

# MID-TERM EVALUATION REPORT

For KfW Project

Covering the period January 2019 to December 2019

Contribute to the Economic Recovery of Iraq through  
Employment Creation and Revitalization of Local Economies



International Organization for Migration (IOM)  

---

The UN Migration Agency

**Prepared for:**

KfW Development Bank

Federal Ministry for Economic Cooperation and Development (BMZ)

**Prepared by (Commissioner):**

IOM RRU Monitoring and Evaluation Officer

IOM Mission, Iraq

CONTENTS

1. EXECUTIVE SUMMARY .....	3
2. LIST OF ACRONYMS AND ABBREVIATIONS .....	7
3. INTRODUCTION .....	8
4. CONTEXT AND PURPOSE OF THE EVALUATION .....	8
4.1. CONTEXT .....	8
4.2. EVALUATION PURPOSE .....	9
4.3. EVALUATION SCOPE .....	9
4.4. EVALUATION CRITERIA.....	10
5. EVALUATION FRAMEWORK AND METHODOLOGY .....	10
5.1. METHODOLOY .....	10
5.2. DATA SOURCES AND COLLECTION .....	10
5.3. SAMPLING .....	12
5.4. DATA ANALYSIS .....	13
5.5. LIMITATIONS AND PROPOSED MITIGATION STRATEGIES.....	14
6. FINDINGS.....	14
6.1. RELEVANCE/ APPROPRIATENESS .....	14
a) To what extent do the activities, outputs and outcomes remain valid and pertinent as originally intended? ...	14
b) Is the project in line with local needs and priorities? .....	14
c) Are the activities to local needs increased ownership, accountability, and cost-effectiveness? .....	15
d) Did the interventions reach the target population? Have the interventions contributed to strengthening the core potentials of the target groups? .....	16
6.2. EFFECTIVENESS.....	17
e) Are the outputs leading to the intended outcomes? .....	17
f) What is the overall progress towards the expected results? Are there significant challenges that hinder the realization of the planned results? .....	17
g) What are the components and delivery approaches that are most effective, and which are least effective? What needs to be done to improve the performance to achieve the expected results? .....	23
h) Is the program adequately applying ‘Do No Harm’ principles? .....	26
i) What are the intended/unintended positive/negative results at the macro (sector) and micro (household) levels?.....	27
j) To what extent is the selection of beneficiaries consistent with the project selection criteria, and does the selection criteria adequately target the populations most in need of stabilization and revitalization assistance? ....	31



6.3.	EFFICIENCY .....	33
k)	Is the project implemented according to the workplan? .....	33
l)	Is the project's progress on schedule? .....	33
m)	Do the selected beneficiaries fall within target population groups? .....	33
n)	Does the program have clear reporting lines? .....	33
o)	How efficiently were the resources used to achieve the intended results in line with the implementation context? .....	35
6.4.	CONNECTEDNESS/SUSTAINABILITY .....	35
p)	To what extent are the project activities connected to longer-term development concerns? .....	35
q)	Are the benefits likely to be maintained for an extended period after assistance ends? .....	36
6.5.	IMPACT.....	37
r)	What are the broader effects of the project on individuals, gender, and age groups, IDPs/host-communities and institutions? .....	37
s)	What are the significant factors influencing the achievement of the project's outputs and outcomes? .....	40
6.6.	CROSS-CUTTING ISSUES .....	42
t)	To what extent did the project design incorporate gender and environment? (i.e., gender analysis or gender-sensitive needs assessment, planning, implementation and results to be achieved? Or what are the broader effects of the project on individuals, environment, gender and age groups, IDPs/host-communities/returnees and institutions? .....	42
u)	What were the gender equality results and objectives achieved? Were gender mainstreaming principles adhered to by the project? .....	42
7.	CONCLUSIONS AND RECOMMENDATIONS.....	45
7.1.	CONCLUSION.....	45
7.2.	RECOMMENDATIONS.....	47
8.	ANNEXES .....	48
8.1.	INCEPTION REPORT .....	48
8.2.	EVALUATION MATRIX.....	48
8.3.	FOLLOW-UP PICTURES .....	54
8.4.	DATA COLLECTION INSTRUMENTS.....	54



## 1. EXECUTIVE SUMMARY

### Background

The project was launched in 2019 by IOM in partnership with KfW (German Development Bank) to support economic recovery and job creation in affected areas in Iraq. Through this project, IOM provides medium and long term livelihood support to individual, community and institutional level, as well as, short-term response focusing on individual Cash for Work (CfW) interventions. Livelihood support aims at the sustainable employment of individuals, including self-employment in business for those with particular skills or high potential in business. Livelihood support also aims at revitalizing the economy at the community level by providing financial support to businesses to start, re-open and expand, thus, revitalizing the economy, creating new employment opportunities and supporting the recovery and stability of the target areas. Securing employment or successful self-employment generates income that the household can use to meet basic needs preventing possible negative coping strategies. Increased financial security within a target community contributes directly to the revitalization of the local economy, which in turn generates more economic opportunities for other community members.

The evaluation is a Mid-Term Evaluation (MTE), conducted by IOM to provide insights about the effectiveness of the programme to KfW and IOM programme management. The main objective is to evaluate the program's performance against the desired results as articulated in the project's result framework. Recommendations will be used to improve learning for the project and future interventions, including phase II of the programme.

The evaluation specific objectives include:

- Assess the overall project's performance from a planning, implementation and knowledge management point of view, by identifying the key strengths and weaknesses and make any recommendations;
- Identify lessons-learned and best practices resulting from the project to inform future strategies and interventions, primarily phase II of the programme;
- Provide relevant and timely contributions to organizational learning and informed decision-making based on the analysis of the programme performance;
- Ensure the programme's accountability for results and endorse IOM's obligation on transparency and Accountability to the Affected Populations (AAP).

### Methodology

The project performance is evaluated against standard OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact.

The evaluation utilizes mixed quantitative and qualitative methodologies, including:

- (1) Field visits and site observation in selected programme locations;
- (2) Desk reviews of project documents and reports;
- (3) Focus group discussions using both structured and semi-structured questionnaires;
- (4) Key Informants Interviews (KII) with community leaders, relevant authorities and staff involved in the implementation of the project;
- (5) Phone-call interviews with the beneficiaries and other community members who didn't receive services.

The methodology aimed to safeguard the inclusivity and engagement of relevant stakeholders to bring out their voices and perceptions about the implementation of the project. Relevant stakeholders were approached for this evaluation, including IDPs, host communities, vulnerable community members, civil societies, government counterparts and community leaders.

### Findings

Relevance: The overall structure and strategy of the project remain valid in relation to the current context and challenges in Iraq, with IOM intervening with a combination of long-term intervention creating sustainable job opportunities, and



limited short-term cash for work program to enhance the financial security of vulnerable individuals. Outputs remain legitimate with what originally intended and leading to the intended outcomes, noting a slight modification of the activities related to Output 1.4, for which the engagement with local authorities has led to a different set of activities provided in the context of Enterprise Development Fund (EDF) and hosted in the Community Resource Centres (CRCs) were relevant. The use of a participatory methodology, the close coordination with local authorities and the information gathered in labour skills and market assessments, all ensured that the project is in line with local needs and priorities, making the services provided relevant and timely to the community. It was observed, however, that in some cases, the quality of the information collected in the household profiling form could lead to misinterpretation and possibly affect the beneficiary selection.

As for the EDF, the due diligence processes are conducted consistently throughout the implementation, and it was observed that the investment committee<sup>1</sup> stage represents a critical step in the due diligence process, which justifies the travel and presence of three staff members, including management and senior members of the field teams.

**Effectiveness:** All programme activities have met the mid-term targets according to the workplan, with 40% of the total targets reached. It is foreseen that IOM will be able to complete the remaining targets in line with the workplans and within the timeframe of the project. It was observed that most of community engagement activities took place in the first half of the project, which is in line with the workplans since these activities are a prerequisite for the implementation of other activities and will allow for a faster implementation pace in the second year of the project. Generally, the delivery approaches for all project components were found to be effective, with some challenges observed in the implementation of the e-voucher system for the delivery of Individual Livelihood Assistance (ILA) packages. While the e-voucher system is effective in controlling that assistance is provided only to the selected individuals and for the amounts approved, the limited number of vendors enrolled in certain locations has the potential to limit price-negotiation and eventually lead to a price increase. However, the project team had identified this risk and put in place mitigation measures such as IOM staff being present when beneficiaries go to the vendor.

Local authorities and community leaders stated that the program does not cause harm in the community. According to them, the program has paid sufficient attention to all groups of the community to avoid potential social conflict issues.

**Efficiency:** Through the community selection processes and use of data tools including IOM DTM's Returns Index<sup>2</sup>, IOM made sure that the selected communities meet the criteria required by the project design by targeting conflict-affected communities with a high number of returnees. When local community leaders and government actors (during FGD and KIIs) were asked "why do you think IOM chose this community?" they all confirmed that the selected location presented significant-high needs and presence of IDPs/returnees compared to neighbouring communities. The IOM management structure for this programme is effective at producing the outputs included in the project results matrix, while it also serves the project's and IOM's internal reporting and financial management structure adequately. Through the distinction between field operation and thematic teams, the program's structure is aligned to the program's overall strategic objectives. The alignment of the management structure gives insight to staff about the objectives they need to accomplish and focuses staff attention on both procedural details and the programmatic achievement. Staffing structures in each governorate appear to be adequate with the context in which the intervention is being implemented. Factors explaining differences in staffing structure include logistical and security accessibility of certain areas, the size of the IOM portfolio in the area, as well as the level of existing needs. IOM appoints central thematic teams and regional technical advisors, to take charge of quality assurance, improving the capacity of field teams, developing and providing the required procedures and guidance as well as to ensure effective use of resources.

**Connectedness/ Sustainability:** IOM's livelihood intervention methodology is based on community engagement and ownership principles. Community and local authorities were involved throughout the planning and implementation of the project, and ownership of project results was promoted beyond the timeframe of the project. Community engagement, at

---

<sup>1</sup> Investment committee: last stage of the due diligence processes for selecting businesses for the EDF services

<sup>2</sup> <http://iraqdtm.iom.int/ReturnIndex.aspx>

both the district and governorate level, is imperative to improve the sustainability of the services, institute employment structures, and develop a set of grassroots economic development programs with a focus to rebuilding infrastructure, create jobs and spur economic growth. Community leaders and local authorities (during KIIs) reported that EDF activities contributed to the development of local economy, while in addition to that some mentioned that the interaction between the community members enabled by the project also contributed to enhanced social cohesion. Beneficiaries that gained new skills from training programs will likely retain those skills, given the fact that 85 per cent of them reported using the skills, with potential for improved income generation beyond the project period. Similarly, community members who participated in group decision making in IOM-led community engagement activities will benefit from the experience and have improved capacity in the future to address local challenges. Throughout the evaluation, many indications on the connectedness as well as suitability of the services have been observed, including expanded social network of beneficiaries, beneficiaries planning to stay in their community; beneficiaries feeling confident that they will be able to cover their family expenses for the next three months; and an increased number of businesses that registered with the chambers of commerce or relevant ministries.

Impact: The evaluation sought to demonstrate the impact of the project on employment creation and revitalization of local economies. Preliminary indications of impact were assessed in interviews with beneficiaries. Cash for Work activities were found to have contributed to an average increase in the income of a household of 135% (comparing households' monthly income during baseline to midline stage), with a higher impact measured on female and IDP beneficiaries. Through ILA, the employment rate of the selected beneficiaries improved, and the average net profits of their micro-businesses increased by 60% on average. This led to an average increased income of 89%. For EDF businesses, the increase in profit from the baseline to the midline measurements (four to six months) was considered as a preliminary indicator of impact. On average, profits increased by 55%, with further increase anticipated in a longer period. Furthermore, the impact of the project was measured by comparing the change in the living conditions of the beneficiaries and non-beneficiaries, for all three main services types. It was found that a positive change of the beneficiaries' livelihoods was mainly due to the project's intervention, as non-beneficiaries in the same communities showed no change or negative change.

Cross-cutting issues: The evaluation assessed the performance of the programme on cross-cutting issues including environmental and social standards, labour and safety standards, gender mainstreaming. IOM has incorporated environmental and social standards in the programme in line with the KfW guidelines. For instance, cash for work programmes was used as an opportunity to promote environmental standards (debris recycling) while raising awareness and providing tools for the safety of the participants. When operating in locations that present a potential risk of explosive hazards, IOM ensured that all stakeholders were provided with adequate risk education. Through EDF, IOM is promoting and safeguarding the safety of the employees by enforcing through milestones the availability of safety equipment and measures in businesses with lower safety standards. At the same time, IOM encourages businesses to oblige with Iraqi and intentional labour law, especially when it comes to child labour and working hours. The evaluation found that the percentage of EDF businesses who have the required safety measures in place increased from 77% to 88%.

The evaluation also shows that five gender mainstreaming principles (gender-sensitive language, gender-specific data collection and analysis, equal access to and utilisation of services, women and men are equally involved in decision making, and Equal treatment is integrated into steering processes) were adhered to by the project. The inclusiveness of women and minorities, such as Yazidi or Christians, in the services are taken into consideration throughout the assessment stages, with a focus on female participation. In the EDF selection preference is given to businesses that integrate social impact including the employment of vulnerable groups. The ability of the project to meet gender breakdown indicators remains challenging due to the general context of cultural norms and practices with women's participation remaining restricted by social norms that hinder their mobility and the choice of vocations they can engage in and defers decision-making to male relatives.

#### Recommendations:

- Further expand the outreach of the EDF call for expression of interest to reach a wider audience and ensure all community members have equal access to the application process;



- Address the quality of data collected in the household profiling forms by: 1) providing additional training and coaching to field teams; 2) reviewing the household profiling form to make it more user friendly and further develop the existing scoring mechanism to ensure accurate selection; 3) consider further centralization of key aspects of the selection process of ILA beneficiaries in order exercise more oversight and support the field teams more effectively;
- Ensure that sufficient staffing resources continue to be allocated to the EDF investment committees, with systematic participation of three staff members from the management and senior field operations and technical teams;
- Whenever possible, the use of unrestricted cash modality for the delivery of ILA packages should be considered. This modality was successfully piloted, and it provides more flexibility in the choice of the items and leaves more room for price negotiation. In locations where the conditions are not suitable to unrestricted cash, the programme should continue strengthening the risk mitigation measures in place for the voucher system, including expanding the pool of vendors and have IOM staff present during the transaction;
- Consider further integration of the programme components to improve overall efficiency, for instance by strengthening linkages between ILA beneficiaries and job opportunities created under the EDF;
- It is recommended to expand the online advertisements for EDF call for expression of interest to reach a wider audience and to ensure the provision of all community members with equal opportunity and access to the information;
- Provide additional training or coaching to field teams in a specific location to improve their awareness and understanding of 'do no harm' principles and risk mitigation strategies;
- Conduct a gender analysis to identify gender-specific challenges and needs, and mechanisms to further facilitate women's participation in a way that is culturally acceptable.



## 2. LIST OF ACRONYMS AND ABBREVIATIONS

OECD/DAC	The Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)
CET	Community Engagement Team
CfW	Cash for Work
CRC	Community Resource Centre
ILA	Individual Livelihood Assistance (Includes: Vocational Training, Farming Training, On Job Training, Job Placement, and Business Support Packages)
EDF	Enterprise Development Funds
Eoi	Expression of Interest
SME	Small and Medium Enterprises
BDS	Business Development training Service
IDP	Internally Displaced Person
HC	Host Community member
RRU	Return and Recovery Unit
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
IOM	International Organization for Migration
ODK	Open Data Kit
FGD	Focus Group Discussion
KIIs	key Informant Interviews
ILA	Individual Livelihoods Assistance
M	Male
F	Female



### 3. INTRODUCTION

**Project Title:** Contribute to the Economic Recovery of Iraq through Employment Creation and Revitalization of Local Economies

**Implementing Organization:** International Organization for Migration (IOM)

**Donor:** The Kreditanstalt für Wiederaufbau (KfW)

**Project Period:** January 2019 - December 2020

**Total Confirmed Funding:** 10 Million Euro

The KfW aim was launched in 2019 to respond to the identified needs<sup>3</sup> of the targeted communities with livelihood and employment support. Through this project, IOM provides medium-long term response consisting of livelihood support at individual, community and institutional level, as well as, short-term response focusing on individual Cash for Work (CfW) interventions. Livelihood support aims at the sustainable employment of individuals, including self-employment in business for those with particular skills or high potential in business. Livelihood support also aims at revitalizing the economy at the community level by providing financial support to businesses to start, re-open and expand, thus, revitalizing the economy and creating new employment opportunities. Securing employment or successful self-employment generates income, which the household can use to meet its needs.

Increased financial security within a target community contributes directly to the revitalization of the local economy, which in turn generates more economic opportunities for other community members.

