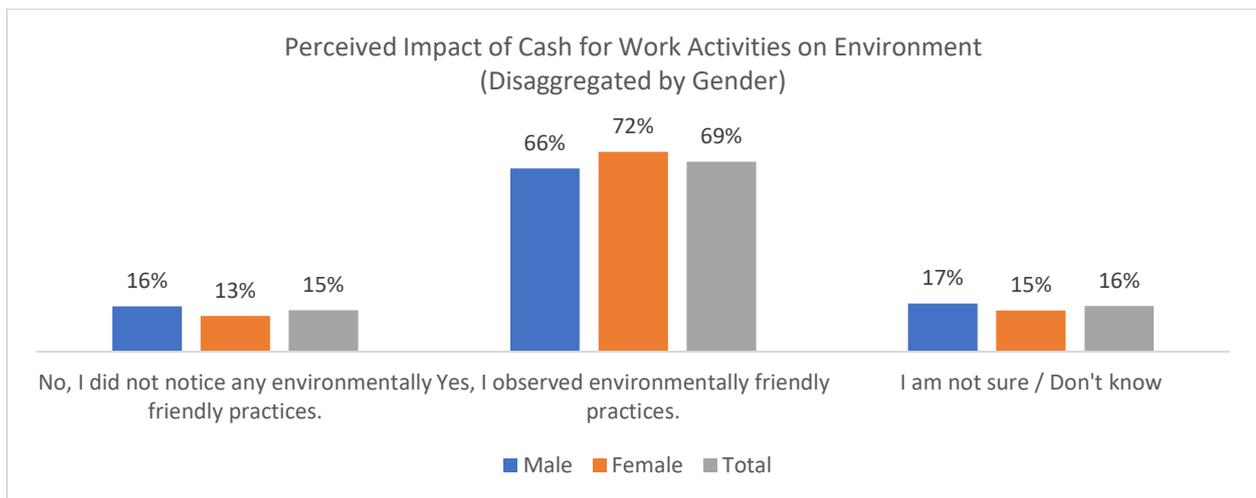
Chart 45. Perceived Impact of Cash for Work Activities on Environment (Disaggregated by Gender)

Upon disaggregating the data by gender, some interesting patterns emerge. Among male respondents, 66% (n=250) acknowledged the presence of environmentally friendly practices, while 72% (n=184) of female respondents reported the same. These statistics suggest that female participants may have been slightly more attentive to eco-friendly practices, although the difference is not substantial. Moreover, 16% (n=66) of males and 15%v (n=38) of females remained unsure or uninformed about the presence of such practices.

Asset Replacement Activities: The analysis of responses to the survey question regarding whether asset replacement activities considered environmental sustainability indicates a generally positive perception among the respondents. Specifically, 77% (n=17, male=9, female=8) of the participants expressed that they believe these activities are indeed considered environmental sustainability. This suggests that the project's asset replacement strategies have been designed with an environmentally conscious approach, which aligns with sustainability goals. A smaller portion of respondents, 18% (n=4, male=2, female=2), expressed uncertainty regarding whether asset replacement activities considered environmental sustainability. This uncertainty could be attributed to a lack of information or transparency regarding the environmental considerations within these activities. Therefore, improving communication and providing clearer information about the project's eco-friendly practices may help alleviate such uncertainty. A minority of respondents, 5% (n=1, male=1, female=0), felt that asset replacement activities did not consider environmental sustainability. While this is a relatively small percentage, it underscores the importance of ensuring that all project activities, including asset replacement, are thoroughly assessed, and designed to align with environmental sustainability goals.
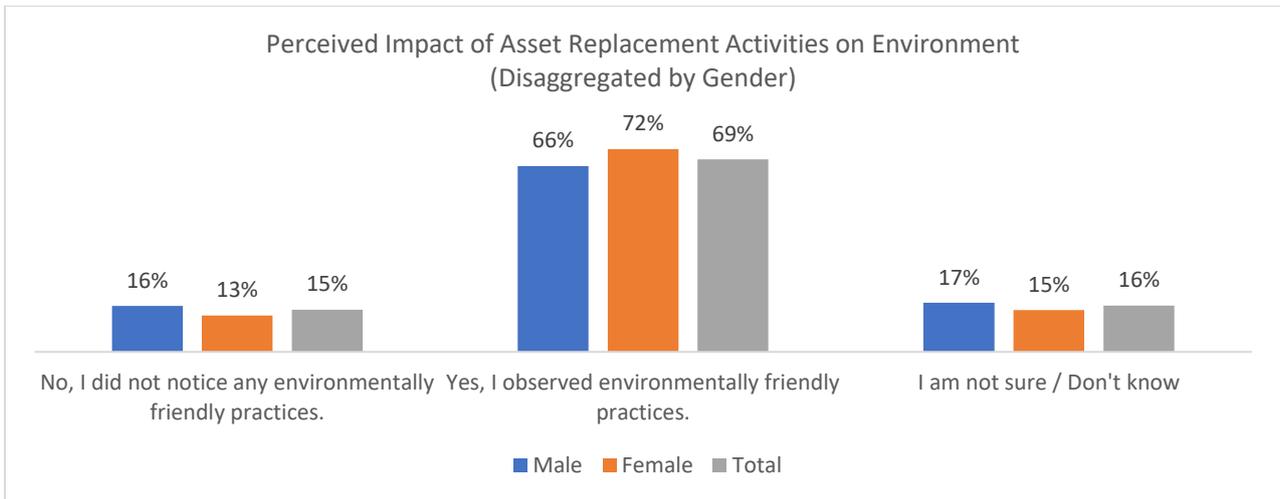
Chart 46.Perceived Impact of Asset Replacement Activities on Environment (Disaggregated by Gender)

KEQ. 6.3. To what extent will stakeholders (beneficiaries and responsible partners) support the project's long-term objectives?

▪ *Output 1: Integrated Recovery Support*

Overall, the results indicate robust support for the continuity of project activities within Output: Integrated Recovery Support, with a substantial 84% (n=120, male=76, female=44) of respondents strongly recommending their continuation. A minority of 13% (n=19, male=12, female=7) expressed a neutral stance, while only a minimal 1% (n=2, male=1, female=1) did not know whether to recommend continuity, and another 1% (n=2, male=2, female=0) did not recommend it at all. These findings signify a generally positive perception of the project's long-term objectives among beneficiaries, with a small portion in need of further engagement or clarification.
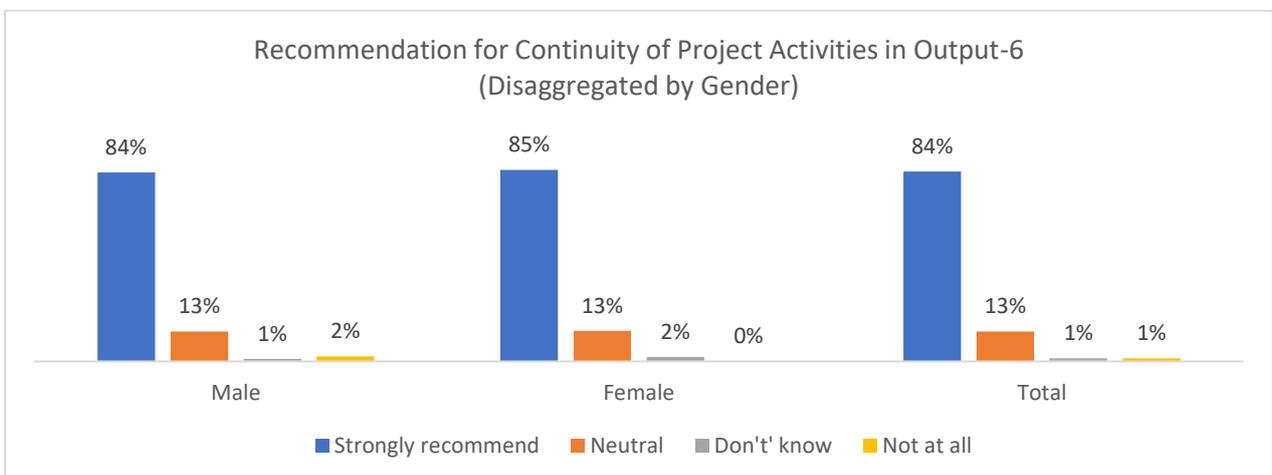
Chart 47. Recommendation for Continuity of Project Activities in Output-1 (Disaggregated by Gender)

Upon gender disaggregation, a consistent pattern emerges where both male and female respondents overwhelmingly support the continuity of project activities, with 84% (n=76) and 85% (n=44), respectively, strongly recommending it. The differences between genders are negligible, indicating a shared perspective on the importance of sustaining project initiatives. Additionally, the gender-neutral and uncertain responses are evenly distributed (13% each, male=12, female=7), suggesting that gender does not significantly influence recommendations for project continuity in this context. This alignment in perception across gender lines underscores the broad-based stakeholder support for the project's long-term objectives within Output-1.

- ***Output -2: Resilience Building – Employment***

In the context of Output-2: Resilience Building – Employment, the survey data underscores a high level of endorsement for the continuity of project activities among the surveyed stakeholders. An impressive 96% (n=41, male=19, female=22) of respondents expressed strong recommendations for the project's activities to persist, emphasizing their support for the long-term objectives of this output.

Recommendation for Continuity of Project Activities in Output-2 (Disaggregated by Gender)

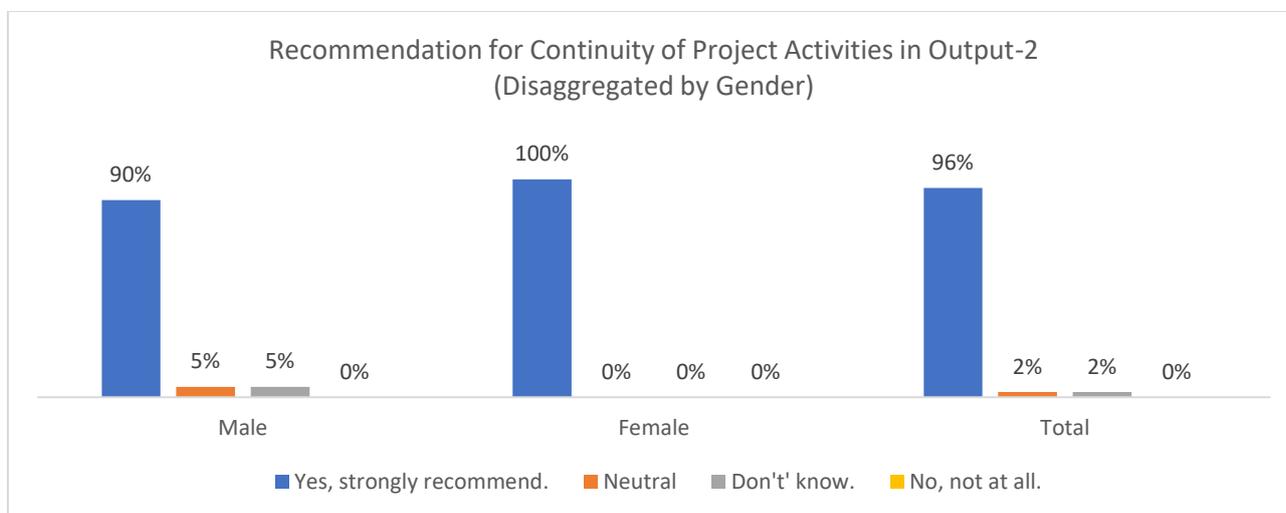|	Male	Female	Total
Yes, strongly recommend.	90%	100%	96%
Neutral	5%	0%	2%
Don't' know.	5%	0%	2%
No, not at all.	0%	0%	0%

Chart 48. Recommendation for Continuity of Project Activities in Output-2 (Disaggregated by Gender)

Notably, among female respondents, 100% (n=22) provided a strong endorsement, while 90% (n=19) of male respondents shared the same view. A minimal 2% (n=1, male=1, female=0) expressed a neutral stance, while another 2% (n=1, male=1, female=0) were uncertain about their recommendation. Remarkably, no respondents opposed the continuation of project activities, reflecting a unanimous positive sentiment towards the long-term objectives of Output-2. This data signifies a strong and unanimous stakeholder backing for the ongoing initiatives within this output.