### 4. CONTEXT AND PURPOSE OF THE EVALUATION

#### 4.1. CONTEXT

The crisis in Iraq saw the occupation of large areas of the country by ISIL, followed by Government-led military operations to re-take ISIL controlled areas. The armed conflict led to massive internal displacement, with more than 5.8 million people displaced following the emergence of ISIL in 2014. After the liberation of Mosul in September 2017, large numbers of displaced populations have started to return home. IOM Iraq’s Displacement Tracking Matrix (DTM) of June 2019<sup>4</sup> reported 1.6 million individuals still displaced in the country, while 4.3 million had returned to their area of origin, showing for the first time since the end of the conflict the highest number of returnees than IDPs in the country.



Many conflict-affected communities are receiving a high number of returnees, which puts the limited resources and services available under strain. Other challenges arise from the return of IDPs to their areas of origin such as increasing tensions in the community due to competition for resources, amplification of sectarian ethnoreligious divisions, and possible retaliation towards those perceived having affiliations with parties to the conflict. IDPs and returnees have limited access to employment opportunities, limited access to essential services and live in poor housing conditions.

<sup>3</sup> Recovery of recently liberated areas, and strengthen local markets

<sup>4</sup> <http://iraqdtm.iom.int/DtmReports.aspx>

On October 1, 2019, a series of protests that consisted of demonstrations, marches, sit-ins and civil disobedience started spreading over the central and southern provinces of Iraq, to protest 16 years of corruption, unemployment and inefficient public services, before they escalated into calls to overthrow the administration and stop the Iranian intervention in Iraq. The Iraqi government was accused of using bullets, snipers, hot water and tear gas against protesters. The protests stopped on October 8 and resumed on October 24.

Through this project, IOM aims at the sustainable business creation and employment of individuals. In its programmes, IOM mainly targets vulnerable groups. In a context where Iraq has entered the recovery phase and affected persons return to their place of origin, it is essential to secure durable solutions to allow returnees to come back and stay. Returnees and IDPs have stated that one of the significant obstacles in return and stay in the place of origin is the lack of income and employment.

In response to the identified needs, IOM intervened in targeted communities with livelihood and employment support. The project provided both a medium-long term response consisting of livelihood support at individual, community and institutional level, as well as a short-term response focusing on individual Cash for Work interventions.

Livelihood support aims at the sustainable employment of individuals, including self-employment in business for those with particular skills or high potential in business. Securing employment or successful self-employment generates income, which the household can use to meet their needs and, in the case of returnees, re-start their life after the displacement. Increased financial security within a target community contributes directly to the revitalization of the local economy, which in turn generates more economic opportunities for other community members.

#### 4.2. EVALUATION PURPOSE

The evaluation is a Mid-Term Evaluation (MTE), conducted internally through IOM, intends to provide insights about the effectiveness of the programme to IOM management and KfW. It was agreed at the beginning of the project between KfW and IOM that IOM would conduct an internal mid-term evaluation and an external final evaluation for this programme. The main objective is to evaluate the program's performance against the desired results as articulated in the project's result framework. Next to insights about the progress of the implementation, the evaluation will provide KfW with an analysis of possible challenges that the implementation is facing including lessons learned. Recommendations emanating from this evaluation will be used to improve current and future implementation of the program, adapt it to changes on the ground, and therefore, position IOM to achieve the desired results in the most sustainable, effective and efficient manner.

The evaluation specific objectives;

- Assess the overall project's performance from a planning, implementation and knowledge management point of view, by identifying the key strengths and weaknesses and make any recommendations;
- Identify lessons-learned and best practices resulting from the project to inform future strategies and interventions, primarily phase II of the programme;
- Provide relevant and timely contributions to organizational learning and informed decision-making based on the analysis of the programme performance;
- Ensure the programme's accountability for results and endorse IOM's obligation on transparency and Accountability to the Affected Populations (AAP).

#### 4.3. EVALUATION SCOPE

The scope focused on two outcomes of the project results framework;

Outcome 1: Individuals in target communities are included in the local economy by securing long-term employment  
 Outcome 2: Improved financial security of individuals in target communities benefitting from a cash for work "CfW" programme

The above two thematic components are priority areas for the KfW for the 2019/21 programme cycle. It paid specific attention to capture lessons learned to improve learning for future interventions. The evaluation was exclusively on

the KfW project, covering the period January 2019 to December 2019. The primary geographical focus was in some locations where the activities have been implemented (Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk).

4.4. EVALUATION CRITERIA

Project’s performance evaluated against the OECD/DAC evaluation criteria <sup>5</sup> of relevance, effectiveness, efficiency, sustainability and impact.

5. EVALUATION FRAMEWORK AND METHODOLOGY

5.1. METHODOLOGY

The evaluation is an IOM internal mid-term evaluation, qualitative in nature, with exploratory mixed quantitative and qualitative methods.

5.2. DATA SOURCES AND COLLECTION

The evaluation is an IOM internal mid-term evaluation conducted by IOM’s RRU M&E Team on the project intervention as outlined in the evaluation scope section.

The evaluation utilized mixed quantitative and qualitative methodologies, including:

- (1) Field visits and site observation in selected programme locations;
- (2) Desk reviews of project documents and reports;
- (3) Focus group discussions using both structured and semi-structured questionnaires;
- (4) Key Informants Interviews (KIIs) with community leaders, relevant authorities and staff involved in the implementation of the project;
- (5) Phone-call interviews with the beneficiaries and other community members who did not receive services as outlined in Table 01.

The evaluation processes are done in line with IOM Data Protection Principles<sup>6</sup>, IOM code of conduct, Do no harm principles, UNEG norms and standards for evaluations<sup>7</sup>. The results of this evaluation will contribute to internal learning that will enhance the implementation of the project.

Summary of the Evaluation Methodology and Data Collection

Table 01: Evaluation Methodology and Data Collection Tools

Method	Tasks	Tools required	Products	Location
<i>Desk study</i>	Review project reports, M&E reports, assessments, selection criteria, work plans and other documents.	Evaluation rubric <sup>8</sup>	<ul style="list-style-type: none"> <li>• Implementation strategies identification;</li> <li>• Identification of progress and challenges</li> <li>• Key project components implemented, and result achieved</li> </ul>	Erbil

<sup>5</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>6</sup> IOM Data Protection Manual, <https://publications.iom.int/books/iom-data-protection-manual>

<sup>7</sup> <http://www.uneval.org/document/guidance-documents>

<sup>8</sup> Evaluative rubric is a qualitative data assessment tool which involves articulating things that matter in the initiative being evaluated in line with the performance quality standard in project activities, their delivery strategies and resultant products or services predefined according to the evaluation purpose. See also: [http://carla.umn.edu/assessment/vac/improvement/p\\_4.html](http://carla.umn.edu/assessment/vac/improvement/p_4.html)



<p><b>Key Informant Interviews</b></p>	<p>Identify potential respondents and conduct interviews with relevant KIs: programme staff, management, community and stakeholder’s representatives (IDPs, host-communities, governmental authorities, civil societies, and other actors). <u>At least 2 KIIs with relevant stakeholders per community of intervention.</u></p>	<p>Interview Guides for the evaluation purpose, Structured questionnaire</p>	<ul style="list-style-type: none"> <li>• Qualitative data on project processes and performance about target results</li> <li>• Insight on the view of problems and recommend solutions.</li> <li>• Different perspectives on issues</li> </ul>	<p>Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk</p>
<p><b>On-site observation</b></p>	<p>Conduct field visit, observation of project activities and sites</p>	<p>Observation Guides</p>	<p>Qualitative data/cues about project contexts/challenges as well as risks</p>	<p>Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk</p>
<p><b>Focus group discussion</b></p>	<ul style="list-style-type: none"> <li>• Small FGDs of 6 to 12 people (<u>1 FGD per intervention community</u>) to explore stakeholder opinions and judgements towards the engagement level, processes, and project implementation.</li> <li>• In-Depth information on the needs, motivations, intentions, and experiences of the group to assess how the project has responded according to their expectations</li> </ul>	<p>Structured questionnaire</p>	<p>An in-depth qualitative information</p>	<p>Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk</p>
<p><b>Beneficiary Interviews and surveys</b></p>	<p>Conduct interviews with Beneficiaries (sample for each activity selected based on a statistically relevant sample per the survey system, that is, a 95% confidence level and a confidence interval of 5)</p>	<p>Structured questionnaire</p>	<p>Quantitative information</p>	<p>Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk</p>



<p><b>Comparative non-beneficiary interviews and surveys</b></p>	<p>Identify and secure interviews with comparable individuals, profiled but not selected (sample for this activity selected based on a statistically relevant sample per the survey system, that is, a 95% confidence level and a confidence interval of 5)</p>	<p>Structured questionnaire</p>	<p>Quantitative information</p>	<p>Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk</p>
--	---	---------------------------------	---------------------------------	---

### 5.3. SAMPLING

A proportionate stratified random sampling employed in the MTE to ensure that the interventions and their corresponding beneficiaries that are lightly represented in the database are still included. With proportionate stratification, the sample size of each stratum representing beneficiaries of a certain intervention was proportionate to the population size of the stratum. The sampling strata consisted of the beneficiaries who received the following services:

- 1) Enterprise Development Funds “EDF”,
- 2) Individual livelihood Assistance “ILA”,
- 3) CfW services.

Simple random sampling was used to extract beneficiaries from each stratum above. Quotas used to ensure that the assembled sample has, to the extent possible, the same proportions of beneficiaries as the entire population of beneficiaries with respect to the percentage of beneficiaries/intervention. The total population of beneficiaries that have received fully closed services calculated as based on IOM’s database (MIS) dated Oct 1<sup>st</sup>, 2019. From this population, a sample for both selected beneficiaries and comparable unselected applicants selected based on a 95% confidence level and a +/-5 confidence interval.

Efforts exerted to safeguard the inclusivity and engagement of relevant stakeholders to bring out their voices and perceptions about the implementation of the project. All relevant stakeholders were approached for this evaluation, including IDPs, host communities, vulnerable community members, civil societies, government counterparts and community leaders.

IOM Monitoring team informed all respondents of the nature and length of the survey and their consent for participation was taken before the interviews. All interviews conducted in a safe and dignified manner in line with the humanitarian principles of “Do No Harm principles” and “IOM data protection policy”<sup>9</sup>.

Key Informant Interviews (KIIs) were conducted with representatives from the community, government authorities, and other relevant actors. Similarly, FGDs with a selected sample from the IDPs and host-communities (beneficiaries and non-beneficiaries) conducted to assess how the project has responded according to their expectations, objectives and priorities.

Method	Sampling	Locations	Number of follow-ups
<b>Desk study</b>	All documents	Erbil	NA
<b>Key Informant Interviews</b>	Random selection of existing government and community representatives who	Diyala, Salah al Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk	26 (24 M, 2 F)

<sup>9</sup> Data Protection <https://www.iom.int/data-protection>



	were identified and involved in the programme through the community engagement theme		
<b>On-site observation</b>	Random spot-check visits	Diyala, Salah al Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk	<b>88</b> (67 M, 21 F)
<b>Focus group discussion</b>	Random selection of diversified representative groups of community members, authority, and community leaders who were identified and involved in the programme through the community engagement theme	Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk	<b>10</b> (106 M, 28 F)
<b>Beneficiary Interviews and surveys</b>	Representative sampling, based on a 95% confidence level and a +/-5 confidence interval	Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk	<b>577</b> (300 ILA, 144 CfW, 379 M, 65 F, on-site: 55 ILA, 52 CFW, 26 EDF)  Closed Cases: CfW 274, ILA 579, EDF 34, Total 887
<b>Comparative non-beneficiary interviews and surveys</b>	Representative sampling, based on a 95% confidence level and a +/-5 confidence interval	Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk	<b>194</b> 58 SMEs, 66 ILAs, 70 CfW
<b>Staff Survey</b>	All	Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk	<b>51</b> Staff members

#### 5.4. DATA ANALYSIS

IOM utilized various methods and sources of data, to ensure the validity and quality of the data collected, by including key informant interviews with community leaders, focus group discussion with members of the community, interviews with direct beneficiaries, interviews with IOM staff members involved in the implementation and any other stakeholders. Other forms of data quality used, like logical limitations for responses as all data collection tools are electronic (using: KOBO Toolbox), besides various data-processing and data-cleaning methods applied after each data collection process.

The data processing done through below steps:

- 1- Field editing involved reviewing data for completeness and legibility while in field;
- 2- Transcription of qualitative data before data analysis;
- 3- Data cleaning.



The quantities data were analysed through Microsoft excel and triangulated with the results of the qualitative data using below processes;

- Tabulating;
- Cross-tabulating;
- Aggregating;
- Disaggregating;
- And projecting.

#### 5.5. LIMITATIONS AND PROPOSED MITIGATION STRATEGIES

As customary with qualitative research, data collected through the key informant interviews (community leaders, government members) shows one perspective and as such present possible limitations. The limitations were mitigated through triangulation with the internal reports, other program literature and interviews with multiple stakeholders, including program staff, community structures, government, beneficiaries, and other community members.

Another limitation concerned the protests that started in October over the central and southern provinces of Iraq, which has created a barrier limiting access of the IOM M&E staff for field presence, and to overcome this, IOM has done a number of the interviews through phone calls instead, also decreased the sample of the field follow-ups in some locations.

## 6. FINDINGS

### 6.1. RELEVANCE/ APPROPRIATENESS

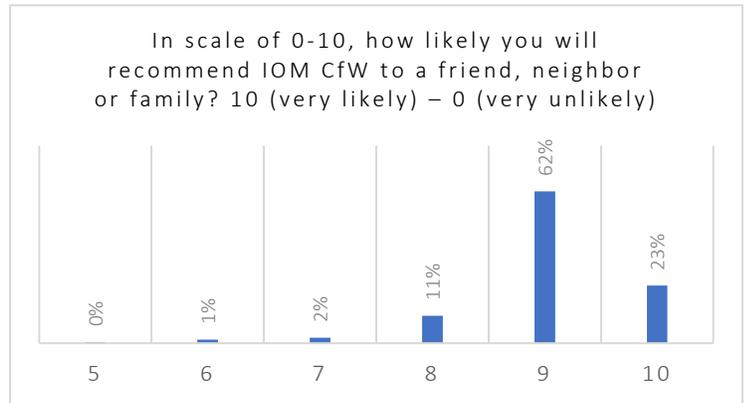
#### a) To what extent do the activities, outputs and outcomes remain valid and pertinent as originally intended?

The overall structure and strategy of the project remain valid, with IOM intervening with a combination of long-term intervention creating sustainable job opportunities, and limited short-term cash for work program to enhance the immediate financial security of vulnerable individuals. As initially intended, the focus of the programme is on securing long-term employment opportunities for individuals in target communities in the seven governorates of Diyala, Salah al-Din, Baghdad, Ninewa, Anbar, Kirkuk and Dohuk, which are the most affected by conflict and displacement in Iraq. Through a combination of individual employment support activities and by rehabilitating the production capacity of war-damaged businesses and economic infrastructures through the Enterprise development Funds (EDF), both activities are leading to job creation for the community. It was observed that outputs remain legitimate with what originally intended and leading to the outcomes, noting a slight modification of the activities related to Output 1.4, for which the engagement with local authorities has led to a different set of activities provided in the context of the EDF and hosted in the CRCs where relevant.

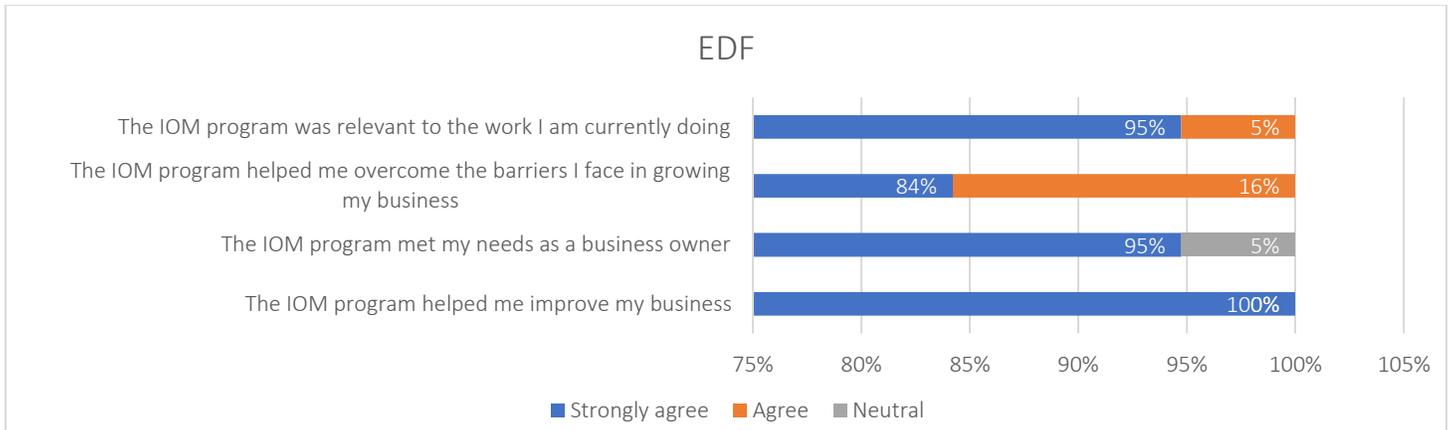
#### b) Is the project in line with local needs and priorities?

The community has a good overview of the professional profiles that are most in-demand in the community. Thus, IOM reach out to the private sector accordingly and IOM's coordination with local authorities and participatory assessments of labour skills and markets ensure that all the provided services are relevant to the communities and stakeholders in need. Through the follow-ups (Key Informant Interviews) with community leaders, it was found that the project is responding to the community needs especially by the provision of short-term and long-term job opportunities which contribute to enhancing of the local economy. In addition, the electronic vouchers system used for the provision of toolkits for individual livelihoods assistance selected vendors from the same communities where the activity took place. This had a positive impact on the local markets of these communities. However, when vendors were not from the selected communities, it did not always have a positive impact in all locations, as highlighted by one of the key informants. According to the CfW and ILA beneficiaries, the provided services were able to address their priority needs; therefore, most of the respondents stated that they highly recommend the services to friends, neighbours, or family members.





As per the responses of the business owners who received the EDF services, the project seemed relevant to the needs of beneficiaries, and it helped them to improve their businesses, which should eventually lead to enhancement of the local economy and sustaining/ increasing the number of employees working for these businesses.

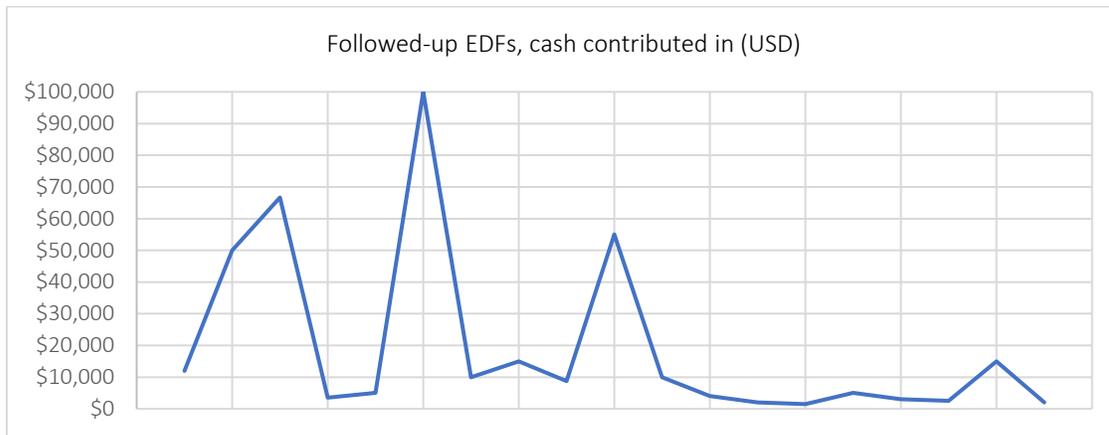


c) Are the activities to local needs increased ownership, accountability, and cost-effectiveness?

IOM’s approach of intervention is based on community engagement and ownership. This is done through the community-based needs assessments and working closely with community groups, local authorities and other stakeholders. For identifying CfW project opportunities, communities are engaged in proposing CfW projects in each area, as well as in project design, planning, and appraisal. As for the other services, IOM conducted a series of stakeholder consultations, often in the form of Town Hall meetings with community members and local authorities, to design a plan that will reflect the vision of the community as to what needs to be implemented across different sectors in order to become functional, with regular and predictable services, and improved economy.

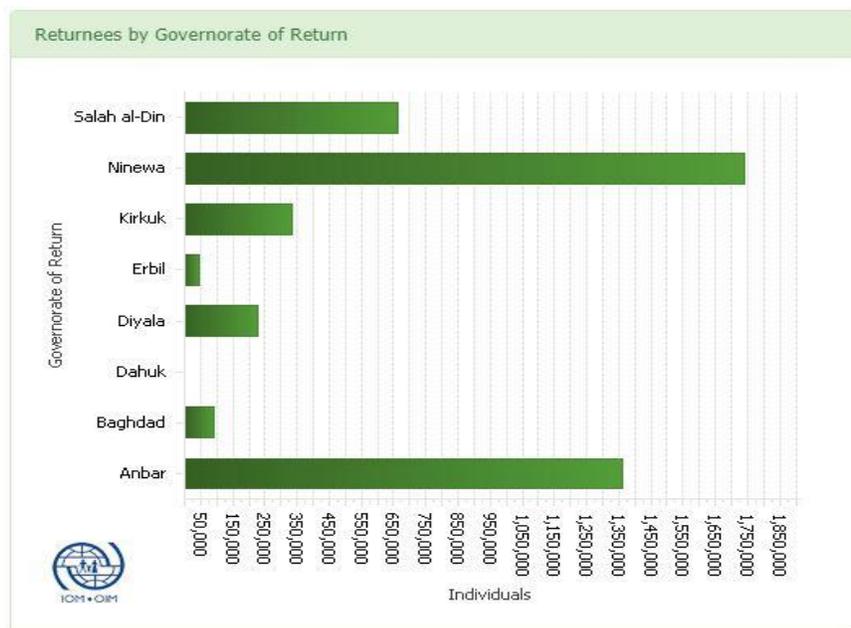
Through the Key Informant Interviews (KIIs) with the relevant community leaders and authority representatives, it was found that they all had a good understanding of the services delivered, as most of them were involved in the planning and implementation of the different activities throughout the project. One of the key criteria for selecting SMEs to receive the EDF was the contribution that the business owners are willing to make in rehabilitating local value chains or re-establish services that are of primary need to the local population.





d) Did the interventions reach the target population? Have the interventions contributed to strengthening the core potentials of the target groups?

Through the community selection processes, IOM made sure that the selected communities are in line with the pre-defined criteria of the number of returnees and IDPs. According to IOM’s DTM Return Index (Oct 31, 2019) <sup>10</sup>, the governorates with the highest number of returnees are; Ninewa, Anbar, Salah al-Din, Kirkuk, Diyala, Baghdad, Erbil, and Duhok respectively.



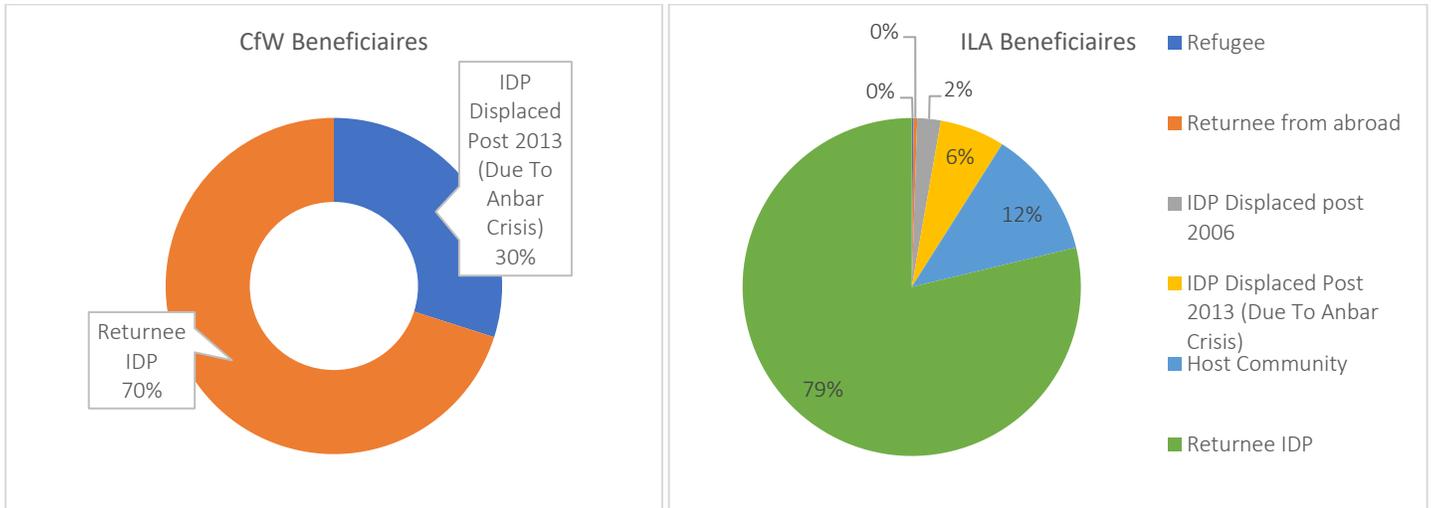
For the community selection, IOM targeted communities with a high number of returnees and affected by the conflict. The FGDs conducted with community members and Townhall meetings aimed at identifying the community needs and define the best implementation plan to address the community needs, as well as to provide services to the most vulnerable families in these communities.

During the KIIs with community leaders and government actors in the selected communities, a question was raised “why do you think IOM chose this community?”. Reportedly, they all confirmed selected areas were of high needs, conflict-affected, and mostly with the highest numbers of affected groups, compared to neighbouring communities.

<sup>10</sup> <http://iraqdtm.iom.int/ReturneeML.aspx>



The FGDs with community members and KIIs with community leaders and government actors found that the livelihood services had an impact on the beneficiaries’ lives, where it improved their ability to provide wages and thus respond to their family’s daily needs.



6.2. EFFECTIVENESS

e) Are the outputs leading to the intended outcomes?

A push-pull approach highlights the connection between the people themselves and the enabling environment that influences the results of market-driven livelihood strategies. Innovative skills training, job placement, and business support services for the development and expansion of micro and small enterprises are included in the push approach. Strategies designed to help vulnerable individuals and households built on a minimum level of assets are, instead, a pull approach that increases their capacity to engage more productively, creatively and proactively with other public and private market actors and to transition out of a cycle of extreme poverty. While the Enterprise Development Funds (EDF) works as a pull approach is essential to rebuild the economic infrastructure, spur economic growth, and eventually create jobs.

f) What is the overall progress towards the expected results? Are there significant challenges that hinder the realization of the planned results?

This project implementation period saw the establishment of systems and processes necessary for the program that was developed following the lessons learned exercises of previous similar projects and the current programs. Substantial community and government’s engagement aimed at establishing structures required for effective implementation of program interventions has also been underway.



Overall progress towards the expected results (desk review data):

	Indicators	Planned Targets	Reached	% Progress	Comments
<b>Outcome 1:</b> <b>Individuals in target communities are included in the local economy by securing medium/long-term employment</b>	Number of individuals that report having secured a medium/long-term job opportunity (M/F)	2,700 (1,890/810)	1,049 (for Individual livelihoods assistants; 579 {442 male / 137 female}, while Jobs created under EDF; 470)	39%	
	Percentage of individuals that report sustainable income generation as result of long-term job opportunities (M/F)	60%	82% (81% M, 88% F)	N/A	
	Percentage of the employed individuals who are reporting improved living conditions as a result of rehabilitation of war-damaged businesses and community infrastructure	60%	87%	N/A	
<b>Output 1.1:</b> <b>Target communities and beneficiaries are identified in a</b>	Number of Focus Group Discussions (FGDs) conducted	At least 2 per community	26 (2 per each community)	100%	

<p>conflict-sensitive manner, in cooperation with the community and local authorities.</p>	<p>Number of Community Planning Meetings (CPM) conducted</p>	<p>One per selected community</p>	<p>26 (2 per each community)</p>	<p>100%</p>	
	<p>Community assessment produced</p>	<p>One per selected district</p>	<p>12 labour market assessments were conducted in each district of implementation</p>	<p>100%</p>	
	<p>Number of beneficiaries profiled and selected</p>	<p>2,700 (1,890 male / 810 female)</p>	<p>1,049 (for Individual livelihoods assistants; 579 {442 male / 137 female}, while Jobs created under EDF; 470)</p>	<p>39%</p>	
	<p>Percentage of the target beneficiaries who are satisfied with the identification, selection and profiling processes</p>	<p>80%</p>	<p>100%</p>	<p>N/A</p>	
<p><b>Output 1.2:</b> Target individuals received support to enhance their employability and secure long-term employment</p>	<p>Number of individuals assisted with employability support services</p>	<p>1,500</p>	<p>579 (442 male / 137 female)</p>	<p>39%</p>	
	<p>Percentage of individuals who are satisfied with the employment support services provided</p>	<p>80%</p>	<p>97%</p>	<p>N/A</p>	

<p><b>Output 1.3:</b> War-damaged businesses and community infrastructure are rehabilitated, and their production capacity restored to employ workers, through innovative funding mechanisms</p>	Number of cooperation agreements signed	5	77	N/A	During the project design it was assumed that through the EDF IOM will be able to target 5 Medium size enterprises, while after assessing the markets, and the businesses who applied for the grants, IOM targeted Smaller enterprises, each enterprise getting fewer funds and creating fewer jobs compared to the plan, with a consideration of keeping same investment for job creation
	Number of war-damaged businesses and community infrastructure rehabilitated	5	77	N/A	Same as above
	Number of jobs created directly as result of the rehabilitation activities	1,200	470	39%	
	Estimate of spin-off jobs created as result of the rehabilitation activities	350	277	79%	Targeting more enterprise increased the creation of spin-off jobs

<b>Output 1.4:</b> The CRCs support government authorities in the provision and coordination of livelihood opportunities in target communities	Number of CRCs provided with business advisory and employability services	1	2	N/A	As also mentioned under relevance, a slight modification of the activities related to this output has been made, for which the engagement with local authorities has led to a different set of activities provided in the context of the EDF and hosted in the CRCs where relevant.
	Percentage of individuals that received business advisory services and employability training reporting satisfaction	80%	N/A	N/A	As Above
<b>Outcome 2:</b> Improved financial security of individuals in target communities benefitting from a Cash for Work programme	Percentage of CfW beneficiaries that report improved financial security	85%	74%	N/A	
<b>output 2.1:</b> Target communities and beneficiaries for CfW are identified in a conflict-sensitive	Number of government and community engagement meetings (cumulative)	At least one meeting per community	26 (one meeting per community)	100%	

manner, in cooperation with the community and local authorities	Number of CfW projects identified in cooperation with the community and local authorities	1	8	N/A	Based on assessed needs, IOM implemented several small CfW projects instead of one big project
	Percentage of CfW beneficiaries who are satisfied with the identification process	80%	100%	N/A	
<b>Output 2.2:</b> Selected individuals received unconditional and/or conditional cash assistance after participating in a full rotation of the CfW programme (M/F)	Number of individuals assisted with CfW	650 (325 male / 325 female)	274 (228 male / 46 female)	42%	
	Percentage of CfW beneficiaries who are satisfied with the unconditional and/or conditional cash assistance received	80%	100%		

The project activities under the community engagement component related to community selection, engagement with communities and government, producing labour market assessments, and community plans have met its targets. And this component is used for implementing the other activities, and that is why most of the activities under this component will only take place in the first half of the project period, leading to a faster pace progress for the other elements in the second year of the project implementation. All programme activities have met mid-term targets according to the workplan, with 40% of the total targets reached. It is foreseen that IOM will be able to complete the remaining targets in line with the workplans and within the timeframe of the project.

**Observed Challenges**

Gender:

The ability of the project to meet its gender indicators remains challenging. Livelihood services might face challenges to capture certain constituencies, including women and other minorities even though the vast majority of those not participating in the labour force in Iraq are women. Women’s participation is restricted by social norms that hinder their mobility and the choice of vocations and economic activities they can engage in and defers their decision-making power to their male relatives.

Internal coordination:

Internal coordination with support services and the finance department has improved significantly during the last year. However, some delays still occur because of bottlenecks at various operational junctures. Beneficiaries through the FGDs and interviews reported delays in some of the services in delivering toolkits or payments, especially for CfW services.

Integration between Components:

Having achieved considerable strides in integrating the various components, the program is aiming for further integration and efficiency. EDF and ILA have similar aims but are insufficiently integrated; therefore, IOM is looking through making linkages and referring beneficiaries who received ILAs, to be employed by the SMEs who received the EDF support, by considering this integration during the planning stage while selecting the communities (overlap locations), in line with the development of new methodologies and SOPs for this purpose. The challenge is mainly the fact that each of the services operate differently on how to select the intervention locations. Indeed, the ILA services are mostly concentrated in small, vulnerable communities, while the EDF businesses are mainly located in city centres and industrial areas (which is a normal market trend in any given set up), where there is a potential of market growth, and could lead to creating jobs.