- ***Output 3: Employment Investment Program***

In the context of Output-3: Employment Investment Program, the survey data presents an unequivocal endorsement for the continuity of project activities among the surveyed stakeholders. A resounding 100% (n=24, male=21, female=3) of respondents, both male and female, expressed a strong recommendation for the persistence of these activities. Notably, there were no neutral responses or expressions of uncertainty, and none of the respondents opposed the continuation of project activities. This unanimous and enthusiastic support from stakeholders underscores their unwavering commitment to sustaining the objectives of Output-3.

- ***Output 4: Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities***

In the context of Output-4: Building resilience of internally displaced persons, Syrian refugees, and host communities, the survey data reflects a strong endorsement for the continuity of project activities among the surveyed stakeholders.
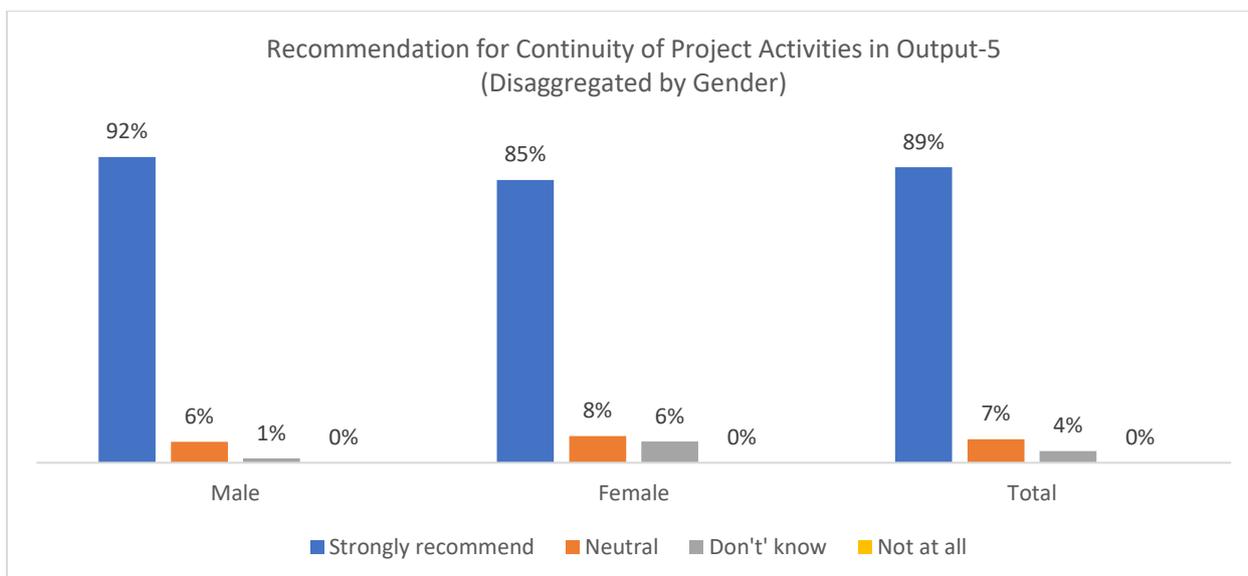
Chart 49. Recommendation for Continuity of Project Activities in Output-5 (Disaggregated by Gender)

An overwhelming 89% (n=126, male=73, female=53) of respondents expressed a strong recommendation for the persistence of these activities, with 7% (n=10, male=5, female=5) maintaining a neutral stance. A small portion, 4% (n=5, male=1, female=4), admitted to being uncertain about their recommendation. Notably, none of the respondents opposed the continuation of project activities. This data illustrates robust support from stakeholders, particularly among male respondents, for maintaining the long-term objectives of Output-4.

▪ *Output -5: Resilience Building in Iraq – II*

In the context of Output-5: Resilience Building in Iraq II, the survey data portrays strong endorsement for the continuity of project activities among the surveyed stakeholders. A substantial 95% (n=101, male=53, female=48) of respondents expressed a strong recommendation for the persistence of these activities, with 4% (n=4, male=1, female=3) maintaining a neutral stance. A very small portion, 1% (n=1, female=1), admitted to being uncertain about their recommendation. Notably, none of the respondents opposed the continuation of project activities. This data underscores robust support from stakeholders, with a minor gender-based variance, for maintaining the long-term objectives of Output-5.

▪ *Output -6: Strengthen Crisis Management*

In the context of Output-6: Strengthen Crisis Management, the survey data portrays a robust endorsement for the continuity of project activities among the surveyed stakeholders. A substantial 81% (n=143, male=83, female=60) of the participants expressed a positive inclination towards this recommendation.
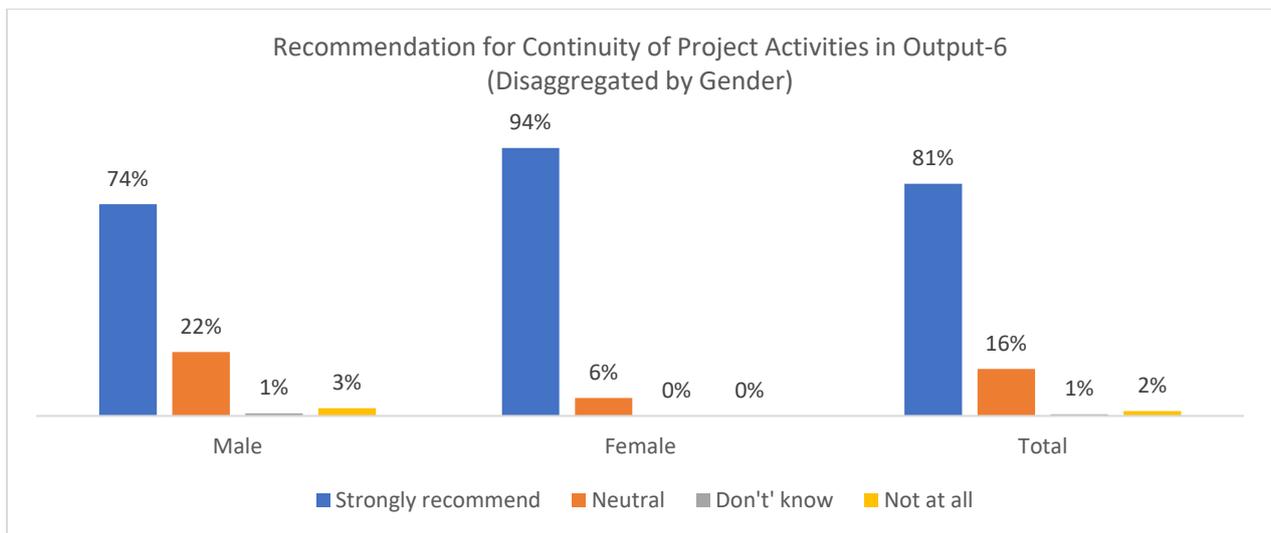
Chart 50. Recommendation for Continuity of Project Activities in Output-6 (Disaggregated by Gender)

Further examination by gender reveals an interesting dynamic, with an overwhelming 94% (n=60) of female respondents strongly advocating for the project's activities to persist, compared to 74% (n=83) of their male counterparts. Meanwhile, a relatively small proportion, just 16%(n=29, male=25, female=4), maintained a neutral stance, while a negligible 1% (n=1, male=1, female=0) were uncertain about their recommendation. The number of respondents opposing the continuation of project activities was minimal, constituting only 2% (n=3, male=3, female=0) of the total. This data underscores a favourable perception of the project's long-term objectives, with a distinct gender-based variance in the level of enthusiasm for sustaining these initiatives. Overall, stakeholders, particularly female respondents, exhibit a high level of support for the project's ongoing endeavors within Output-6.

Furthermore, the perspectives of the key informant interviews also provided valuable insights. These key questions obtained the views of the informants revolving around assessing the readiness and commitment of stakeholders, both governmental and community-based, to sustain the project's benefits and objectives after its closure. They also inquired about the existence and effectiveness of sustainability strategies and mechanisms for monitoring progress and knowledge dissemination, ultimately gauging the project's long-term impact and the potential for continued success beyond its lifespan.

Sustainability of Project Activities and Results

In assessing the sustainability of project activities and results, several key observations emerge. Firstly, the irrigation canals and water treatment plants have proven to be highly sustainable. This sustainability is attributed to the critical importance of access to clean water, which is regarded as a fundamental necessity by the community. Secondly, the business scale-up or expansion component of the project holds promise in terms of sustainability. This is primarily because it generates additional job opportunities within the community. In contrast, vocational training, while valuable in imparting skills, may face challenges in sustaining its impact as graduates require either employment or tools to establish businesses. Additionally, the level of stakeholder engagement throughout the project's life cycle plays a pivotal role in determining the sustainability of project benefits. Active involvement of stakeholders, including decision-making and planning, fosters a sense of ownership and commitment to sustaining the project's benefits.

Key Prerequisites for Sustainability

To ensure the sustainability of project benefits, certain prerequisites are crucial. Firstly, capacity building among community members is essential. This includes equipping them with the necessary knowledge, skills, and resources to independently benefit from the project's interventions. Secondly, awareness and understanding within the community regarding the project's interventions and their associated benefits

are vital. Communities must be motivated to sustain these interventions. Furthermore, establishing partnerships with local governments, non-governmental organizations (NGOs), the private sector, and other stakeholders is paramount. Collaborations allow for the sharing of responsibilities and resources, contributing to long-term sustainability. Lastly, local ownership is a fundamental factor. Encouraging community members to actively participate in decision-making and resource allocation fosters a sense of ownership, further ensuring sustainability.

Mechanisms and Knowledge Management

To monitor and manage project progress and knowledge, several mechanisms were put in place. Monitoring and evaluation mechanisms were established to track project progress effectively. These mechanisms encompassed surveys, field visits, and post-distribution monitoring. Moreover, the project produced various knowledge products, including reports, case studies, and evaluations, which were instrumental in sharing insights and lessons learned with relevant stakeholders. These lessons were not only shared but also used to inform decisions, adapt implementation strategies, and enhance project outcomes.