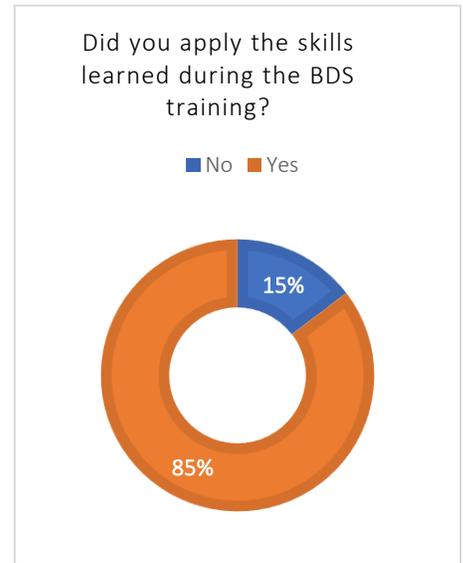
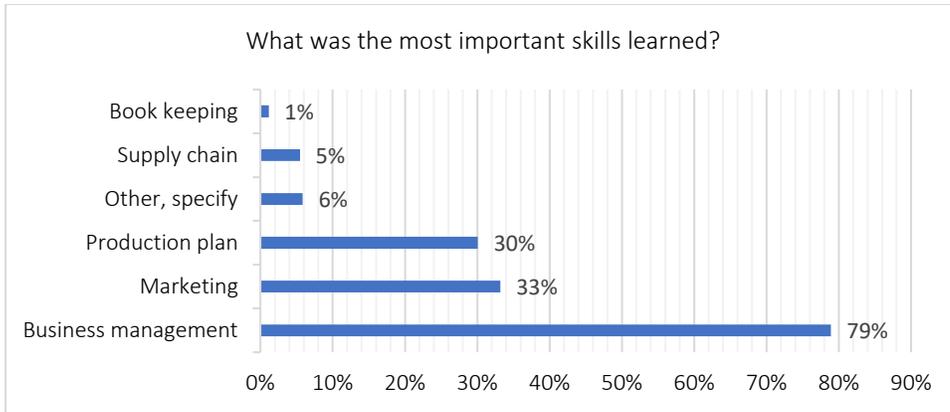
- g) What are the components and delivery approaches that are most effective, and which are least effective? What needs to be done to improve the performance to achieve the expected results?

**Individual Livelihoods Assistance (ILA):**

To further support beneficiaries and deepen their understanding of business strategies, the Business Development Services (BDS) trainings delivered to ILA beneficiaries mainly focused on Bookkeeping, Marketing, Business Management, and has been tailored to the various programmatic services that fall under livelihood assistance. Most of the beneficiaries were satisfied with the training. Indeed reportedly, 97% of them confirmed that they would recommend the BDS services to others, while 1% of the beneficiaries stated that it was not useful, and they would not recommend it to others.

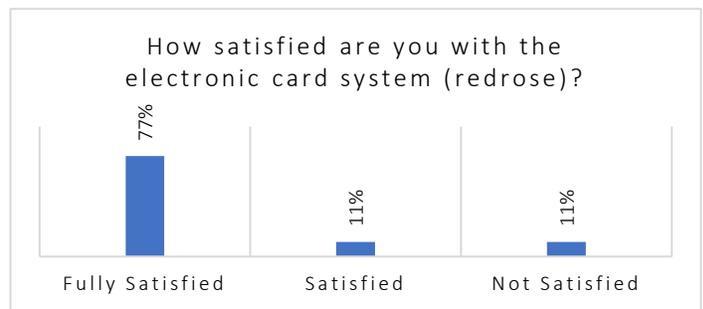


Eighty-five percent of the ILA follow-up’s respondents confirmed applying the skills they learned through the BDS training, and they reported that Business-management was the most important skill that they have learned.

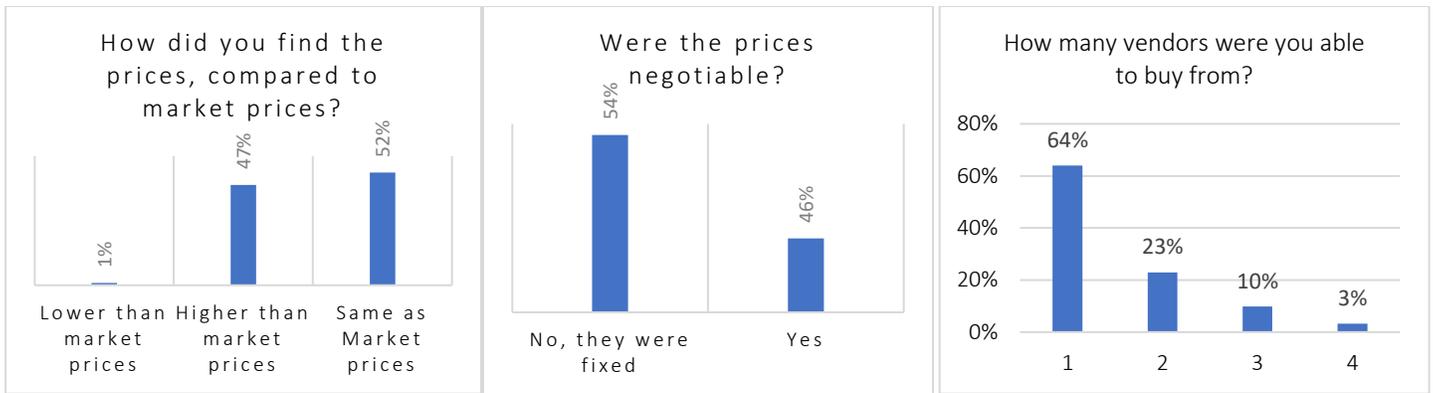


The ILA services of Business-Support, Vocational Training, Farming Training, and On-Job Training packages are accompanied by a toolkit tailored to the nature of the attended training. As part of the service package, these tools are delivered through e-voucher system, where beneficiaries buy the requested tools from a list of various items per the category of their business through the vendors identified by IOM.

Throughout the follow-up with the beneficiaries, some questions addressed the effectiveness of the e-voucher modality. Finding suggests that 77% of the respondents reported being fully satisfied with the modality, 11% reported being satisfied, and 11% were not being satisfied. The majority of the respondents who were not-satisfied stated that the reason was the high prices of items in the identified vendors shops; however, this claim could not be verified separately from the vendor’s side



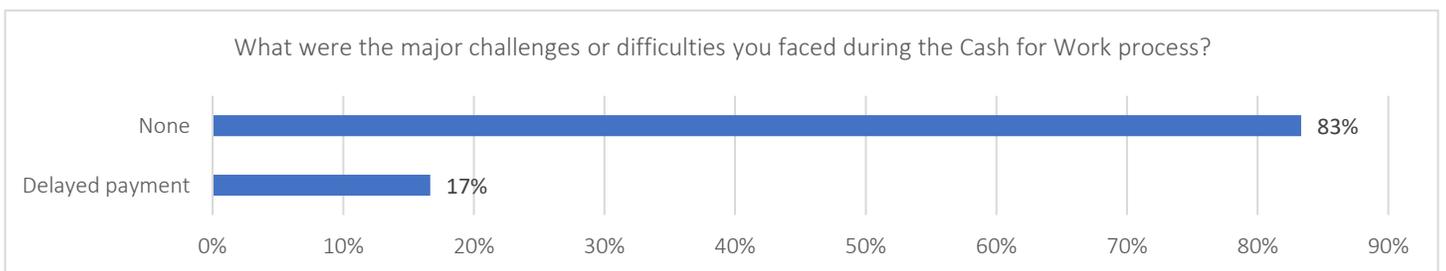
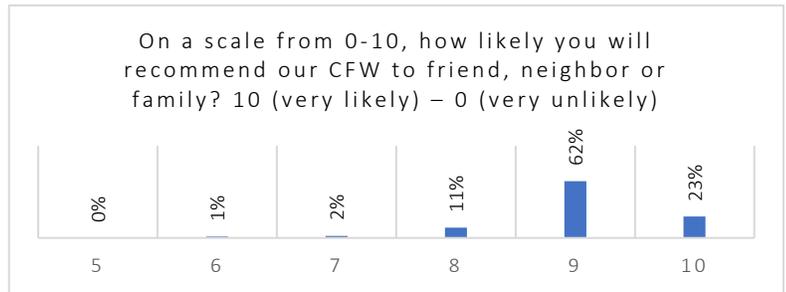
Fifty-two percent of the respondents reported that the prices of items in the identified vendors shops were the same as market prices, while 47% reported that they were higher. This was identified as a risk and measures were put in place such as; awareness-raising of businesses and having IOM colleagues going with the beneficiaries to the shops to avoid price inflation.



It is recommended to use cash modality whenever feasible as it gives more flexibility to the beneficiary in choosing items that he/she need and gives him/her better opportunity for price negotiation. If smartcard system is used, it is critical to identify many vendors for each beneficiary to buy from, to create market competition and promote price negotiation, and also to make sure that all the required items are available.

Cash for Work (CfW):

All the respondents of the Cash for Work follow-up reported satisfaction with the services delivered. The main challenge reported by the respondents was delays of payments. According to IOM staff, these delays occur because of bottlenecks at various operational junctures, especially with the internal support services.



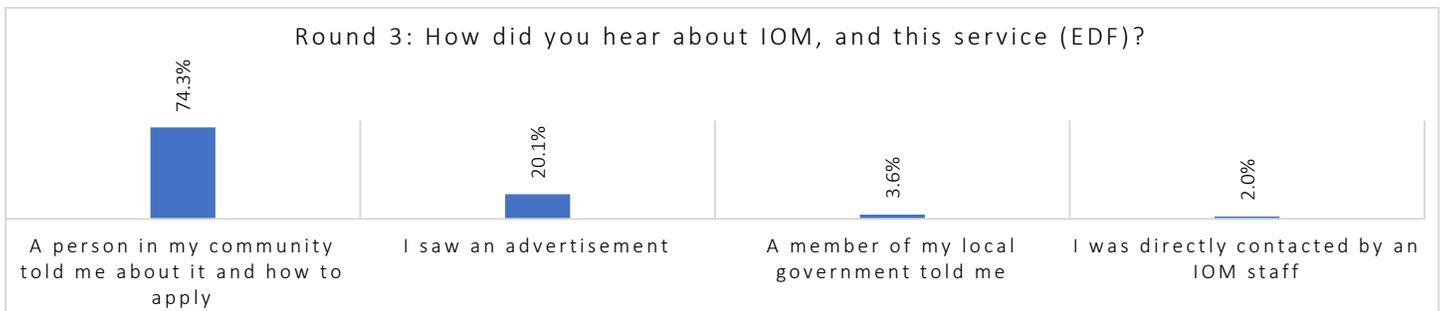
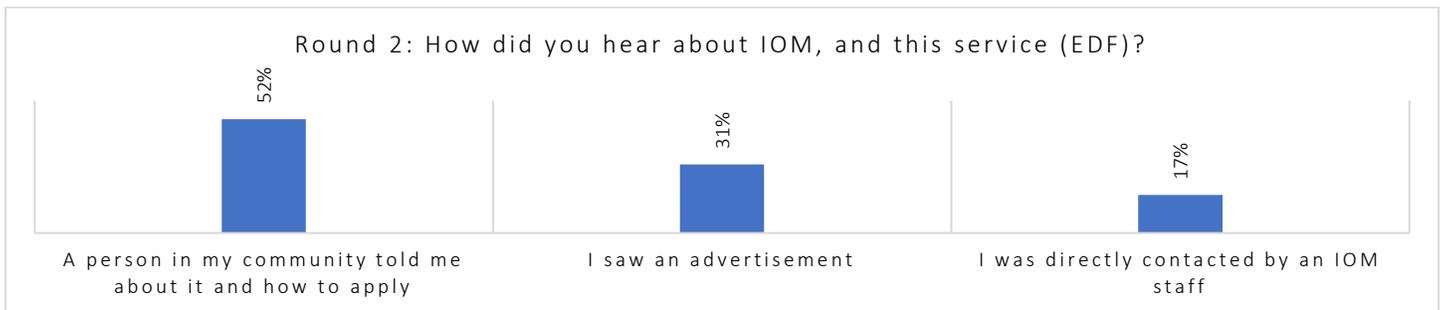
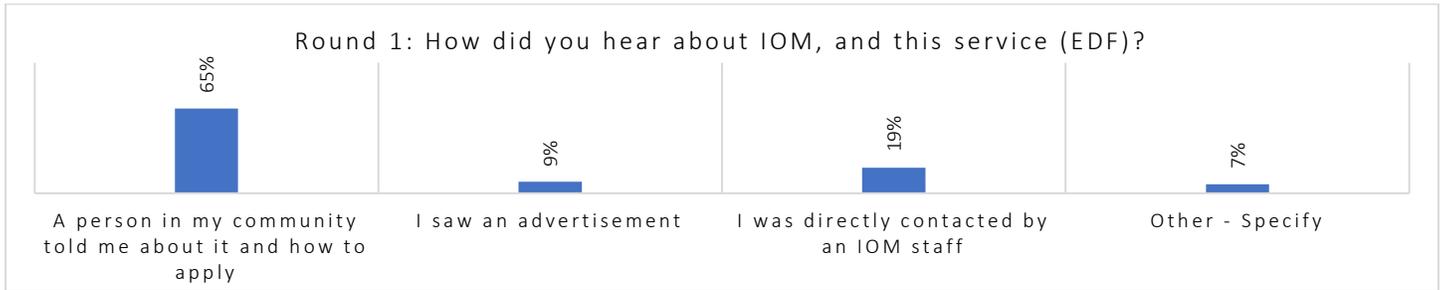
Enterprise Development Funds (EDFs):

Throughout the implementation period, monitoring follow-ups aimed at observing the EDF service implementation to measure the efficiency and effectiveness of the processes undertaken. A special focus was taken on the awareness campaigns and application of the Expression of Interest (Eoi) process. The monitoring exercise targeted samples of the community members who participated in the EDF information and application awareness meetings. All the applicants confirmed that the process did not include any fees or payments and confirmed not facing any difficulties during the application process.

Throughout the monitoring process, no concerns and shortcomings were highlighted. However, a possible recommendation to improve the effectiveness of the programme is to expand the advertisements for a call of expression of interest online



to reach a wider audience, in order to ensure that all community members have equal opportunity and access to the programme.



h) Is the program adequately applying ‘Do No Harm’ principles?

IOM mainstreams protection and has committed to do so across all phases of its response. This implies that IOM activities should include provisions that would actively look at mainstreaming the protection principles during planning, designing, implementing, monitoring and evaluating activities. Protection mainstreaming (do no harm policy in particular); is an indicator in monitoring and evaluation frameworks of all IOM projects. This is intended for measuring the efficiency and effectiveness of all the programs implemented.

Through the data triangulation of the beneficiaries’ interviews, KIIs, and the FGDs it was agreed that the program did not cause harm in the communities. Local authorities and community leaders stated that the program does not engender harm in the community, according to them, the program has paid sufficient attention to all groups of the community and avoided potential social cohesion issues.

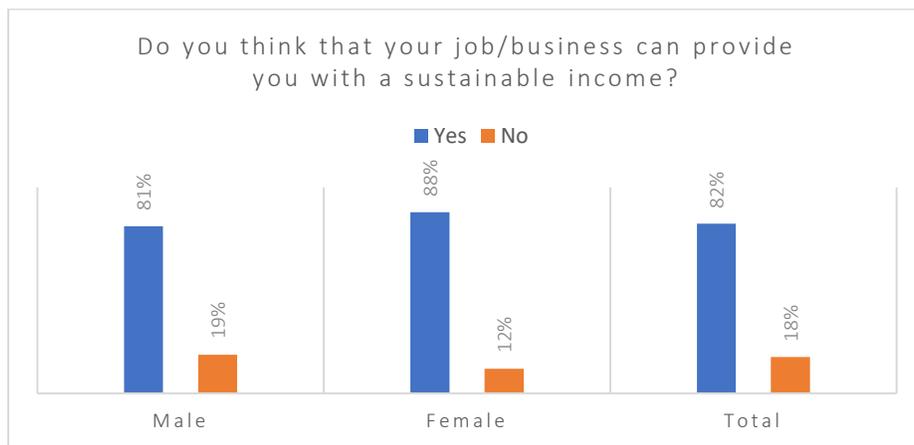
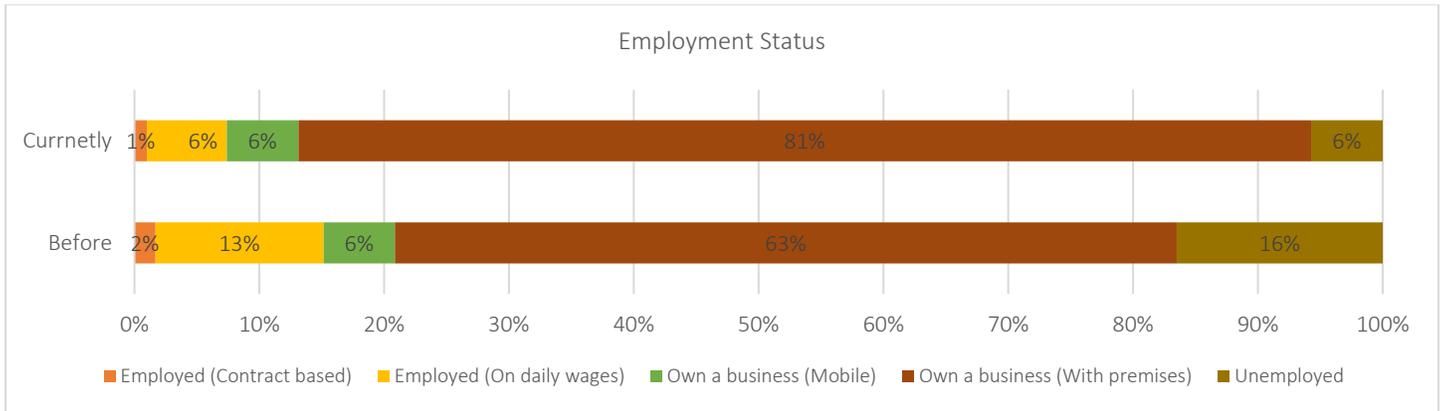


- i) What are the intended/unintended positive/negative results at the macro (sector) and micro (household) levels?