Specific Project Insights

Certain project activities and outcomes stand out in terms of their sustainability. Cash for work and asset replacement grants proved highly beneficial, as they addressed immediate community needs. Their sustainability is expected to depend on community members' capacity to preserve and the cumulative impact of other contributions from international non-governmental organizations (INGOs). Additionally, engaging beneficiaries in local government and businesses demonstrated a commitment to sustainability. Community involvement, local resources, and leadership were identified as key factors contributing to sustainability.

Future Readiness and Support

The readiness of communities for future sustainability efforts varies. Factors such as capacity building and awareness within communities are crucial determinants. Notably, the project has not yet reached completion, implying that its sustainability hinges on continued support and community readiness.

Stakeholder Support and Partnerships

Beneficiaries, especially those who received training and support, are expected to continue benefiting from the project in the long term. However, the sustainability of these benefits may rely on the government's ability to provide the necessary facilities and funds. Strong partnerships with stakeholders, including government institutions and local businesses, are pivotal in maintaining the project's long-term objectives.

Strategies and Lessons Learned

Several sustainability strategies were developed during the project, including formative, summative, process, and impact evaluations. These strategies aimed to ensure the ongoing success of project interventions. Monthly progress reports and other knowledge-sharing mechanisms played a crucial role in disseminating project insights and lessons learned. Lessons were shared with UNDP and retained for the benefit of future projects, demonstrating a commitment to continuous improvement and learning.

In summary, the sustainability of project activities and results is contingent on factors such as capacity building, community engagement, partnerships, and ongoing support. The project has taken proactive steps to facilitate knowledge sharing and draw valuable lessons from its experiences. The commitment of stakeholders and the sense of local ownership are pivotal in realizing the long-term sustainability of project benefits.

The project team demonstrated a commitment to documenting and sharing lessons learned from their experiences throughout the project. The project teams monitored and evaluated the project interventions and then in the field execution, frequent internal and external reports were generated and shared with the relevant stakeholders with highlighting the challenges, their mitigating actions and lessons learned. So, the lessons learned were identified and shared in various ways:

Farmers' Needs Assessment: During the course of the project, farmers expressed a need to enhance their knowledge and skills related to date palm cultivation. This valuable feedback was not initially captured during the assessment of the Farmer's Group Discussion (FGD) because it was conducted outside the harvesting season. However, this oversight was acknowledged as a lesson learned. The project team recognized the importance of considering seasonal variations in needs and adapted their approach accordingly.

Municipality Restrictions: In another instance, the project team encountered challenges when trying to conduct activities in a vulnerable area in the north of Salah Al Din. The municipality did not grant permission due to distance and their preference for focusing on more central areas. This experience highlighted the importance of understanding local dynamics and the need to engage with local authorities effectively. It also served as a lesson learned for future projects in similar contexts.

Communication and Women's Needs: Lessons learned from the project emphasized the significance of effective communication with government stakeholders. Additionally, the engagement of women's needs within the community was recognized as essential. This insight underscored the importance of considering gender-specific requirements and actively involving women in project decision-making processes.

Sharing with Donors and UNDP: The project team shared lessons learned with donors and UNDP through reports and documentation. These insights were communicated to external partners, demonstrating a commitment to knowledge sharing beyond the project team.

Continual Documentation: The information indicates that lessons learned were continually documented by the project team as they encountered challenges and identified areas for improvement. These lessons were considered valuable for informing future project strategies and implementation approaches.

9.7. Inclusion and Intersectionality:

The Inclusion and Intersectionality section of the report focused on evaluating various aspects related to the project's commitment to equity, human rights, and gender equality. The assessment examined the extent to which the project considered diverse identity groups during its design, implementation, and monitoring phases. It also assessed whether the project promoted a rights-based approach for all groups of individuals and supported international laws and commitments made by the country. Additionally, the evaluation explored how the project's objectives and outputs aligned with the needs of women, men, and vulnerable groups, including IDPs, returnees, and host communities. The analysis considered the project's contribution to gender equality, the inclusion of people with disabilities, and the realization of human rights. Furthermore, it assessed the project's gender mainstreaming efforts and its intersectional effects. The section also examined whether the assigned gender marker accurately represented the project's reality and the extent to which it promoted positive changes in gender equality and women's

empowerment while addressing any unintended effects. Finally, the evaluation investigated the availability of sufficient resources for gender mainstreaming and whether persons with disabilities were consulted and involved in project planning and delivery. It also looked at the proportion of project beneficiaries who were persons with disabilities and the barriers they encountered during project delivery, including whether a twin-track approach was adopted.

9.7.1. Human Rights

KEQ. 7.1. To what extent have groups with diverse identities i.e., persons with different characteristics based on their socio–economic class, political ideology, religious identity/ethnicity, physical ability, and other disadvantaged and marginalized groups been considered during the design, implementation, and monitoring phase? &

Host Community Members: The majority of beneficiaries (70%, n=440) were host community members, reflecting a significant focus on this identity group. This suggests that the project was attentive to the needs and inclusion of the local population in its initiatives.

Internally Displaced Persons (IDPs): Approximately 18% (n=115) of the beneficiaries were IDPs, indicating that the project extended its efforts to incorporate this disadvantaged group. While their representation is lower than that of host community members, the presence of IDPs among the beneficiaries suggests an attempt to address the needs of this marginalized group.

Syrian Refugees: Syrian refugees accounted for 12% (n=78) of the beneficiaries, signifying a recognition of the unique challenges faced by this group. Although their representation is the lowest among the identity groups, their inclusion indicates a level of consideration for refugees within the project's framework.

Disability Status: Regarding disability status, 6% (n=35) of the beneficiaries identified as having a disability, and the project's inclusion of this group aligns with principles of diversity and inclusion.

Employment Status: The employment status data reveals noteworthy disparities. Notably, 56% (n=357) of beneficiaries were unemployed, which indicates a concerted effort to target individuals with no regular earning means, potentially representing economically disadvantaged groups. Self-employed individuals constituted 27% (n=174) of beneficiaries, likely capturing those with some means of income generation. Meanwhile, those employed with some form of paid work accounted for 16% (n=102) of beneficiaries, indicating an attempt to involve a diverse range of employment statuses.

KEQ. 7.3. Were the project objectives and outputs clear, practical, and feasible within its frame? Did they clearly address women, men, and vulnerable groups (IDPs, Returnees, Host communities) needs?

The ICRRP project exhibited a well-structured and clear set of objectives and outputs that were practical and feasible within its operational framework. These goals were designed to address the complex needs of the diverse communities it served, including women, men, and vulnerable populations such as IDPs, returnees, and host communities. The project's clarity and practicality were evident in several key areas:

Gender Equality and Women's Empowerment: The project's objectives and outputs were carefully designed to promote gender equality and empower women. This approach aligned with international development goals and UNDP principles, ensuring that women had equal access to skill-building opportunities. For instance, in Diyala, Integrated Recovery Support**'** vocational training programs were specifically tailored to be inclusive, enabling economic empowerment among women.

Inclusive Decision-Making and Community Engagement: The project actively emphasized the inclusion of women in community decision-making processes and activities. In Sulaymaniyah, Strengthen Crisis

Management 's initiatives focused on promoting social cohesion and dialogue, involving women's groups in peacebuilding efforts and community development. This inclusive approach enhanced the practicality of the project's objectives by fostering active participation from diverse groups.

Protection of Women's Rights: Ensuring the safety and well-being of women was a priority for the project, particularly in areas affected by conflict. In Ninewa, Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities cash-for-work programs prioritized secure environments for women participants, thus addressing the practical needs and rights of women.

In conclusion, the project's objectives and outputs were clear, practical, and responsive to the needs of diverse groups, including women, men, and vulnerable populations. The project's commitment to gender equality, women's empowerment, and a human rights-based approach was evident throughout its implementation. This focus on inclusivity and the protection of women's rights not only improved the lives of women and vulnerable populations but also strengthened the overall impact and sustainability of the project's interventions in Iraq.

KEQ. 7.2. To what extent has the project promoted a rights-based approach for all groups of persons and specially to promote international laws and commitments made by the country?

Throughout its implementation, the project consistently adhered to a human rights-based approach. This approach respected the fundamental rights of all individuals and communities involved, promoting a fair and equitable framework for project activities. Key elements of the human rights-based approach included:

Data-Driven Decision-Making: The project effectively utilized data to identify and address gender disparities and human rights issues. In Erbil, Resilience Building – Employment generation initiatives collected and analyzed gender-disaggregated data. This evidence-based approach facilitated informed decision-making, leading to targeted interventions to support women's economic empowerment.

Capacity Building: The project prioritized capacity building in gender equality and human rights for its staff and partners. In Basra, the Employment Investment Program short-term job provision included training components that promoted awareness of gender-sensitive approaches and human rights principles. This capacity building ensured that project activities were aligned with human rights standards.

Gender Mainstreaming: The ICRRP project integrated gender considerations into its activities and outputs across various locations. In Chamchamal, Resilience Building in Iraq – II construction of IDPs Service Centers considered the specific needs of women and girls, enhancing their safety and well-being within these facilities. This gender mainstreaming approach furthered the human rights-based approach's principles of equality and non-discrimination.

The qualitative data from KIIs further underscores the project's strong commitment to promoting a rights-based approach for all groups of individuals, aligning with international laws and commitments made by the country. The project's approach and impact are evident in several key aspects:

Inclusive Targeting without Discrimination: The project deliberately targeted vulnerable and disadvantaged individuals without any form of discrimination. This approach was consistent with the principles of international laws and commitments related to human rights, ensuring that no one was left behind. Regardless of socio-economic class, political ideology, religious identity/ethnicity, or other characteristics, the project's interventions were designed to benefit those in need.

Interfaith and Inclusive Initiatives: The project actively facilitated interfaith dialogue and inclusive initiatives that brought together people from different religious backgrounds. By fostering cooperation and understanding among various religious groups, the project promoted the fundamental principles of international laws, particularly those related to freedom of religion and belief. The project's efforts transcended religious boundaries and contributed to social cohesion.

Protection of Civil Rights and Privacy: The project was diligent in protecting civil rights and privacy. It upheld the principles of non-discrimination, ensuring that beneficiaries' religious or political backgrounds did not affect their participation or treatment within project interventions. Additionally, the project maintained a robust data protection policy to safeguard beneficiaries' information, aligning with international data protection standards and commitments.

Non-Political Recruitment and Inclusion: The project's recruitment of beneficiaries was entirely non-political and non-discriminatory. It did not consider individuals' political affiliations or past political activities when selecting beneficiaries. This practice adhered to the principles of human rights, ensuring that people were not excluded based on their political ideologies.

No Advocacy for Policy Changes: While the project upheld human rights principles and international commitments, it did not engage in advocacy for policy changes. Its primary focus was on implementing interventions that directly addressed the needs of vulnerable populations, irrespective of their backgrounds.

In conclusion, the project effectively promoted a rights-based approach aligned with international laws and commitments made by the country. Its inclusive targeting, interfaith initiatives, protection of civil rights, non-political recruitment, and privacy safeguards demonstrated a strong commitment to upholding human rights principles. The project's impact extended to various groups of individuals, ensuring their rights and dignity were respected throughout its implementation.

9.7.2. Gender Equality:

KEQ. 7.4. To what extent did the project contribute to gender equality, the inclusion of people with disabilities, and the realization of human rights?