**Outcome 1.2:**

Percentage of individuals that report sustainable income generation as result of long-term job opportunities (M/F)  
 Target: 60%  
 Reached: 82% (81% M, 88% F)

Through the ILA services, the individual’s employment rate has increased by 10%. In addition, 94% of respondents confirmed that they currently have operational jobs, compared to 82% who reported that their job or business can provide them with a sustainable source of income.



### Outcome 1.3:

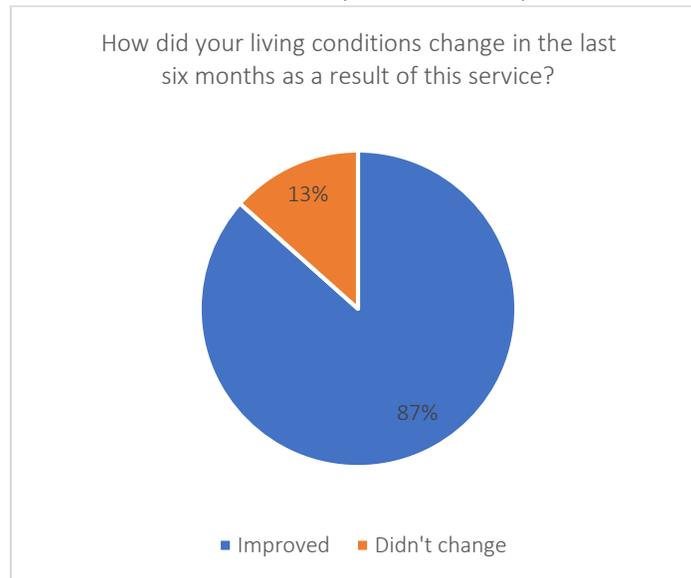
Percentage of the employed individuals who are reporting improved living conditions as a result of rehabilitation of war-damaged businesses and community infrastructure

Target: 60%

Reached: 87%

Moreover, 87% of the followed-up employees (employed individuals by the Businesses who received EDF) reported improved living conditions as a result of the EDF services.

Note: this indicator makes the assumption that improved financial security will lead eventually to improved living condition (all aspects of living condition; shelter, food, safety, access, ..etc.).



### Output 1.1:

Percentage of the target beneficiaries who are satisfied with the identification, selection and profiling processes

Target: 80%

Reached: 100%



All the targeted beneficiaries reported that the selection processes were fair and transparent.

---

### Output 1.2:

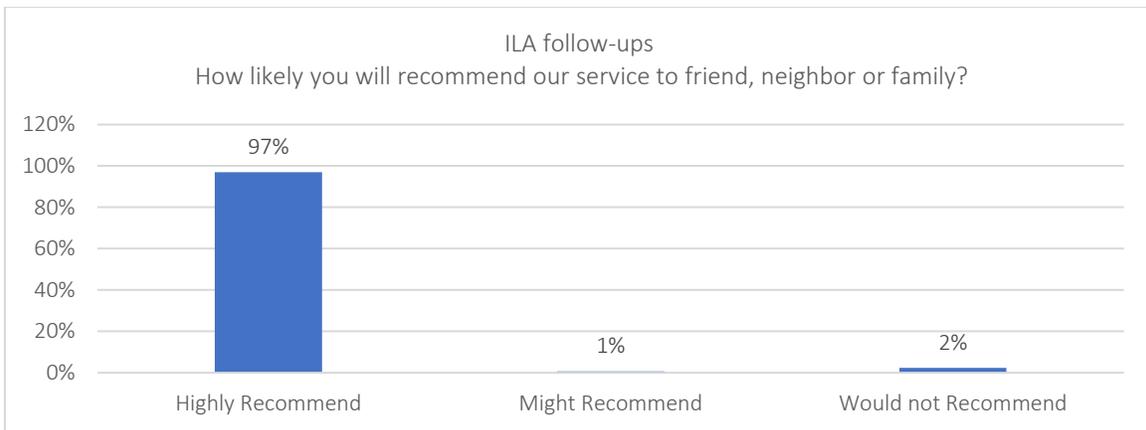
Percentage of individuals who are satisfied with the employment support services provided

Target: 80%

Reached: 97%

---

According to the beneficiaries, the provided services were able to address priority needs. As such, 97% of the respondents reported being satisfied with the services and stated that they would highly recommend the services to friends, neighbours, or family members.




---

### Outcome 2:

Percentage of CfW beneficiaries that report improved financial security

Target: 85%

Reached: 74%

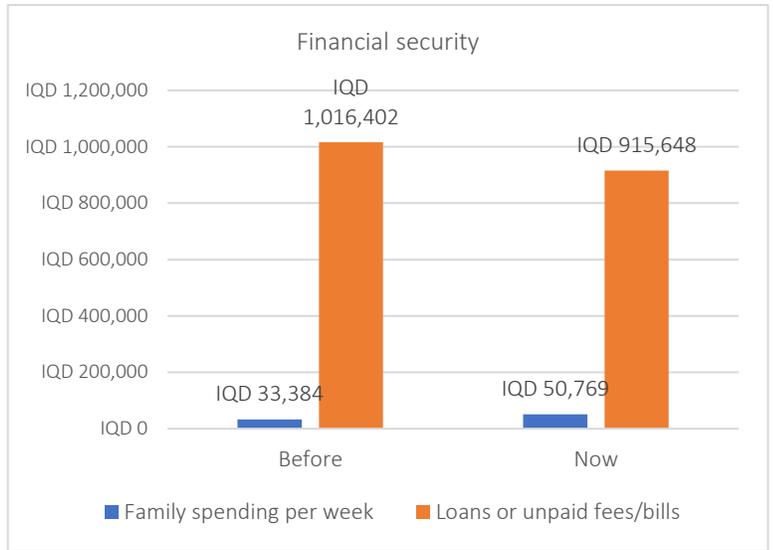
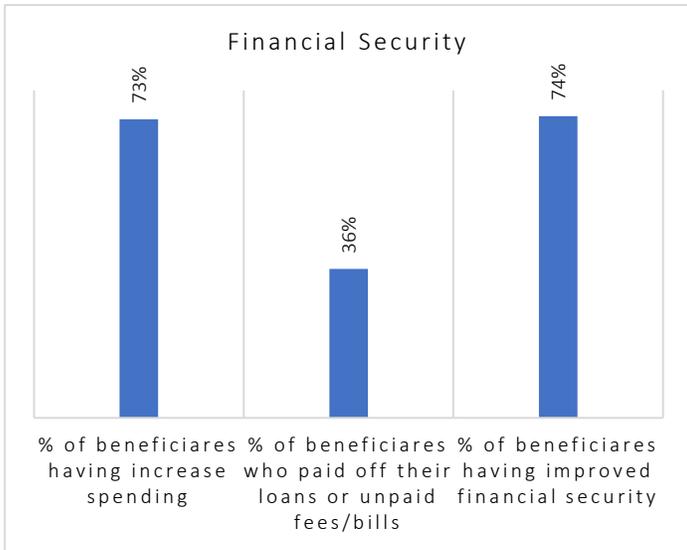
---

Findings show that financial security of 74% of CfW beneficiaries has improved, as they reported either;

- Increased spending without taking loans;
- Having similar expenses and paid off loans; or
- Having increased expenses and paid off loans.

By comparing the beneficiary’s financial situation before and after the CfW services, results showed that average household expenditure for beneficiaries has increased by 52%, and the average of loans and unpaid fees/bills has decreased by 10%.





Output 2.1:

Percentage of CfW beneficiaries who are satisfied with the identification process

Target: 80%

Reached: 100%

All of the targeted beneficiaries reported that the selection processes were fair and transparent.

Output 2.2:

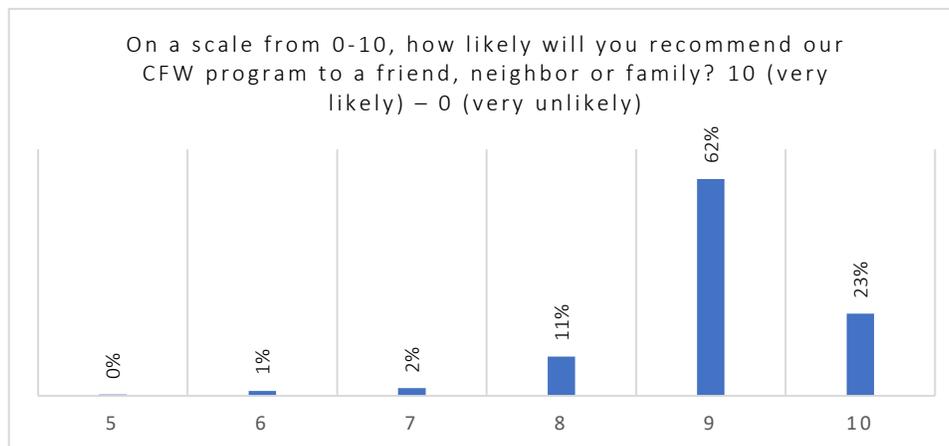
Percentage of CfW beneficiaries who are satisfied with the unconditional and/or conditional cash assistance received

Target: 80%

Reached: 100%

All the Cash for Work beneficiaries reported being satisfied with the services delivered.





- j) To what extent is the selection of beneficiaries consistent with the project selection criteria, and does the selection criteria adequately target the populations most in need of stabilization and revitalization assistance?

IOM committed to providing livelihood support to qualified or promising members of the community, with the aim of maximizing the likelihood of success of local businesses. Similarly, the tailored support provided to vulnerable groups, including female-headed households and a percentage of employment creation support under this project, directly benefits vulnerable groups. These services include vocational trainings, job placement, on the job training, business training and support to business set-up and expansion, leading to the successful integration of beneficiaries in the local labour market. In selecting the beneficiaries for the services, different eligibility criteria are used for a different type of services;

#### Cash for Work (CfW) Services:

The eligibility scoring is prioritising the following vulnerable population categories:

- Female-headed Households;
- Households living in bad shelter conditions or renting a shelter;
- Members who didn't participate in similar activities before;
- Households having a high number of minors;
- Households having school-age children;
- Households having members who require special health care;
- Households having more than five dependents.

#### Individual Livelihood Assistant (ILA) Services:

The Eligibility scoring is prioritising the following vulnerable population categories:

- Female-headed of Household, or Minor Head of Household;
- Households having Child Labour;
- Households having more than five dependents;
- Households having low income;
- Households having members who require special health care;
- Households with limited access to basic services;
- Households with limited access to Healthcare;
- Households living in a shelter in bad condition;
- Households with limited access to electricity;
- Households with limited access to water.



### Enterprise Development Funds (EDF):

The selection of SMEs is done according to pre-defined scoring criteria and a rigorous due diligence process; which includes below key stages;

- Expressions of Interest;<sup>11</sup>
- Expressions of Interest verification;
- Full application package;
- Investments committee visits for final selection;
- Award-Grant Agreement.

The EDF used a multi-stage selection process to review and deliberate on the potential for job creation by any applicant, and the sustainability of the business.

The Eligibility criteria for SMEs to apply were;

- Must have between 3 and 30 employees;
- Must operate within the implementation areas;
- Must be in the sectors identified through the Market assessment for each location;
- Must have been operational prior to 2017 and can demonstrate a clear need associated with the political events of 2014-2017;
- Must be owned and managed by an Iraqi.

Selection preference was given to SMEs that integrate one or more of the following components:

- Potential for the number of jobs created, relative to the grant request;
- Social impact including the participation of vulnerable groups, including displaced persons, returnees and women;
- Innovative and creative projects;
- Are registered with the Chamber of Commerce/ Chamber of Industry/ Ministry of Health and are up to date in the maintenance of their registration.

All the processes of beneficiary selection were consistent with the project selection criteria, while for community selection, IOM used various tools including IOM DTM's Returns Index and fragility index <sup>12</sup> to ensure targeting conflict-affected areas, populations who are highly vulnerable due to socioeconomic and displacement-related factors. Throughout the desk reviews, it was observed, that in some cases, the quality of the information collected in the household profiling form could lead to misinterpretation and possibly affect the beneficiary selection. It is recommended to address the quality of data collected in the household profiling forms by 1) providing additional training and coaching to field teams; 2) reviewing the household profiling form to make it more user-friendly and further develop the existing scoring mechanism to ensure accurate selection; 3) consider further centralization of key aspects of the selection process of ILA beneficiaries in order to exercise more oversight and support the field teams more effectively.

As for the EDF, due diligence processes are conducted consistently throughout the implementation, and it was observed that the investment committee stage represents a critical step in the due diligence process, which justifies the travel and presence of three staff members, including management and senior members of the field teams.

<sup>11</sup>See examples of published call for expression of interest:

[https://www.iom.int/sites/default/files/call\\_for\\_eoi\\_ramadi\\_english.pdf](https://www.iom.int/sites/default/files/call_for_eoi_ramadi_english.pdf)

<https://ihrpp.com/ads/support-for-the-economic-recovery-of-small-and-medium-sized-enterprises-smes-in-fallujah/>

<sup>12</sup> <http://iraqdtm.iom.int/ReturnIndex.aspx>

According to the FGDs with the community members in the different locations, the selection process of the CfW and ILA services was fair and transparent, as committees of community members from various backgrounds facilitated these activities. However, in one of the communities the FGD participants reported that a biased list was provided to IOM by the district council to be used as a source for beneficiary selection in that community. Yet, after reaching out to IOM, they found that the biased list was disregarded by IOM, and IOM staff were successful in identifying the vulnerable households through door-to-door approach.

The KIIs with community leaders and government actors showed that through formed committees which included community members and leaders, lists of most vulnerable families were prepared; IOM has interviewed the community members through door to door approach using these lists, which made the process fair and transparent. Nevertheless, some of the KIIs stated that there are more vulnerable families in their communities who need support.

There were follow-ups with the participants of the EDF outreach campaigns, which included business owners who submitted the Expression of Interest, business owners who did not submit the Expression of Interest, selected businesses, and non-selected businesses. Reportedly, all the applicants confirmed not facing any difficulties and concern travelling to the application location, confirmed that the process did not include any fees or payments and confirmed not facing any difficulties during the application process.

### 6.3. EFFICIENCY

- k) Is the project implemented according to the workplan?
- l) Is the project's progress on schedule?

These questions are fully addressed under *Effectiveness, Question F*.

- m) Do the selected beneficiaries fall within target population groups?