KEQ. 7.7. To what extent has the project promoted positive changes in gender equality and advanced the empowerment of women? Were there any unintended effects and what were its impact on the project and the community of engagement?

The information from KIIs highlights the significant contributions of the project to gender equality, the inclusion of people with disabilities, and the realization of human rights. It also sheds light on the project's effectiveness in promoting positive changes in gender equality while addressing some unintended effects:

Gender Equality and Empowerment: The project made substantial strides in promoting gender equality and empowering women. It intentionally set targets for women's participation, allocated resources to ensure their engagement, and conducted awareness-raising activities to overcome cultural and societal barriers. As a result, there was a visible increase in women's participation in project activities, including employment, business ventures, and training programs. The project's deliberate focus on gender mainstreaming and inclusion led to positive changes in gender equality.

Intersectionality: The project considered the intersectional effects of gender by acknowledging that different communities and individuals have unique needs based on factors such as age, ethnicity, and socioeconomic status. It designed interventions that addressed these diverse needs, ensuring that vulnerable groups within the gender spectrum were not left behind.

Inclusion of People with Disabilities: While the information does not provide specific details about the inclusion of people with disabilities, it is evident that the project's commitment to human rights and non-discrimination would extend to ensuring the inclusion of people with disabilities. The project adopted measures to accommodate the needs of individuals with disabilities, aligning with its broader commitment to inclusivity.

Unintended Effects: The information suggests that the project faced challenges in engaging women due to cultural norms and societal expectations in Iraq. Despite the project's efforts, some women were initially hesitant to participate in economic activities or training. This reluctance highlights the complex and deeply ingrained gender norms in the region. However, through continuous interventions and awareness-raising, progress was made in overcoming these barriers. The unintended effect of initial hesitation did not hinder the project's overall impact.

In conclusion, the project made significant contributions to gender equality, the inclusion of people with disabilities, and the realization of human rights. It actively promoted positive changes in gender equality and women's empowerment, even in the face of cultural barriers. While some unintended effects initially impacted women's participation, the project's persistence and commitment to inclusivity led to positive outcomes. The project's success in addressing gender-related issues serves as a testament to its dedication to human rights and gender equality in a complex socio-cultural context.

KEQ. 7.5. To what extent has gender been mainstreamed, in addition to sufficient consideration provided for its intersectional effects within the design, implementation and monitoring of the project?

- ▪ *Output -1: Integrated Recovery Support*

In the assessment of gender mainstreaming within the Integrated Recovery Support Project, respondents' observations of strategies or actions promoting gender equality and women's empowerment were analyzed. The data revealed varying degrees of gender mainstreaming in the project activities.

Overall, when combining responses from both male and female participants, it was observed that 61% (n=87, male=47, female=40) of respondents reported that strategies promoting gender equality and women's empowerment were mostly evident in the project activities. Additionally, 32% (n=46, male=37, female=9) of respondents reported observing a few such strategies, while 5% (n=7, male=5, female=2) noted rare instances, and only 1% (n=2, male=1, female=1) perceived a complete lack of gender mainstreaming. One male respondent (1%, n=1, male=1) expressed uncertainty regarding the presence of such strategies.
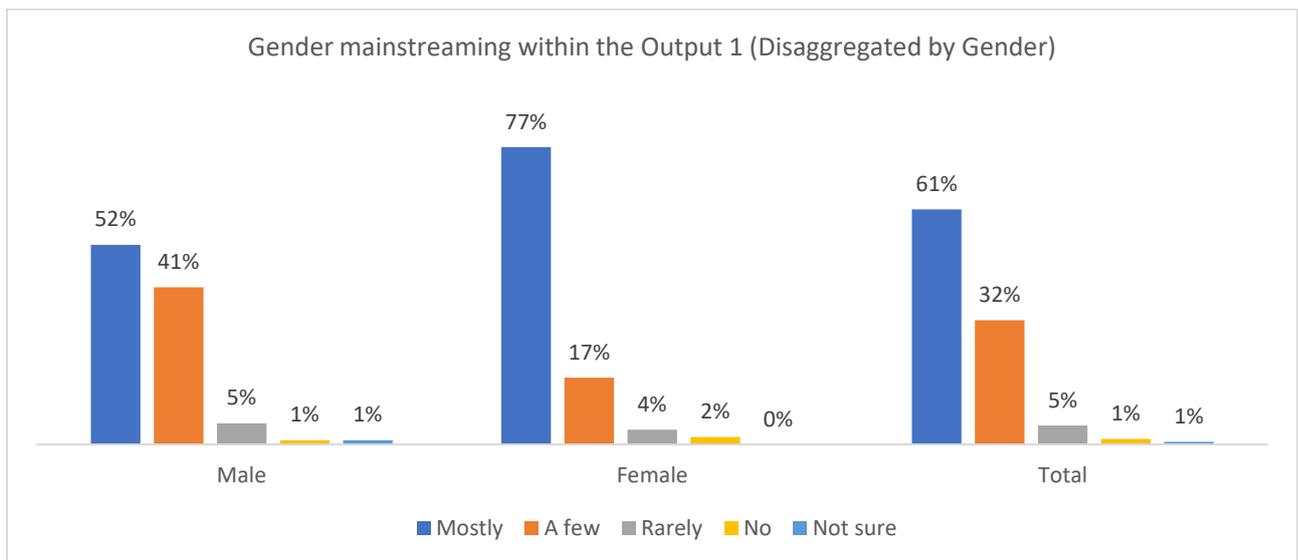

Chart 51. Gender mainstreaming within the Output 1 (Disaggregated by Gender

A gender-disaggregated analysis reveals that a higher percentage of female respondents (77%, n=40) acknowledged the presence of strategies promoting gender equality and women's empowerment compared to male respondents (52%, n=47). This suggests that women participants in the project activities

were more likely to observe gender mainstreaming efforts. Conversely, 41% (n=37) of male respondents reported observing some gender mainstreaming, while only 17% (9) of female respondents noted the same. This indicates that there might be a gender gap in the perception of partial gender mainstreaming. Furthermore, both genders reported a similar low percentage (around 5%) when it came to rare observations, with males slightly less likely to report limited gender mainstreaming. Overall, while gender mainstreaming efforts were perceived, there were variations in how male and female respondents observed and assessed them.

A KII respondent from the UNDP project staff further elaborated that there was a gender specialist, and an entire team was dedicated to integrating gender to the project. The respondent stated that the project inculcated different strategies including revising templates, training of M&E staff on collecting data in gender sensitive manner and collecting gender segregated data for need assessment. Similarly, gender aspects were taken into consideration while developing reports and all the communication material.

- ▪ *Output -2: Resilience Building – Employment*

In the assessment of gender mainstreaming within the Resilience Building – Employment project, respondents' observations of strategies or actions promoting gender equality and women's empowerment were examined. The data demonstrates varying degrees of gender mainstreaming in the project activities.

When combining responses from both male and female participants, it was evident that 77% (n=33, male=11, female=22) of respondents reported that strategies promoting gender equality and women's empowerment were mostly present in the project activities. Additionally, 14% (n=6, male=6, female=0) of respondents reported observing a few such strategies, while only 5% (n=2, male=2, female=0) indicated rare instances of gender mainstreaming. A similar 5% (n=2, male=2, female=0) reported a complete absence of gender mainstreaming in the project activities. There were no respondents who expressed uncertainty regarding the presence of such strategies.

Chart 52. Gender mainstreaming within the Output 2 (Disaggregated by Gender)

A gender-disaggregated analysis reveals notable differences in the observations of male and female respondents. Among male respondents, 52% (n=11) reported mostly observing strategies promoting gender equality and women's empowerment, while 29% (n=6) mentioned observing a few. Interestingly, none of the male respondents reported rare instances or a complete lack of gender mainstreaming.

In contrast, all female respondents (100%, n=22) reported observing mostly gender mainstreaming strategies, indicating a unanimous perception of strong gender equality and women's empowerment

efforts within the project. No female respondents reported observing only a few such strategies, rare instances, or a complete absence of gender mainstreaming.

In summary, the Resilience Building – Employment project appeared to have a higher degree of gender mainstreaming according to female respondents, with all of them perceiving mostly strong strategies promoting gender equality and women's empowerment. However, male respondents also acknowledged the presence of such strategies, albeit to a slightly lesser extent.

- ▪ *Output -3: Employment Investment Program*

In the evaluation of gender mainstreaming within the Employment Investment Program, respondents' observations of strategies or actions promoting gender equality and women's empowerment were assessed. The data highlights varying degrees of gender mainstreaming in the project activities.

When combining responses from both male and female participants, it was observed that 63% (n=15, male=14, female=1) of respondents reported that strategies promoting gender equality and women's empowerment were mostly present in the project activities. Additionally, 29% (n=7, male=6, female=1) of respondents reported observing a few such strategies. Notably, there were no respondents who reported rare instances of gender mainstreaming. However, 8% (n=2, male=1, female=1) of respondents indicated a complete absence of gender mainstreaming in the project activities. No respondents expressed uncertainty regarding the presence of such strategies.
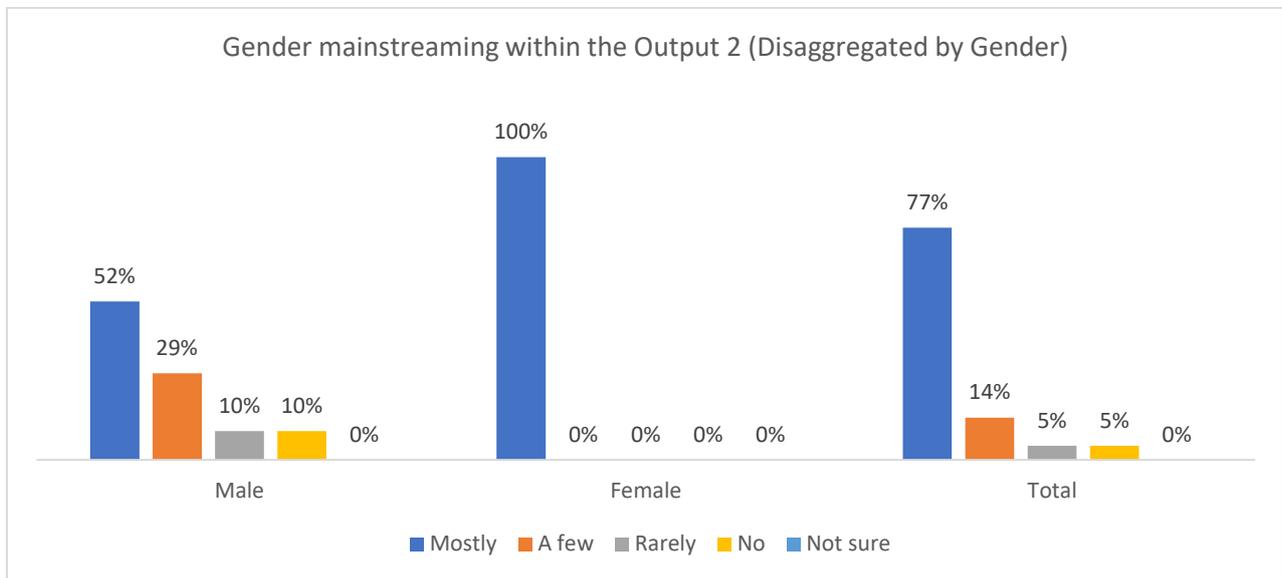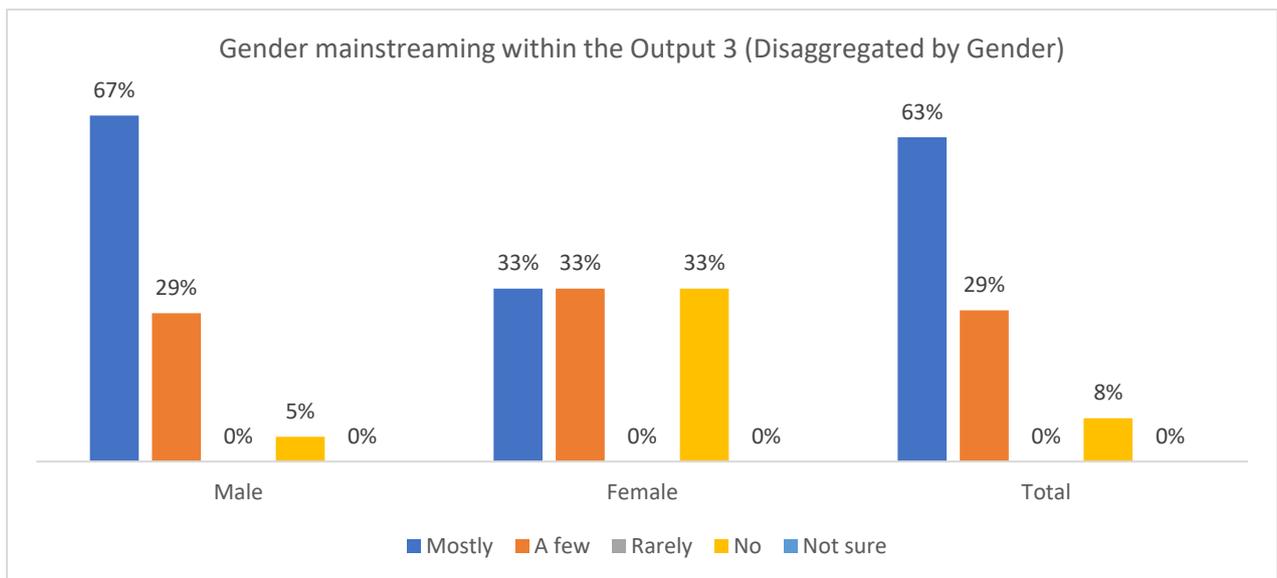