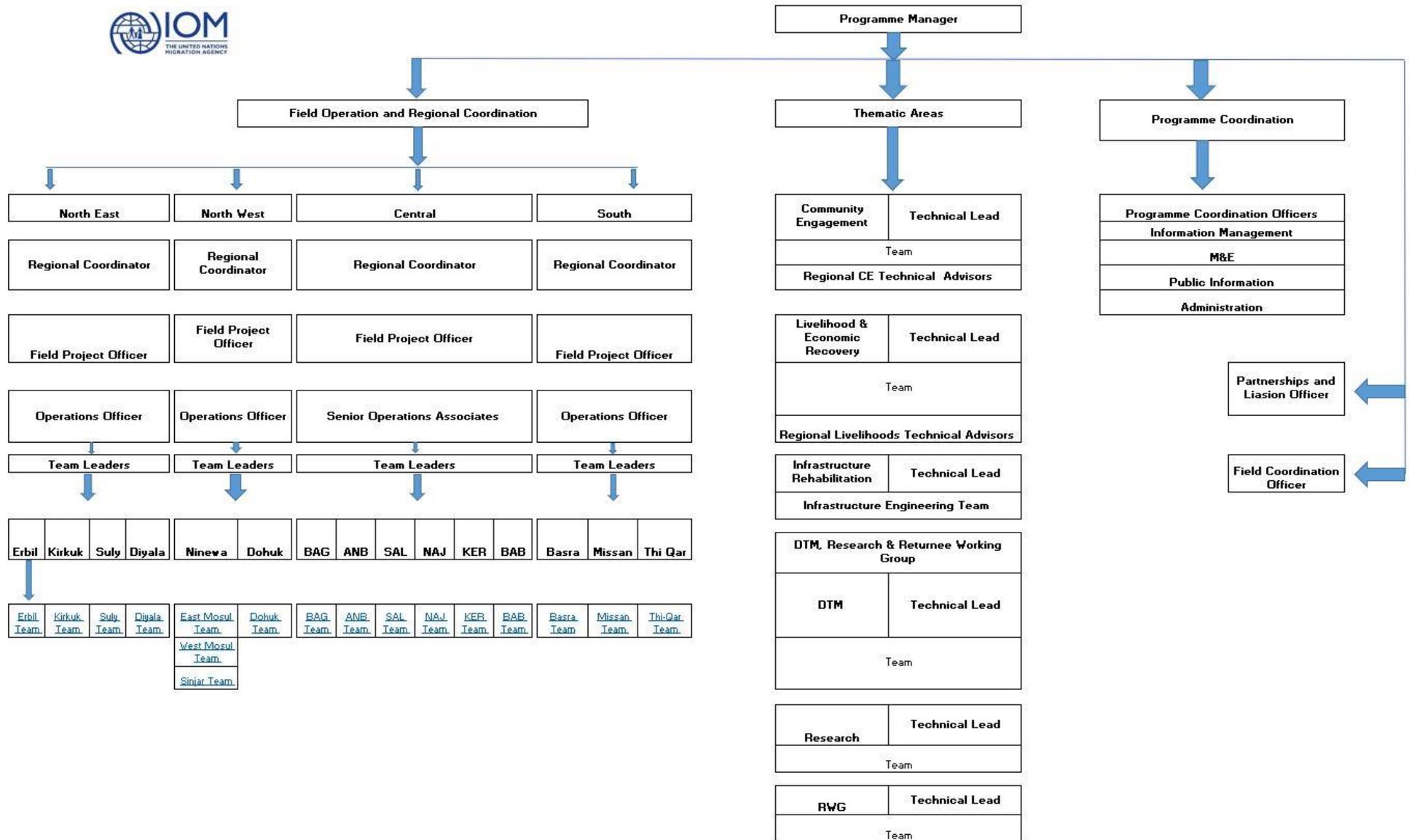
This question is fully addressed under *Effectiveness, Question H*.

- n) Does the program have clear reporting lines?

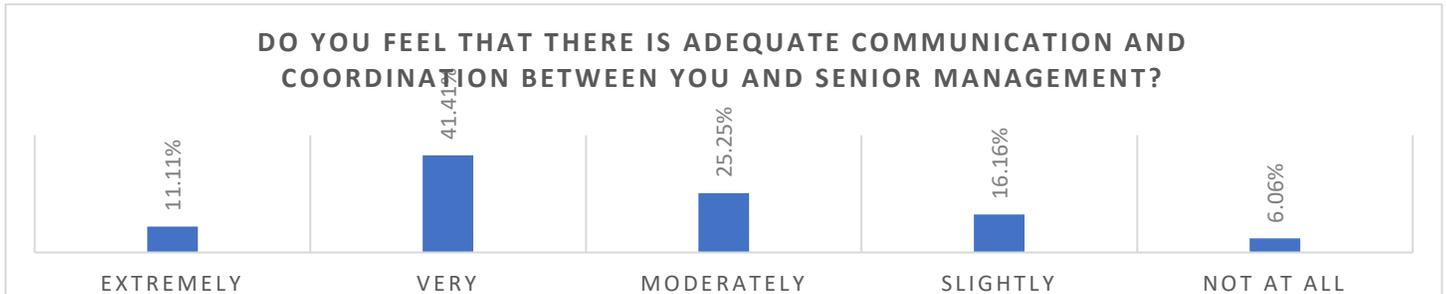
The management structure is effective at producing the outputs included in the project results matrix, while it also serves the projects and IOM's internal reporting and financial management structure adequately. Through the distinction between field operation and thematic teams, the program's structure is aligned to the program's overall strategic objectives. The alignment of the management structure gives the insight to staff about the objectives they need to accomplish and focuses staff attention on both procedural details and the programmatic achievement. The unit operates through a matrix structure, in which the area-based staff take responsibility for the operational functions with the oversight of the thematic teams; while most of the administrative and support duties managed from the main office in Erbil. This Matrix structure combines functional and divisional structures, as each geographical area has operational teams and also thematic advisors per the different thematic functions. The team has a semi-consistent structure among its regions, and administrative systems, with clear responsibilities and decision-making authority.



Return and Recovery Unit Organigramme - IOM Iraq



During a survey with IOM RRU staff members, the majority (77%) of the respondents reported feeling that there is adequate communication between them and the senior management team.



o) How efficiently were the resources used to achieve the intended results in line with the implementation context?

Staffing structures in each governorate appear to be highly correlated with the context in which the intervention is being implemented. Factors explaining differences in staffing structure include logistical and security accessibility of certain areas, the size of the IOM portfolio in the area, as well as the level of existing needs. IOM appoints central thematic teams and regional technical advisors, to take charge of quality assurance, improving the capacity of field teams, developing and providing the required procedures and guidance, as well as, ensuring effective use of resources.

IOM appoints central thematic teams and regional technical advisors to take charge of quality assurance, improve the capacity of field teams, develop and provide the required procedures and guidance, as well as, ensure effective use of resources.

#### 6.4. CONNECTEDNESS/SUSTAINABILITY

p) To what extent are the project activities connected to longer-term development concerns?

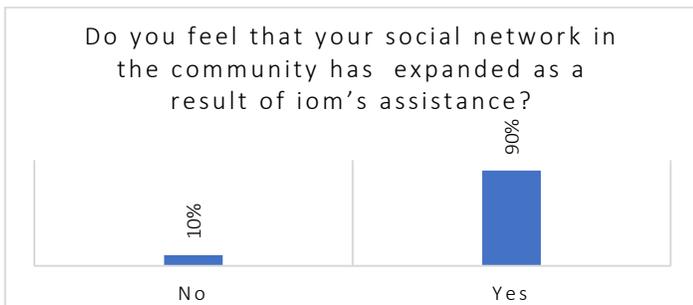
IOM’s livelihood intervention methodology is based on community engagement and ownership principles. Community and local authorities were involved throughout the planning and implementation of the project, and ownership of project results was promoted beyond the timeframe of the project. Community engagement, at both the district and governorate level, is imperative to improve the sustainability of the services, institute employment structures, and develop a set of grassroots economic development programs with a focus to rebuilding infrastructure, create jobs and spur economic growth. In terms of government coordination, IOM has engaged government actors such as the Iraqi Ministry of Migration and Displacement (MoMD), the Ministry of Labour and Social Affairs (MoLSA), and other relevant ministries in various aspects of the project, which contributes to increased government ownership and ensures that programs align with government policies and programs.

Informants from the community leadership and Government felt that livelihoods services contributed to the development of the local economy through the improvement of selected value chains the services. In addition, other key informant interviewees stated that the project created opportunities for interactions among community members through information sharing and business consultations, which contributed to increased social cohesion while some of the KIs stated that due to the low number of targeted beneficiaries in their communities, no noticeable change in the local economy was observed.

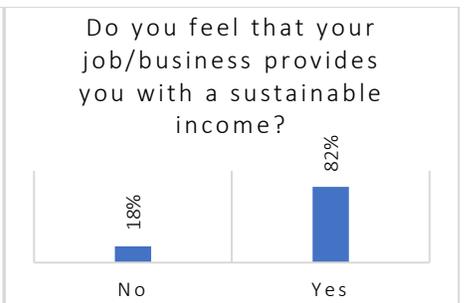
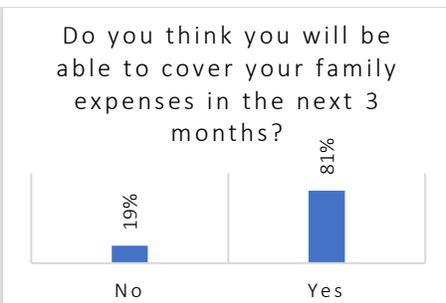
q) Are the benefits likely to be maintained for an extended period after assistance ends?

Evidently, beneficiaries who gained new skills from training programs will likely retain those skills, given the fact that 85 per cent of them reported using the skills, with potential for improved income generation beyond the project period. Similarly, community members who participated in IOM-led community engagement activities and took part in the group decision-making exercises will retain such experiences and have improved capacity in the future to address local challenges.

About 90% of the beneficiaries who received the individual livelihoods assistance reported that the livelihoods services provided expanded their social network. Out of those, 98% stated that their expanded social network would make it easier for them to search for employment or run a business in the future.

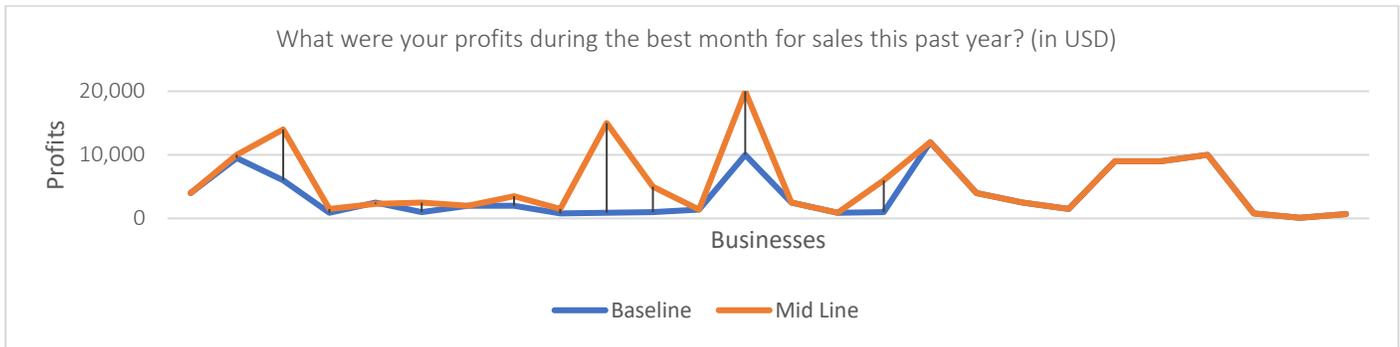
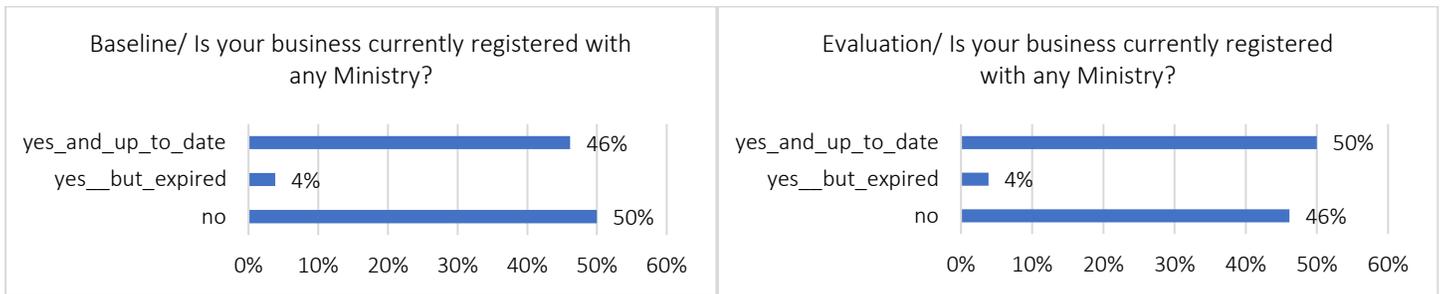


The ILA beneficiaries' follow-ups found that the majority of recipients are planning to stay in their area of return and that their involvement in income-generating activities through this project has reduced their vulnerability. In addition, 82% of them reported feeling that their jobs/businesses are sustainable. Indeed, 81% of ILA beneficiaries reported feeling confident that they will be able to cover their family expenses for the next three months.



When comparing baseline and evaluation data, results show that among Small and Medium Enterprises (SMEs) that received Enterprise Development Fund (EDF) grants, the percentage of registered businesses with the chambers of commerce has increased from 50% to 54%, and with other relevant ministries increased from 46% to 50%. This indicates an increase in the sustainability of these businesses, whereas generally in Iraq's context, most people run their businesses without registrations to avoid paying taxes and other complications.





Another indication of the improved sustainability of the SMEs through the EDF program is the improved profitability of these businesses. Results show that between the period of selection of these businesses and the evaluation (4 to 6 months after), the profits of the followed-up SMEs have increased by 55% on average as a direct impact of the expansion funds and plan through the EDF program. It is anticipated that this percentage will further increase in the longer term.

6.5. IMPACT

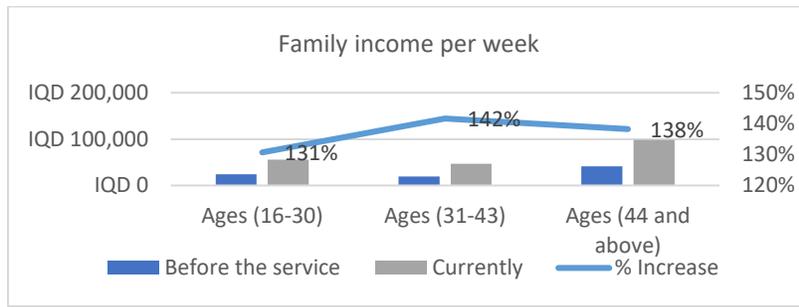
- r) What are the broader effects of the project on individuals, gender, and age groups, IDPs/host-communities and institutions?

The evaluation sought to determine the impact of the project on employment creation and revitalization of local economies. Preliminary indications of impact were assessed through interviews with beneficiaries.

Cash for Work (CfW):

To measure the impact of the Cash for Work services, beneficiaries' income levels were compared before the services and during the evaluation. Findings show that the beneficiary's family income increased by 135% on average. It is important to note that the impact was higher for female-headed households and IDP families compared to male-headed households and returnee families. In terms of effect by age groups, beneficiaries aged 31 to 43 years old reported the highest increase rate in their family income.

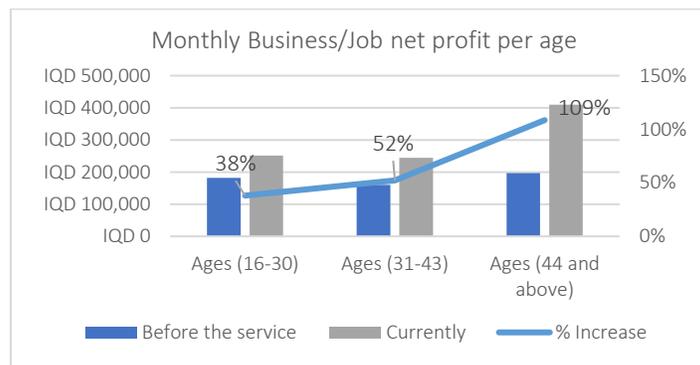
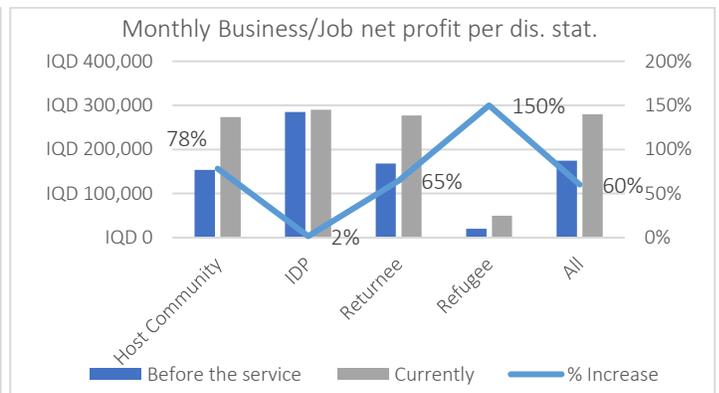
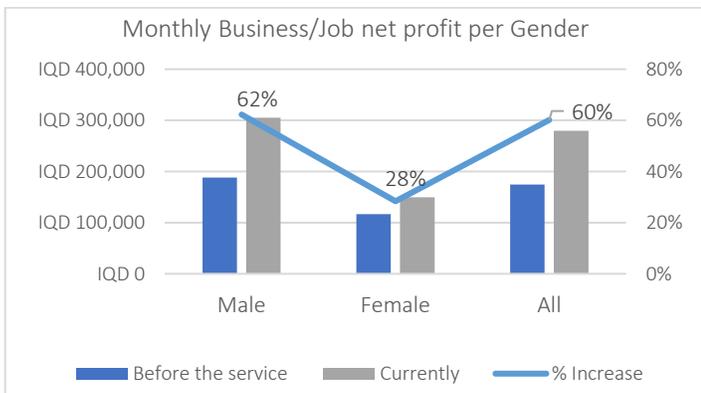




Individual Livelihoods Assistance (ILA):