Chart 53. Gender mainstreaming within the Output 3 (Disaggregated by Gender)

A gender-disaggregated analysis reveals distinct differences in the observations of male and female respondents. Among male respondents, 67% (n=14) reported mostly observing strategies promoting gender equality and women's empowerment, while 29% (n=6) noted observing a few such strategies. Only 5% (n=1) of male respondents reported no gender mainstreaming in the project activities.

In contrast, female respondents had a different perception, with only 33% (n=1) of them reporting mostly observing gender mainstreaming strategies, while another 33% (n=1) mentioned observing a few. Surprisingly, 33% (n=1) of female respondents indicated no gender mainstreaming in the project activities.

In summary, the Employment Investment Program was perceived to have strategies promoting gender equality and women's empowerment, with a higher percentage of male respondents reporting mostly strong strategies. However, female respondents had a more varied perception, with some acknowledging mostly strong strategies and others perceiving a lack of gender mainstreaming.

- *Output 4: Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities*

In the assessment of gender mainstreaming within the Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities project, respondents' observations of strategies or actions promoting gender equality and women's empowerment were analyzed. The data reveals varying degrees of gender mainstreaming in the project activities.

Overall, Gender Mainstreaming Assessment: When combining responses from both male and female participants, it was observed that 55% (n=77, male=31, female=46) of respondents reported that strategies promoting gender equality and women's empowerment were mostly evident in the project activities. Additionally, 23% (n=32, male=27, female=5) of respondents reported observing a few such strategies, while 11% (n=15, male=13, female=2) noted rare instances, and 7% (n=10, male=5, female=5) perceived a complete lack of gender mainstreaming. Furthermore, 5% (n=7, male=3, female=4) of respondents expressed uncertainty regarding the presence of such strategies.
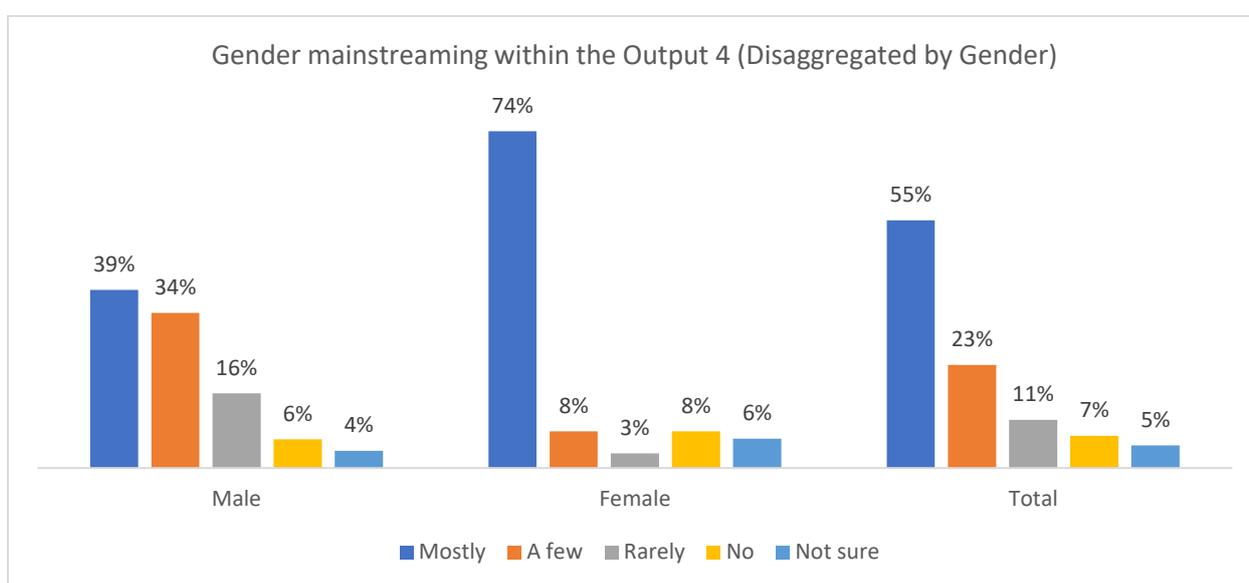

Chart 54. Gender mainstreaming within the Output 4 (Disaggregated by Gender)

Gender-Disaggregated Analysis: A gender-disaggregated analysis reveals notable differences in the observations of male and female respondents. Among male respondents, 39% (n=31) reported mostly observing strategies promoting gender equality and women's empowerment, while 34% (n=27) noted observing a few such strategies. However, 16% (n=13) of male respondents reported rare instances, and 6% (n=5) perceived no gender mainstreaming in the project activities. Additionally, 4% (n=3) of male respondents expressed uncertainty regarding the presence of such strategies.

In contrast, female respondents had a more positive perception, with 74% (n=46) of them reporting mostly observing strategies promoting gender equality and women's empowerment. Only 8% (n=5) of female respondents mentioned observing a few such strategies, and 3% (n=2) reported rare instances. However, 8% (n=5) of female respondents noted that there was no gender mainstreaming in the project activities. Furthermore, 6% (n=4) of female respondents expressed uncertainty regarding the presence of such strategies.

In summary, the Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities project was perceived to have strategies promoting gender equality and women's empowerment, with a significantly higher percentage of female respondents acknowledging the presence of such strategies compared to their male counterparts. However, there were variations in how male and female respondents observed and assessed the degree of gender mainstreaming.

- *Output -5: Resilience Building in Iraq – II*

In the assessment of gender mainstreaming within the Resilience Building in Iraq II project, respondents' observations of strategies or actions promoting gender equality and women's empowerment were analyzed. The data reveals varying degrees of gender mainstreaming in the project activities.

Overall, Gender Mainstreaming Assessment: When combining responses from both male and female participants, it was observed that 78% (n=83, male=39, female=44) of respondents reported that strategies promoting gender equality and women's empowerment were mostly evident in the project activities. Additionally, 15% (n=16, male=10, female=6) of respondents reported observing a few such strategies, while 4% (n=4, male=3, female=1) noted rare instances, and 3% (n=3, male=2, female=1) perceived a complete lack of gender mainstreaming. Importantly, no respondents expressed uncertainty regarding the presence of such strategies.
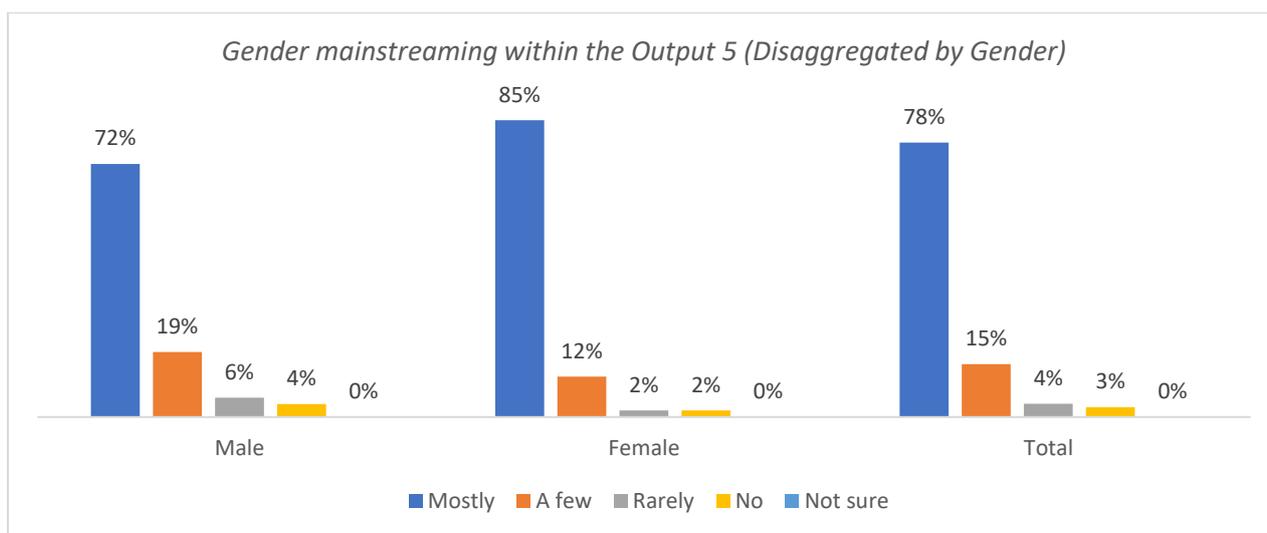

Chart 55. Gender mainstreaming within the Output 5 (Disaggregated by Gender)

A gender-disaggregated analysis reveals that both male and female respondents perceived a high degree of gender mainstreaming in the Resilience Building in Iraq II project. However, there were differences in the observations of male and female respondents.