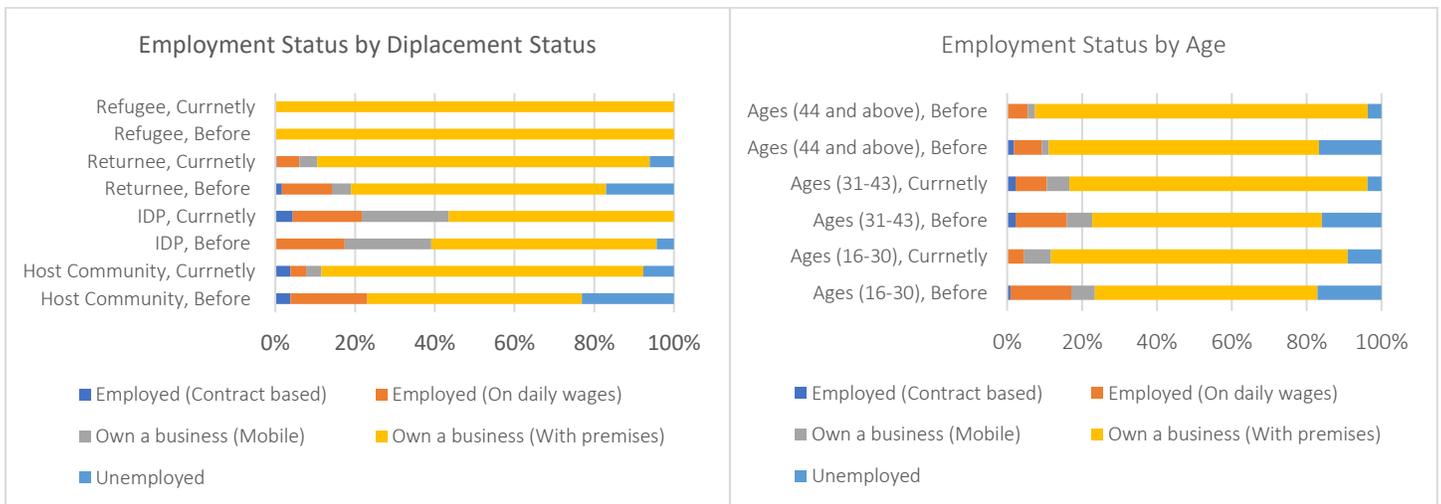
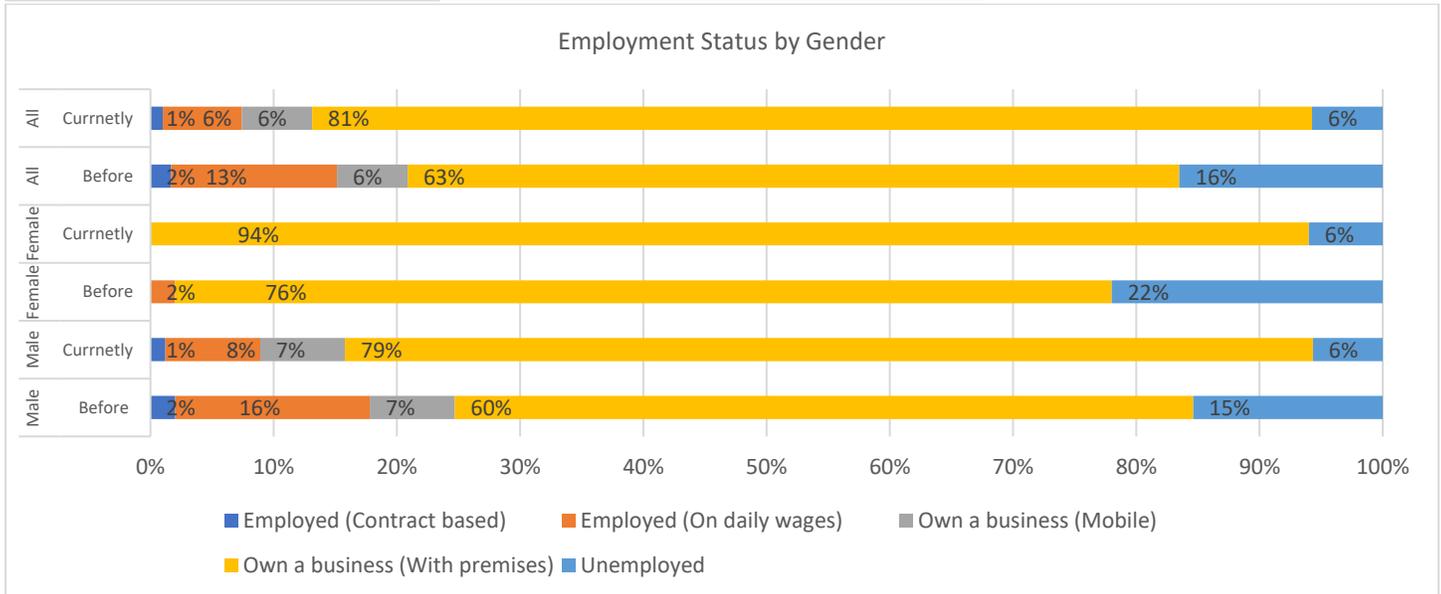
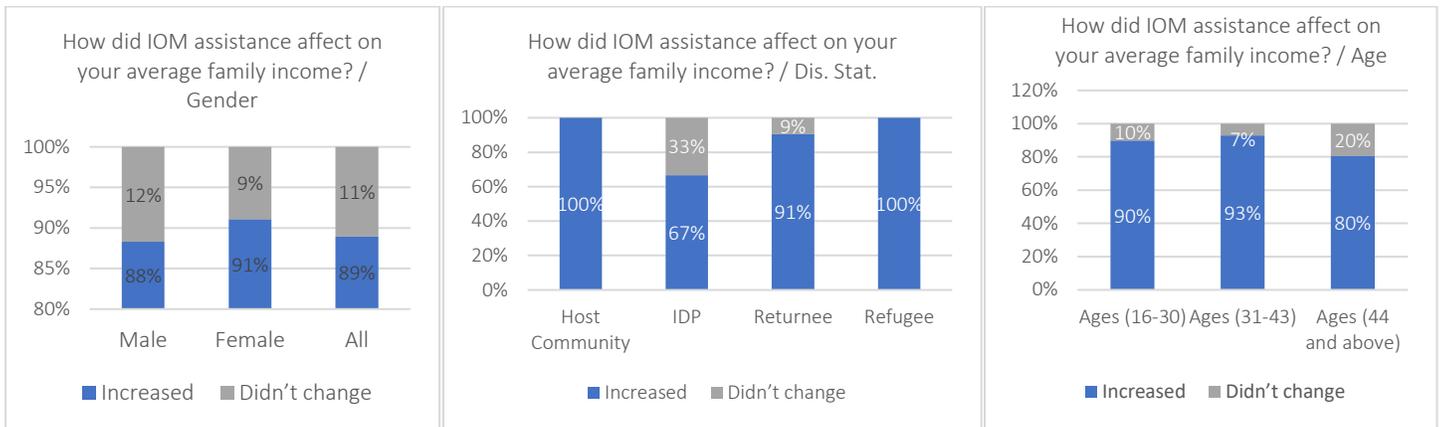
By improving the employability of individuals or assisting them in starting or expanding their microbusinesses, the various ILA services improved the employment-status of the selected-beneficiaries, as shown in the figures below. Results indicate that the average micro-business/job net profits of the selected beneficiaries increased by 60% on average from around 175,000 IQD to 280,000 IQD. Thus, leading to an increase in income of 89% of beneficiaries.

Average net-profits were also compared and disaggregated based on gender, displacement-status and age. Age comparisons showed that ILA services have a greater impact on the net profits of older beneficiaries compared to younger ones, especially in starting and expanding micro-businesses. This could be attributed to the fact that older individuals have more business experience than younger ones.



The majority of the respondents confirmed that as of the result of the services, their family income has increased, the data shows a higher impact on females, Host community members and Refugees as of displacement status, and 31 to 43 as of age groups.

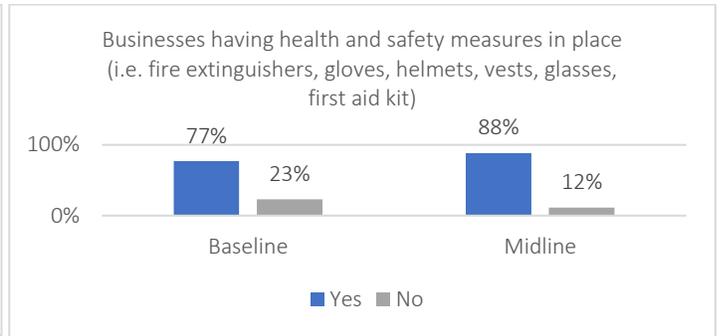
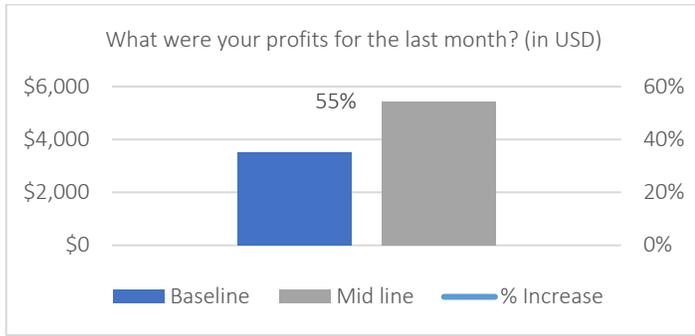




Enterprise Development Funds (EDF):

An indication of the enhanced SMEs through the EDF services is that comparing the profit of the month of baseline and the midline measurement (4 to 6 months), the businesses' profits increased by 55% on average, and further increases anticipated in a longer period.





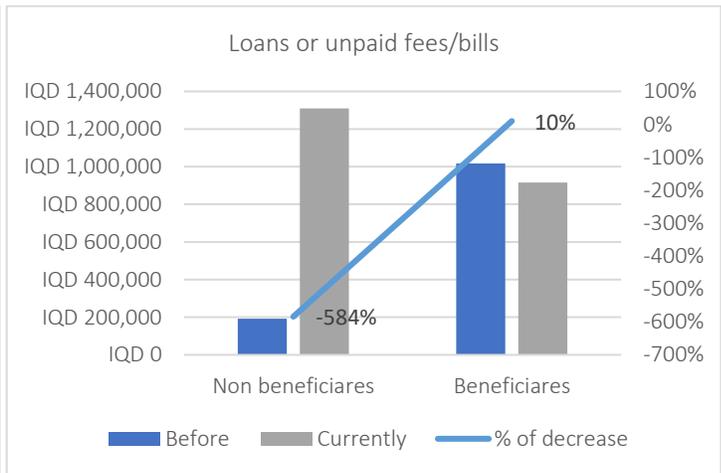
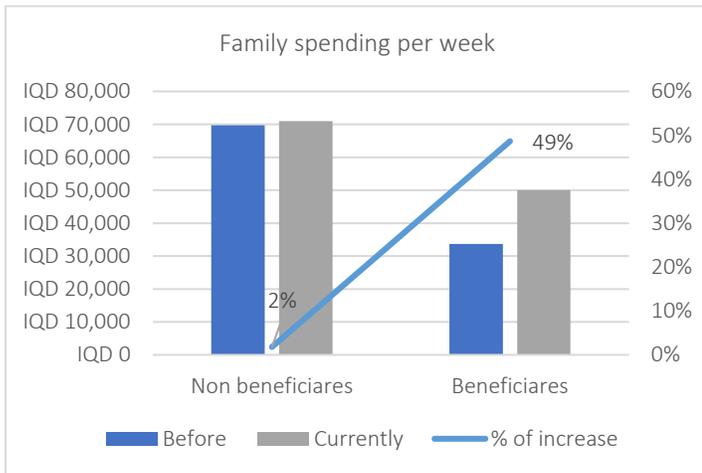
In addition to the hundreds of jobs created, results from the follow-up monitoring showed that the percentage of businesses implementing health and safety measures have increased from 77% to 88%.

s) What are the significant factors influencing the achievement of the project's outputs and outcomes?

Throughout this evaluation, the project impact was measured by comparing the change in income, profit, and living conditions of beneficiaries and non-beneficiaries for all three of the main service types:

Cash for Work (CfW):

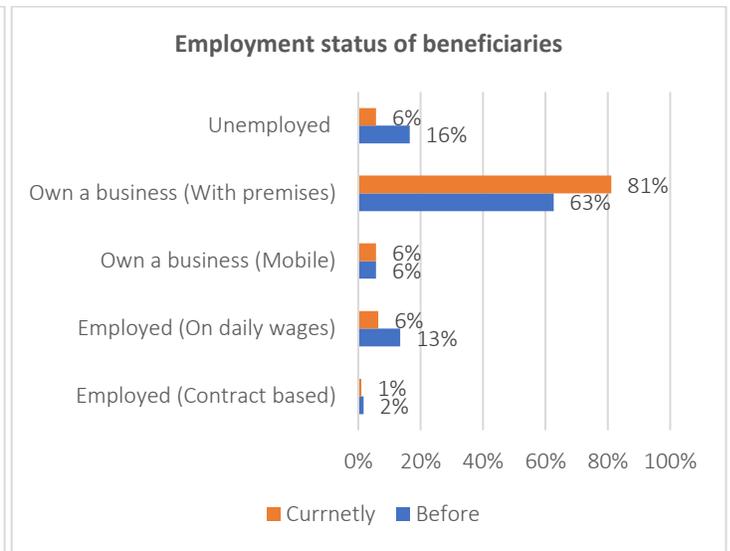
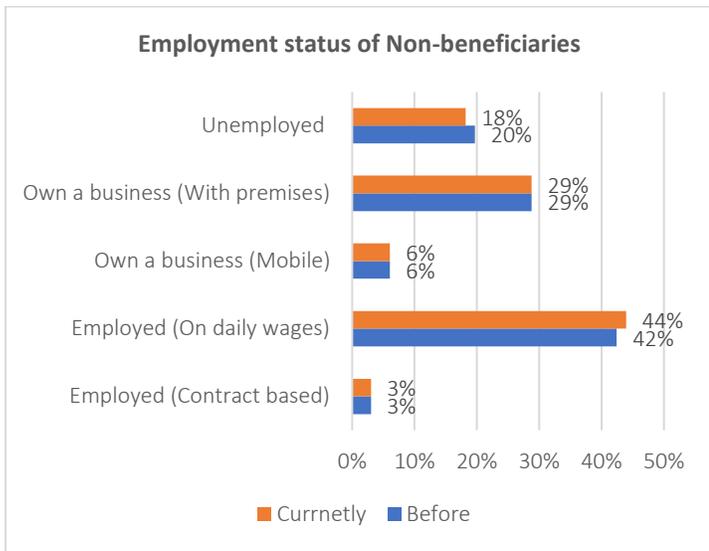
By measuring the difference in household expenditure from the selection of the beneficiaries to the completion of the services, results show that 49% of beneficiaries have increased household expenditure while the expenditures of non-beneficiaries in the same communities have increased by only 2%. Results also show that CfW beneficiaries were able to pay-back 10% of their loans and unpaid-fees, while the non-beneficiaries in the same communities showed an increase in loans and unpaid fees by 584%. This indicates that the improved financial security of the beneficiaries was due to the service's outcome.



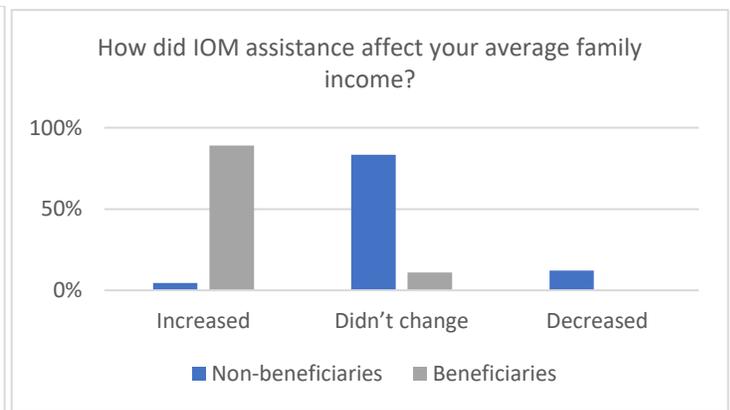
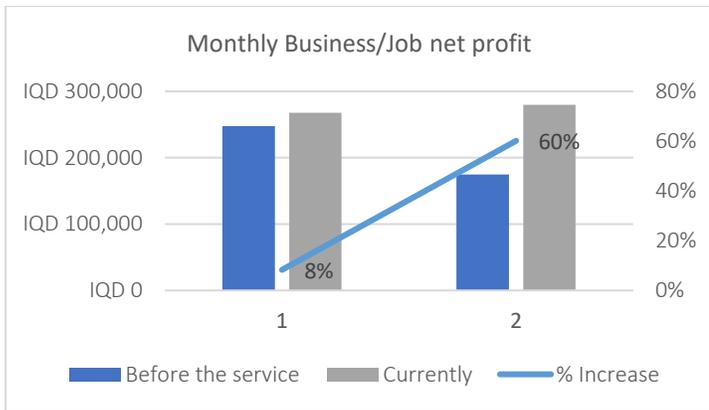
Individual Livelihood Assistance (ILA):

The Individual Livelihood Assistance (ILA) services were able to create jobs and micro-businesses as the employment rate of the selected beneficiaries has increased by 10%, while it decreased by 2% for non-beneficiaries in the same communities.