Among male respondents, 72% (n=39) reported mostly observing strategies promoting gender equality and women's empowerment, while 19% (n=10) noted observing a few such strategies. Only 6% (n=3) of male respondents reported rare instances, and 4% (n=2) perceived no gender mainstreaming in the project activities. Importantly, no male respondents expressed uncertainty regarding the presence of such strategies.

In contrast, female respondents had an even more positive perception, with 85% (n=44) of them reporting mostly observing strategies promoting gender equality and women's empowerment. Only 12% (n=6) of female respondents mentioned observing a few such strategies, and 2% (n=1) reported rare instances. Moreover, only 2% (n=1) of female respondents noted that there was no gender mainstreaming in the project activities. Like their male counterparts, no female respondents expressed uncertainty regarding the presence of such strategies.

In summary, the Resilience Building in Iraq II project was perceived to have strategies promoting gender equality and women's empowerment, with both male and female respondents acknowledging the presence of such strategies. Female respondents, in particular, reported a higher degree of gender mainstreaming in the project activities compared to male respondents. Overall, there was a strong consensus among respondents regarding the presence of gender mainstreaming efforts in this project.

- ▪ *Output -6: Strengthen Crisis Management*

In the assessment of gender mainstreaming within the Strengthen Crisis Management project, respondents' observations of strategies or actions promoting gender equality and women's empowerment were analyzed. The data reveals varying degrees of gender mainstreaming in the project activities.

Overall, Gender Mainstreaming Assessment: When combining responses from both male and female participants, it was observed that 64% (n=113, male=63, female=50) of respondents reported that strategies promoting gender equality and women's empowerment were mostly evident in the project activities. Additionally, 23% (n=41, male=31, female=10) of respondents reported observing a few such strategies, while 6% (n=11, male=9, female=2) noted rare instances, and 6% (n=10, male=9, female=1) perceived no gender mainstreaming. Importantly, 1% (n=1, female=1) of female respondents expressed uncertainty regarding the presence of such strategies.

Gender-Disaggregated Analysis: A gender-disaggregated analysis reveals that both male and female respondents perceived a substantial degree of gender mainstreaming in the Strengthen Crisis Management project. However, there were differences in the observations of male and female respondents.

Among male respondents, 56% (n=63) reported mostly observing strategies promoting gender equality and women's empowerment, while 28% (n=31) noted observing a few such strategies. Only 8% (n=9) of male respondents reported rare instances, and another 8% (n=9) perceived no gender mainstreaming in the project activities. Importantly, no male respondents expressed uncertainty regarding the presence of such strategies.

On the other hand, female respondents reported an even higher degree of gender mainstreaming in the project activities, with 78% (n=50) of them reporting mostly observing strategies promoting gender equality and women's empowerment. Only 16% (n=10) of female respondents mentioned observing a few such strategies, and 3% (n=2) reported rare instances. Moreover, only 2% (n=1) of female respondents noted that there was no gender mainstreaming in the project activities. One female respondent (2%) expressed uncertainty regarding the presence of such strategies.

In summary, the Strengthen Crisis Management project was perceived to have strategies promoting gender equality and women's empowerment, with both male and female respondents acknowledging the presence of such strategies. Female respondents, in particular, reported a higher degree of gender mainstreaming in the project activities compared to male respondents. Overall, there was a strong consensus among respondents regarding the presence of gender mainstreaming efforts in this project.
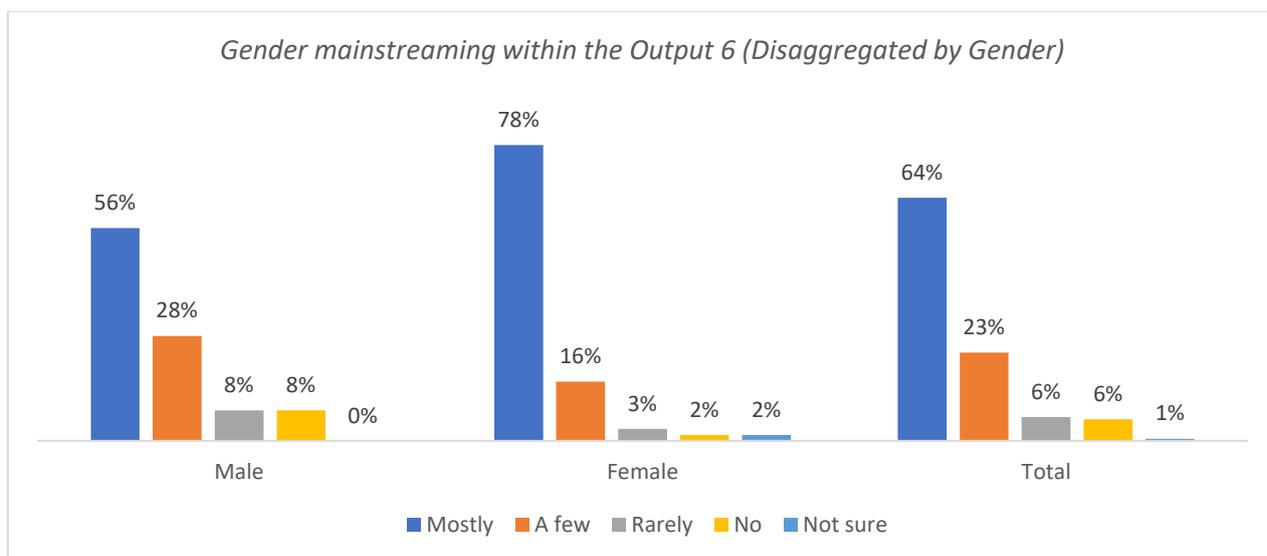

Chart 56. Gender mainstreaming within the Output 5 (Disaggregated by Gender)

KEQ. 7.6. Is the gender marker assigned to this project representative of reality? &

KEQ. 7.8. Were sufficient resources made available for gender mainstreaming?

In the evaluation of whether gender-specific opportunities were provided to both males and females in the job placement process within the project, the survey data indicates that a significant majority of respondents recognized the existence of such opportunities.
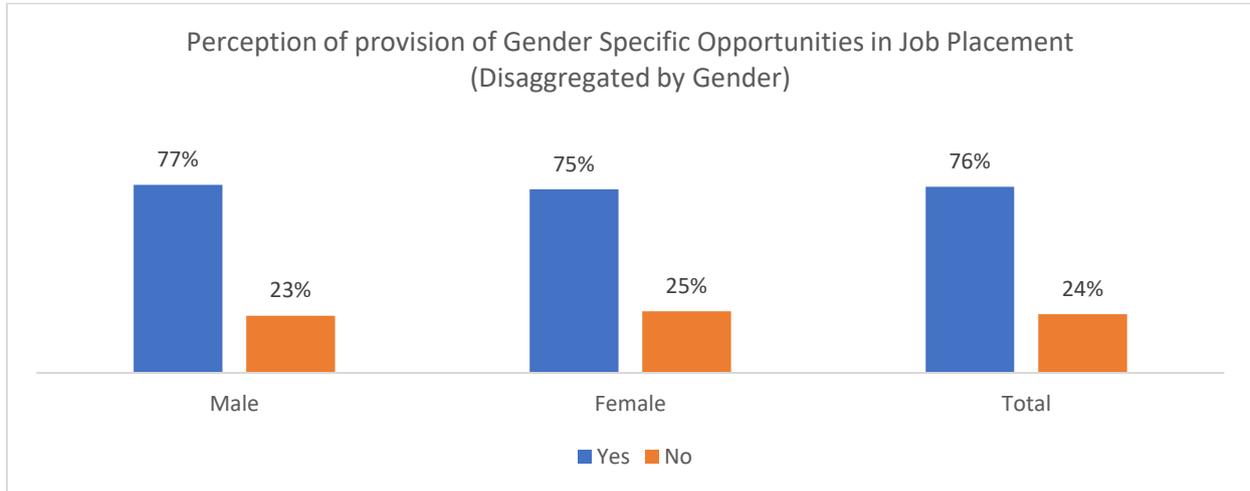

Chart 57. Perception of provision of Gender Specific Opportunities in Job Placement (Disaggregated by Gender)

When combining responses from both male and female participants, it was found that 76% (n=481, male=290, female=191) of respondents affirmed the presence of gender-specific opportunities in the job placement process within the project. Conversely, 24% (n=152, male=88, female=64) of respondents indicated that they did not perceive gender-specific opportunities in the job placement process.

This data suggests that a substantial proportion of respondents acknowledged that the project provided gender-specific opportunities in the job placement process, while a minority believed otherwise.

In conclusion, the majority of respondents across genders recognized the presence of gender-specific opportunities in the job placement process within the project, indicating a commitment to promoting gender equality and inclusivity in employment opportunities.

In order to assess if the goal of having at least 30% women beneficiaries in all project activities is being met, respondents' perspectives were examined. The data reveals varying opinions on the achievement of this goal.

Combining responses from both male and female participants, it was observed that 70% (n=442, male=246, female=196) of respondents believed that the project is indeed achieving the aim of having at least 30% women beneficiaries in all activities. Conversely, 17% (n=106, male=66, female=40) of respondents expressed the view that the goal is not being realized. Additionally, 13% (n=85, male=66, female=19) of respondents indicated uncertainty regarding whether the aim is being achieved.
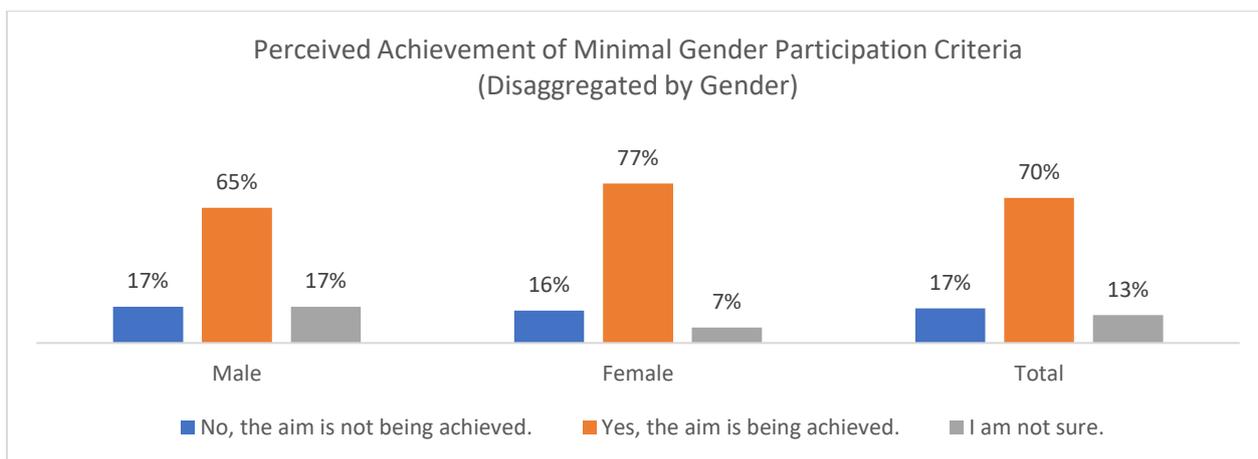
Chart 58. Perceived Achievement of Minimal Gender Participation Criteria (Disaggregated by Gender)

A gender-disaggregated analysis shows that a higher percentage of female respondents (77%, n=196) believed that the project is achieving the goal of having at least 30% women beneficiaries, while 65% (n=246) of male respondents shared this belief. On the other hand, 16% (n=40) of female respondents and 17% (n=66) of male respondents thought that the aim was not being accomplished. A small percentage of both genders expressed uncertainty (7% of female respondents and 17% of male respondents).

In conclusion, the majority of respondents, both male and female, believed that the project is achieving the goal of having at least 30% women beneficiaries in all activities. However, there were varying opinions and some uncertainty among respondents, indicating the need for continued monitoring and assessment of this goal's implementation.

Further insights were provided by KII data. The responses of the KII participants suggest that sufficient resources were generally made available for gender mainstreaming within the ICRRP (Integrated Crisis Response and Resilience Project).

Allocation of Resources for Gender Mainstreaming: Respondents indicated that resources, both financial and human, were allocated to the ICRRP Project in sufficient quantities to effectively implement the planned activities and achieve desired results. The majority of respondents said that the project was adequately resourced.

Timeliness of Resource Mobilization and Utilization: Respondents mentioned that the mobilization and utilization of resources, including funds and human resources, were timely throughout the projects' duration. This suggests that resource allocation and management were conducted efficiently without significant delays.

Balanced Allocation and Distribution of Resources: Respondents stated that the allocation of resources was balanced, indicating that resources were distributed appropriately among project management, different outputs, and activities.

Alignment of Resource Allocation with Project Priorities and Needs: Respondents confirmed that resources were allocated based on priorities and needs identified in the project design and implementation plan. This implies that resources were directed towards addressing specific project objectives.

Monitoring and Evaluation of Resource Allocation: The data suggests that the project had a comprehensive monitoring and evaluation framework in place, which allowed for continuous monitoring and reporting of segregated data and analysis of implementation progress. This would have included monitoring the allocation and utilization of resources.

Communication and Visibility Strategy for Mobilizing Resources: The communication and visibility strategy were effective in mobilizing sufficient funds and technical expertise. Respondents mentioned that communication efforts attracted support and resources from project stakeholders, including the Government of Iraq (GoI) and donors.

Based on the data provided, it can be inferred that sufficient resources, both financial and human, were made available for the ICRRP Project. While the data does not explicitly focus on gender mainstreaming, it suggests that overall resource allocation and management were conducted effectively and efficiently, contributing to the successful implementation of the project. Further information specific to gender mainstreaming may be needed for a more comprehensive assessment.

9.7.3. Gender-Inclusive Approach in Project Implementation

Identification and Analysis of Gender and Intersectionality: The project's commitment to addressing gender-based differences and intersectionality is evident in its approach. The project team recognized and analyzed the distinct needs of women, men, boys, and girls, considering factors such as age, income, education, and socio-cultural aspects. For instance, they allocated specific resources to create tailored job opportunities and training programs, ensuring they were appropriate for each gender. This approach not only acknowledged the diverse needs within the community but also aimed to promote equality.

Gender Balance in Project Team: An essential component of the project's gender-inclusive approach was the composition of the project team and responsible partners. Approximately 50% of the project team consisted of female staff, demonstrating a commitment to gender balance. This equitable representation of women within the team contributed to a more inclusive decision-making process.

Promotion of Positive Changes in Gender Equality: The project's impact on promoting gender equality was significant. Through awareness campaigns and active participation, women's roles evolved within the community. Notably, women's involvement in training programs empowered them with new skills and normalized their participation in various economic activities. As a result, women were not only gaining confidence but actively sharing their experiences through seminars, further contributing to changing societal norms.

Addressing Barriers to Women's Empowerment: The project actively addressed barriers to women's empowerment. While some customs and traditions initially posed challenges, the project's efforts aimed to change these societal norms. Additionally, family influence, fears, and logistical challenges, such as work schedules and distances, were addressed to varying degrees. Despite these challenges, the project made commendable progress in reducing barriers and enabling women to participate more actively.

Empowerment of Women and Girls: Women's empowerment was a core focus of the project. By providing job opportunities, tailored training, and support, the project significantly improved women's economic situations. It fostered economic independence and confidence among women, allowing them to play more substantial roles in various economic activities.

Gender Mainstreaming and the Gender Marker: The project displayed a robust commitment to gender mainstreaming throughout its design, implementation, and monitoring. It proactively considered gender-specific needs and allocated resources to address them. However, the specific representation of the gender marker would require more detailed information to assess its accuracy. While the project allocated resources for gender mainstreaming, a more comprehensive evaluation is needed to determine whether these resources were considered sufficient.

In summary, the project's gender-inclusive approach is commendable, as it recognized, analyzed, and addressed the diverse needs of the community, particularly focusing on empowering women and promoting gender equality. The representation of women within the project team further strengthened its

gender-inclusive initiatives. However, a more comprehensive evaluation is necessary to assess the project's impact fully and the accuracy of the gender marker's representation.

9.7.4. Disability:

KEQ. 7.9. Were persons with disabilities consulted and meaningfully involved in project planning and delivery?

The data indicates that persons with disabilities (PWD) were consulted and meaningfully involved in project planning and delivery to a significant extent. Here is the supporting information:

- There was a dedicated focus on PWD within the ICRRP project. A major assessment was conducted, which included a focus on PWD to identify their specific needs. This assessment was carried out around 2020.
- PWD were not only consulted but actively included in project activities. They were given tasks suitable to their abilities, and reasonable accommodation was provided to ensure their full participation in project interventions.
- PWD were provided with supervisory roles in some instances, and their safety was prioritized, keeping them away from potential hazards.
- In cases where PWD had difficulties in seeing and hearing, special accommodation was made to facilitate their participation.
- PWD, who were beneficiaries of the project, received training and business grants, resulting in successful business ownership.
- The data indicates that the project was sensitive to the needs and capacities of PWD, ensuring they could participate in project activities effectively.

KEQ. 7.11. What barriers did persons with disabilities face during the project delivery?

The FGD data offers some insights into potential barriers faced by PWDs during project delivery:

- PWDs may have faced physical barriers, communication barriers, and social barriers that hindered their access to project benefits.
- The data also suggests that some community members may have been uncomfortable with PWDs participating in project activities.
- Additionally, there may have been a lack of education within the community about the needs and capabilities of PWDs.

KEQ. 7.10. What proportion of the beneficiaries of a project were persons with disabilities? &

In the project, it was found that approximately 0.1129% of the beneficiaries were persons with disabilities (PWDs) out of a total of 2,352,914 beneficiaries. This indicates that the project had a small but still notable presence of PWDs among its beneficiaries. While the proportion is low, it demonstrates a commitment to inclusivity and ensuring that individuals with disabilities were not left out of the project's benefits. However, it is important to note that projects could potentially aim for a higher percentage of PWD beneficiaries in the future, reflecting a more comprehensive approach to disability inclusion. Nevertheless, this data suggests that efforts were made to involve PWDs in the project, even though the proportion remains relatively modest.

KEQ. 7.12. Was a twin-track approach adopted?[48]

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[48] The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are targeted towards persons with disabilities. It

Based on the information obtained via literature review, surveys, KIIs and FGDs, it appears that a twin-track approach was not explicitly adopted in the project. The project primarily focused on addressing the needs of persons with disabilities (PWDs) as a specific group, with measures such as involving them in project activities, providing reasonable accommodations, and ensuring their participation. However, there is no mention of a separate track or distinct interventions specifically designed for PWDs. Instead, the project seemed to integrate PWDs into its existing interventions and activities, ensuring their inclusion but without a distinct twin-track approach.

Integration of Persons with Disabilities (PWDs): The project focused on the integration of persons with disabilities into its existing interventions and activities. It did not set up a separate track or distinct interventions exclusively for PWDs. For example, PWDs were involved in cash-for-work programs, training, and other project activities. They were given specific roles within these activities, such as managing first aid kits, taking attendance, and supervisory roles in some cases. This integration indicates that the project did not follow a twin-track approach where there would be separate, tailored interventions for PWDs.

Reasonable Accommodations: The project's approach involved making reasonable accommodations to ensure the participation of PWDs in mainstream project activities. For instance, efforts were made to provide accessible training venues and support for individuals with visual or hearing impairments. This demonstrates an inclusive approach rather than a distinct twin-track strategy.

Data Collection and Monitoring: The project collected data on the participation of PWDs, reflecting their involvement in project interventions. This data collection suggests that PWDs were considered part of the overall beneficiary group rather than being managed separately.

Supervisory Roles: As mentioned in the responses, some PWDs were given supervisory roles within cash-for-work programs and other activities. This indicates that they were integrated into the same workforce and roles as other beneficiaries, rather than being separated into a distinct track.

Affirmative Action: The project applied an affirmative action approach to ensure PWDs' participation and benefits. This approach is consistent with integrating them into mainstream activities rather than following a twin-track model.

Overall, the project's approach involved integrating persons with disabilities into its regular interventions and activities, providing reasonable accommodations, and ensuring their participation on an equal footing with other beneficiaries. While the project showed a strong commitment to addressing the needs of PWDs, it did not adopt a twin-track approach with distinct, parallel interventions tailored exclusively for this group. Instead, it aimed for the inclusion and participation of PWDs within the broader project framework.

10. Conclusion

In the culmination of the evaluation of the Iraq Crisis Response and Resilience Project (ICRRP), it is evident that this multifaceted initiative has played a pivotal role in fostering recovery and resilience among crisis-affected communities in Iraq. As we draw the curtain on this comprehensive assessment, it becomes apparent that ICRRP's impact transcends conventional boundaries, encompassing community empowerment, infrastructure development, and institutional capacity enhancement. While celebrating the project's successes, it is equally important to acknowledge and address the challenges encountered during implementation, recognizing that these insights are invaluable for shaping future endeavors in crisis

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is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity Accountability Framework. UN Disability and Inclusion Strategy: Available on: https://www.un.org/en/disabilitystrategy/resources

management and resilience-building. In this concluding section, we delve into the strengths, weaknesses, and outcomes of each of the six project outputs, offering a nuanced perspective that serves as a compass for future decision-making and the pursuit of gender equality and women's empowerment in similar contexts.

Output -1: Integrated Recovery Support

Strengths:
- Output-1 aimed at providing integrated recovery support to communities affected by crises. It effectively established community-based organizations (CBOs) and engaged local stakeholders in decision-making.
- The project's participatory approach empowered local communities and facilitated sustainable recovery efforts.
- Robust partnerships with local NGOs and authorities enhanced the delivery of essential services and infrastructure rehabilitation.

Weaknesses:

- Some delays in the procurement process affected the timely execution of activities under Output-1.
- Limited gender mainstreaming and women's participation in decision-making processes were noted.

Outcomes:

- The establishment of CBOs led to increased community ownership of recovery initiatives.
- Rehabilitation of essential infrastructure improved access to basic services.
- However, the impact on women's empowerment needs further enhancement.

Output -2: Resilience Building – Employment

Strengths:

- Output-2 focused on resilience-building through employment generation. It successfully created livelihood opportunities in vulnerable communities.
- The project introduced vocational training programs that enhanced the employability of beneficiaries.
- Well-maintained data systems allowed for efficient monitoring and evaluation of employment outcomes.

Weaknesses:

- Despite the creation of employment opportunities, some beneficiaries faced challenges related to job sustainability and income levels.
- The geographical coverage of this output was limited in certain areas.

Outcomes:

- Output-2 significantly improved employment prospects for vulnerable populations.
- Skills training contributed to enhanced employability.
- Sustainable income generation remains an area for further improvement.

Output -3: Employment Investment Program

Strengths:

- Output-3 concentrated on an employment investment program, fostering collaboration with the private sector.
- Public-private partnerships facilitated job creation and strengthened the local economy.

- The establishment of labor market information systems improved job matching.

Weaknesses:

- There were instances of bureaucratic delays in the approval of private sector initiatives.
- Gender disparities persisted in employment opportunities, requiring targeted interventions.

Outcomes:

- Output-3 played a pivotal role in providing short term employment opportunities.
- Increased job opportunities positively impacted host communities and refugees.
- Ongoing efforts are needed to address gender disparities in employment.

Output 4: Building Resilience of Internally Displaced Persons, Syrian Refugees, and Host Communities

Strengths:

- Output-4 aimed to build resilience among displaced persons, refugees, and host communities through targeted interventions.
- The project effectively delivered support in key sectors like health, education, and livelihoods.
- Robust coordination with relevant authorities enhanced service delivery.

Weaknesses:

- Delays in securing approvals for certain activities hindered progress.
- Gender-sensitive programming could be further strengthened.

Outcomes:

- Output-4 significantly improved access to essential services.
- Enhanced livelihood opportunities reduced vulnerability.
- Further emphasis on gender mainstreaming is crucial for comprehensive resilience-building.

Output -5: Resilience Building in Iraq – II

Strengths:

- Output-5 focused on broader resilience-building efforts, encompassing infrastructure development, community engagement, and institutional capacity building.
- Collaborations with international partners expanded the project's reach and impact.
- Comprehensive vulnerability assessments informed targeted interventions.

Weaknesses:

- Complex administrative procedures occasionally delayed project activities.
- The need for more inclusive community engagement, especially among women, was identified.

Outcomes:

- Output-5 led to improved infrastructure and services in targeted areas.
- Enhanced community engagement promoted sustainable development.
- Gender inclusivity requires heightened attention for future endeavors.

Output -6: Strengthen Crisis Management

Strengths:

- Output-6 focused on enhancing crisis management capacities at the national and local levels.

- Capacity-building initiatives, including training and the establishment of crisis management centers, were successfully implemented.
- Strong collaboration with government institutions facilitated knowledge sharing and coordination.

Weaknesses:

- Sustaining crisis management capacities beyond the project's duration remains a challenge.
- Gender-specific training and representation in crisis management need further emphasis.

Outcomes:

- Output-6 significantly improved crisis response and coordination.
- Enhanced capacities at various levels positively impacted overall resilience.
- Ensuring the sustainability of these capacities will be critical for long-term resilience.

The Iraq Crisis Response and Resilience Project (ICRRP) has made commendable strides in building resilience and facilitating recovery in crisis-affected communities. While the project demonstrated notable strengths in community engagement, infrastructure development, and partnership-building, there were challenges related to delays and gender mainstreaming that required attention. Gender disparities persist across outputs, highlighting the need for targeted efforts to promote gender equality and women's empowerment.

Moving forward, efforts should be concentrated on sustaining the positive outcomes achieved by ICRRP and addressing identified weaknesses. This includes streamlining administrative processes, enhancing gender-sensitive programming, and ensuring the long-term sustainability of project impacts. The lessons learned from ICRRP can inform future interventions aimed at fostering resilience and crisis management in Iraq, contributing to more inclusive and effective development efforts.

11. Recommendations

1. Beneficiaries expressed concerns about the adequacy of cash grants for project initiation, potentially hindering an effective project kick start. While the cash grant amounts align with project requirements, it is essential to conduct regular reviews to ensure they remain adequate. UNDP must consider conducting beneficiary consultations to gather feedback on grant adequacy and make necessary adjustments. It is imperative for UNDP to conduct a comprehensive assessment aimed at determining a minimum amount for project start-up or scale-up grants. This assessment should encompass an analysis of required assets, considering prevailing market prices. By thoroughly understanding the necessary resources and their associated costs, the project can establish a baseline for grant amounts that align with the project's scope and objectives. Enhancing cash grants for effective project initiation will lead to a smoother start, empowering beneficiaries to initiate activities promptly, resulting in quicker progress, reduced frustration, and a higher likelihood of achieving the intended outcomes.

2. While resource mobilization practices were efficient, there was room for improvement in terms of timely mobilization to mitigate unforeseen delays at the end of government as well as private sector institutions. UNDP must strengthen the coordination between project teams and donors to ensure timely mobilization of resources. This includes proactive communication with government authorities as well as private sector organizations to anticipate and address potential delays. UNDP must streamline approval processes to reduce bureaucratic bottlenecks and expedite the allocation of resources. Improving timely resource mobilization through streamlined processes will ensure that the project has the necessary funding and support when required, preventing bottlenecks, and enhancing overall efficiency

3. External factors, like the COVID-19 pandemic, were observed to impact project timelines, highlighting the need for diversified risk mitigation strategies. Develop a comprehensive risk mitigation plan that encompasses a wide range of potential external factors, such as pandemics, economic fluctuations, and political instability. Establish clear protocols for adapting project activities to changing circumstances, including mechanisms for swift decision-making and reallocation of resources. Diversifying risk mitigation strategies will offer the project enhanced adaptability, allowing it to navigate unforeseen challenges like the COVID-19 pandemic, maintaining project momentum, and safeguarding objectives and timelines.

4. There is a need to promote inclusivity and empowerment, particularly regarding gender mainstreaming and addressing the specific needs of persons with disabilities. Expand gender mainstreaming efforts to go beyond the minimum requirements. Develop a gender action plan that outlines specific actions, targets, and timelines for enhancing gender equality across all project outputs. Create tailored initiatives to address the specific needs of persons with disabilities, including accessibility improvements and inclusion in project activities. This will create a more equitable and empowering project environment. Resulting in a broader reach of marginalized groups, ensuring that women and persons with disabilities benefit from project activities, leading to more comprehensive development outcomes.

5. Despite the project implementing a well-planned exit strategy however, there is a need for a clear exit strategy to sustain project outcomes beyond its lifespan. Initiate a thorough stakeholder engagement process to develop a well-defined exit strategy that not only ensures the sustainability of project outcomes but also facilitates a smooth transition to future programming. Consider conducting impact assessments and evaluations to gather insights that can inform the exit strategy and guide the development of follow-up initiatives and include a follow-up of the activity's sustainability after a certain period. Developing a comprehensive exit strategy will secure the long-term impact of the project beyond its lifespan, preventing regression and creating a framework for future programming. This strategic planning will contribute to sustained development in the region and leave a positive legacy for future initiatives.

12. Lessons learned

1. **Flexibility as a Key Asset:** The ICRRP demonstrated that flexibility in project design and implementation is crucial, especially in dynamic environments. The ability to adapt to unexpected challenges, such as the COVID-19 pandemic, proved essential for maintaining project progress.
2. **Importance of Local Partnerships:** Collaborating with local organizations and partners, including responsible parties and third-party monitors, was pivotal to project success. This approach not only reduced costs but also facilitated community engagement and ownership.
3. **Continuous Monitoring and Evaluation:** The project's robust monitoring and evaluation framework, enhanced over time, provided critical insights into progress and outcomes. Regular data collection and analysis enabled informed decision-making and adjustments to project activities.
4. **Communication and Visibility Planning:** The consistent integration of communication and visibility plans into project interventions significantly contributed to raising awareness about project achievements. Future projects should allocate dedicated budgets and resources for these purposes.
5. **Inclusivity and Gender Sensitivity:** Recognizing the unique needs and perspectives of women and persons with disabilities is fundamental to successful project implementation. Tailored strategies and accommodations are necessary to ensure that project benefits are equally accessible to all.
6. **Cash Grant Adequacy Concerns:** Beneficiary feedback highlighted challenges with the adequacy of cash grants for project initiation. Regular reviews and consultations with beneficiaries are crucial to address concerns and ensure grant adequacy.
7. **Timely Resource Mobilization:** Resource mobilization practices may have faced delays, impacting project timelines. Strengthening coordination and streamlining approval processes can mitigate delays and enhance efficiency.
8. **Impact of External Factors (e.g., COVID-19):** The COVID-19 pandemic and other external factors can significantly impact project timelines. Diversifying risk mitigation strategies, including a comprehensive plan, can enhance the project's adaptability to unforeseen challenges.
9. **Strengthening Exit Strategy:** Despite a well-crafted exit strategy, the evaluation faced challenges collecting post-program data, especially for activities concluded early in the project. To enhance the exit strategy, engage stakeholders in a collaborative review process, gathering insights and documenting lessons learned. Conduct impact assessments that include practical, on-the-ground components. For example, create a digital repository of project documentation, making it easily accessible for future evaluations. Ensure that field-level knowledge is captured through interviews with project implementers, offering a comprehensive understanding of long-term impacts and facilitating a smoother transition for future programming.

These recommendations and lessons learned are aimed at informing the decisions and actions of project stakeholders, guiding them toward more effective and inclusive interventions in the future.

13. Annexes

1. ToR- ICRRP Final Output evaluation
2. List of Key Documents Reviewed
3. Evaluation Matrix
4. Final Inception Report-ICRRP
5. Data Collection Tools All - UNDP - ICRRP - IRAQ - English
6. Data Collection Tools All - UNDP - ICRRP - IRAQ - Arabic
7. Data Set All - UNDP - ICRRP - IRAQ
8. Code of Conduct – CRSM
9. Sampling Details
10. Informed Consent Form
11. Analysis of Financial Resource Efficiency and Allocation in Diverse Project Outputs
12. Detailed information and result framework of the six outputs of ICRRP
13. Tables showing sampled locations and Locations which received SGBV interventions, below

Table 12. Sampled Project locations

Region	Governorate	District	Description	Govt. Coord	Basic Service	Livelihoods	SGBV and Protection	Social Cohesions	Total Score
KRG	Dohuk	Dohuk City	JCC Dohuk	1	1	1		1	4
KRG	Sulaymaniyah	Sulaymaniyah City	Suli JCC	1		1		1	3
KRG	Sulaymaniyah	Arbat District			1	1		1	3
KRG	Erbil	Erbil City	Erbil JCC and JCC	1	1	1			3
Capital	Baghdad	Baghdad	Federal	1	1	1			3
NLA	Diyala	Khanaqueen District			1	1		1	3
NLA	Ninewah	Zummar			1	1		1	3
NLA	Salah Al Din	Al-Shirqat District			1	1		1	3
South Iraq	Basra	Basra District	Suli JCC	1		1			2

Table 8. Locations which received SGBV interventions

Governorate	District	Description	Govt. Coord	Basic Service	Livelihoods	SGBV and Protection	Social Cohesions	Total Score
Dohuk	Sharia District					1		1
Dohuk	Domiz			1		1		2
Dohuk	Mamrashan			1		1		2

End of The Report