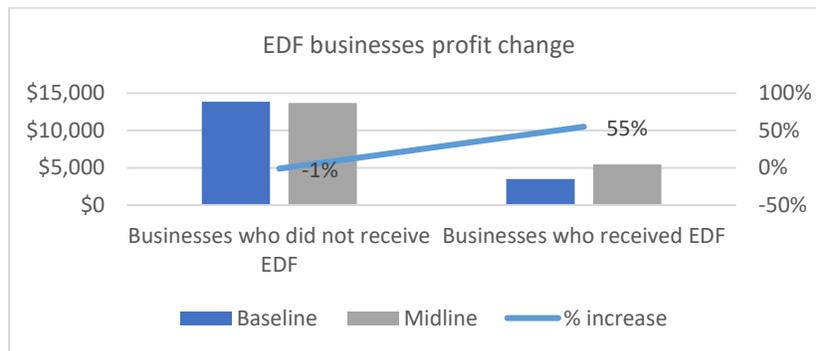


The average business/ job net profits of the selected beneficiaries have increased by 60% on average, from around 175,000 IQD to 280,000 IQD. This has directly resulted in an increase in income for 89% of beneficiaries. At the same time, non-beneficiaries in the communities of project implementation has witnessed an increase in the average business/ job net profits by only 8% on average, which led to a 5% increase in income for them.



Enterprise Development Fund (EDF):

Monitoring also tracked SMEs profits through a baseline and a midline evaluation. Results show a 55% increase in business profits for the SMEs receiving an EDF grant, compared to a 1% decrease in average for other enterprises in the same markets who did not benefit from the EDF program.



6.6. CROSS-CUTTING ISSUES

- t) To what extent did the project design incorporate gender and environment? (i.e., gender analysis or gender-sensitive needs assessment, planning, implementation and results to be achieved? Or what are the broader effects of the project on individuals, environment, gender and age groups, IDPs/host-communities/returnees and institutions?

IOM recognizes environmental protection as one of the guiding principles and a key component of sound operational performance. Therefore, to ensure the safety of all beneficiaries and stakeholders involved in the activities and to minimize the impact on the environment, IOM’s operations are compliant with relevant international, country, provincial, and municipal environmental legislation and use environmental best practices in all activities.

The CfW projects involved various types of activities with a positive impact on the environment and surrounding communities such as debris removal of war-damaged infrastructure, tree planting, gardening, street cleaning, garbage collection, and other environmental beautification projects, by which IOM has contributed to reducing pollution, restore public spaces and resource management. Meanwhile, in CfW implementation sites where there was a potential risk of explosive hazards, IOM ensured that all stakeholders were provided with the required risk awareness and education sessions and, and that beneficiaries were provided with safety tools and materials are present.

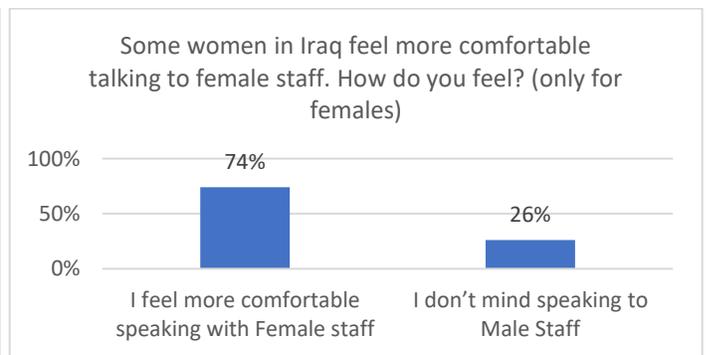
As for the EDF program, IOM is safeguarding the safety of the business employees by encouraging the business owners to comply with health and safety measures in the workplaces, as well as, the Iraqi and intentional labour law especially in regard to minimum working age and maximum working hours a day.

IOM monitors the employees of the SMEs who are granted the EDF and makes sure that their working hours are not exceeding the limits. During the evaluation follow-ups, it was found that the percentage of businesses who have the required safety measures increased from 77% to 88%.

- u) What were the gender equality results and objectives achieved? Were gender mainstreaming principles adhered to by the project?

Throughout the evaluation, female beneficiaries were asked whether female staff members were available during the activities. Indeed, 98% of them confirmed that female staff were available. In the meantime, 74% of the female respondents reported feeling more comfortable talking with female staff, while 26% stated that they mind talking to male staff.

All the CfW female beneficiaries reported that the type of work performed during the CfW projects was culturally appropriate and acceptable for them.

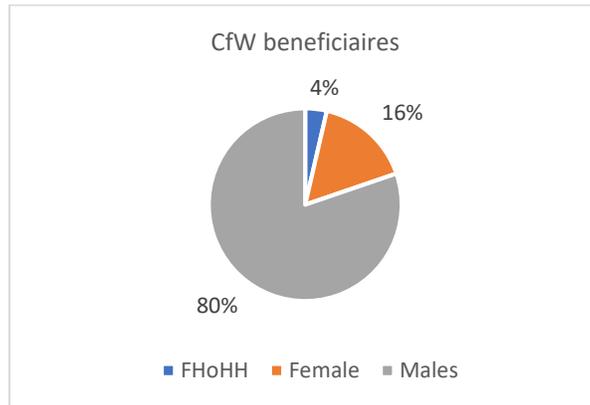


The inclusion of women and other minorities in the services are taken into consideration throughout the assessment stages and addressing their needs. During the labour market assessments<sup>13</sup>, there was a special focus on females’ participation in the interviews to provide actionable recommendations for the individual livelihood assistance. Similarly, for the EDF services, selection preference was given to SMEs that integrate social impact, including the participation of vulnerable groups including women, and to SMEs owned and managed by women.

Within the categories of vulnerable beneficiaries that the program targets, including IDPs, refugees, returnees, and residents of host communities, priority is given to female-headed households. The program’s database revealed the following:

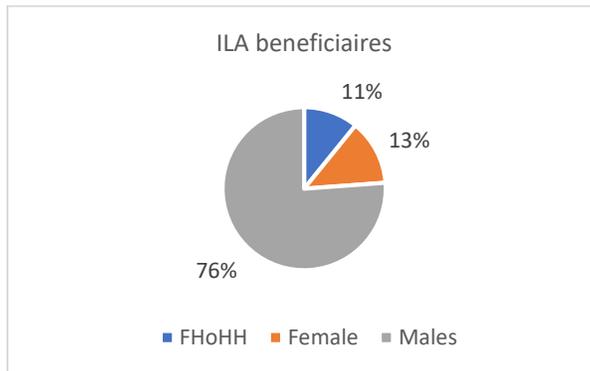
**CfW beneficiaries:**

82 out of 415 of the CfW beneficiaries are female, and only 15 are Female-Headed Household.



**ILA beneficiaries:**

178 out of 747 of the ILA beneficiaries are female, and 81 are Female-Headed Household.



**EDF beneficiaries:**

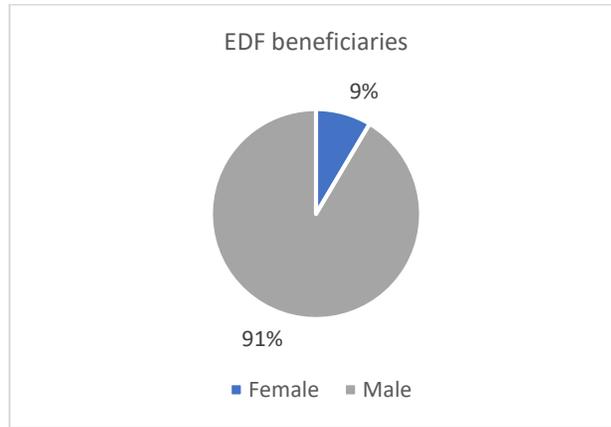
Females own 7 out of 82 of the EDF business are owned by females.

As for the jobs to be created, IOM advocates for hiring females where the type of job and the context allows.

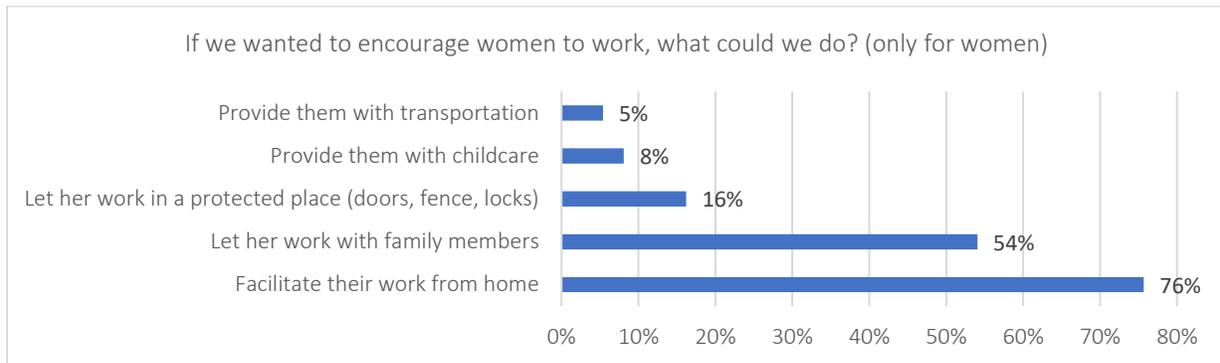
For the followed-up businesses through this evaluation, only 3% of the business employees were female.

<sup>13</sup> <https://iraq.iom.int/publications/labour-market-opportunities-and-challenges>





While the inclusiveness of women is still challenging for livelihood assistance services, the majority of the female beneficiaries reported that to encourage more women to take part in the activities, IOM should facilitate their work from home or with family members.



The ability of the project to meet its gender indicators remains challenging. Livelihood services struggle to capture certain constituencies, including women and other minorities even though the vast majority of those not participating in the labour force in Iraq are women. Women’s participation is restricted by social norms that hinder their mobility and their choices of vocations and economic activities, and usually defer their decision-making power to their male relatives.



## 7. CONCLUSIONS AND RECOMMENDATIONS

### 7.1. CONCLUSION

Through this project, IOM provided medium-long term response consisting of livelihood support at individual, community and institutional level, as well as, short-term response focusing on individual Cash for Work interventions. These interventions aimed at the sustainable employment of individuals, including self-employment in business for those with particular skills or high potential in business and revitalizing the economy at the community level by provided financial support to businesses to start, re-open and expand their business, thus, revitalizing the economy and creating new employment opportunities.

This evaluation shows that the overall scheme of the project, strategy, and outputs remain legitimate with what originally intended and leading to the outcomes, the use of a participatory methodology, the close coordination with local authorities and the information gathered in labour skills and market assessments, all ensure that the project is in line with local needs and priorities, making the services provided relevant and timely to the community. The processes of community selection and beneficiary selection were consistent with the criteria outlined in the project document. It was observed, however, that in some cases, the quality of the information collected in the household profiling form could lead to misinterpretation and possibly affect the beneficiary selection.

As for the EDF, due diligence processes are conducted consistently throughout the implementation, and it was observed that the investment committee stage represents a critical step in the due diligence process, which justifies the travel and presence of three staff members, including management and senior members of the field teams.

All programme activities have met mid-term targets according to the workplan, with 40% of the total targets reached. It is foreseen that IOM will be able to complete the remaining targets in line with the workplans and within the timeframe of the project. It was observed that most of community engagement activities took place in the first half of the project, which is in line with the workplans since these activities are a prerequisite for the implementation of other activities and will allow for a faster implementation pace in the second year of the project.

Generally, the delivery approaches for all project components were found to be effective, with some challenges observed in the implementation of the e-voucher system for the delivery of ILA packages. While the voucher system is effective in controlling that assistance is provided only to selected individuals and for the amounts approved, the limited number of vendors enrolled in certain locations has the potential to limit price-negotiation and eventually lead to a price increase. The project team had identified this risk and put in place mitigation measures such as IOM staff being present when beneficiaries go to the vendor.

Despite the Government and community leader's point of view that the program has paid sufficient attention to all groups of the community, to avoid potential social cohesion issues. At the same time, however, the part of the evaluation covering IOM staff has in some cases identified insufficient awareness of 'do no harm' principles, suggesting that additional training might be required to strengthen conflict sensitivity and risk management, especially in locations that present a higher risk to IOM programming.

Through the community selection processes and using data tools including IOM DTM's Returns Index<sup>14</sup>, IOM made sure that the selected communities meet the characteristics required by the project design by targeting conflict-affected communities with a high number of returnees. The IOM management structure for this programme is effective at producing the outputs included in the project results matrix, while it also serves the projects and IOM's internal reporting and financial management structure adequately. Through the distinction between field operation and thematic teams, the program's structure is aligned to the program's overall strategic objectives. The alignment of the management structure gives the insight to staff about the objectives they need to accomplish and focuses staff attention on both procedural details and the programmatic achievement.

---

<sup>14</sup> <http://iraqdtm.iom.int/ReturnIndex.aspx>

IOM ensures the sustainability of livelihood activities by designing the interventions based on the assessed needs of the local market and the potential opportunities it presents. Beneficiaries that gained new skills from training programs will likely retain those skills, given the fact that 85 per cent of them reported using the skills, with potential for improved income generation beyond the project period. Similarly, community members who participated in group decision making in IOM-led community engagement activities will retain that experience and have improved capacity in the future to address local challenges. Throughout the evaluation, many indications on the suitability of the services have been observed, including expanded social network of beneficiaries, beneficiaries planning to stay in their community; beneficiaries feeling confident that they will be able to cover their family expenses for the next three months; and an increased number of businesses that registered with the chambers of commerce or relevant ministries.

Many indications show the positive results of the project services and their alignment with the design. Throughout this evaluation the impacts of the project were measured by comparing the change in living condition of the beneficiaries and non-beneficiaries, for all three main services types; and found that the positive changes of the beneficiaries livelihoods were mainly due to the project's intervention, as non-beneficiaries in the same communities showed no change or negative change when it gets to their livelihoods.

The evaluation assessed the performance of the programme on cross-cutting issues including environmental and social standards, labour and safety standards, gender mainstreaming and women participation.

IOM has incorporated environmental and social standards in the programme to live with KfW guidelines. For instance, cash for work programmes were used as an opportunity to promote environmental standards (debris recycling) while raising awareness and providing tools for the safety of the participants. When operating in locations that present a potential risk of explosive hazards, IOM ensured that all stakeholders were provided with adequate risk education awareness. Through EDF, IOM is promoting and safeguarding the safety of the employees by enforcing through milestones the availability of safety equipment and measures. At the same time, IOM encourages businesses to oblige with Iraqi and international labour law, especially when it comes to child labour and working hours. The evaluation found that the percentage of EDF businesses who have the required safety measures in place increased from 77% to 88%.

The evaluation also shows that five gender mainstreaming principles were adhered to by the project. The inclusiveness of women and other minorities in the services are taken into consideration throughout the assessment stages, with a focus on female participation. In the EDF selection preference is given to businesses that integrate social impact, including the employment of vulnerable groups. The ability of the project to meet gender breakdown indicators remains challenging due to the general context of cultural norms and practices with women's participation remaining restricted by social norms that hinder their mobility and the choice of vocations they can engage in and defers decision-making to male relatives.



## 7.2. RECOMMENDATIONS

- Further expand the outreach of the EDF call for expression of interest to reach a wider audience and ensure all community members have equal access to the application process;
- Address the quality of data collected in the household profiling forms by 1) providing additional training and coaching to field teams; 2) reviewing the household profiling form to make it more user-friendly and further develop the existing scoring mechanism to ensure accurate selection; 3) consider further centralization of key aspects of the selection process of ILA beneficiaries in order exercise more oversight and support the field teams more effectively;
- Ensure that sufficient staffing resources continue to be allocated to the EDF investment committees, with systematic participation of three staff members from the management and senior field operations and technical teams;
- Whenever possible, use unrestricted cash modality for the delivery of ILA packages. This modality was successfully piloted, and it provides more flexibility in the choice of the items and more room for price negotiation. In locations where the conditions are not conducive to unrestricted cash, the programme should continue strengthening the risk mitigation measures in place for the voucher system, including expanding the pool of vendors and have IOM staff present at the transaction;
- Consider further integration of the programme components to improve overall efficiency, for instance by strengthening linkages between ILA beneficiaries and job opportunities created under the EDF;
- It is recommended to expand the online advertisements for EDF call for expression of interest to reach a wider audience and to ensure the provision of all community members with equal opportunity and access to the information;
- Provide additional training or coaching to field teams in a specific location to improve their awareness and understanding of 'do no harm' principles and risk mitigation strategies;
- Conduct a gender analysis to identify gender-specific challenges and needs, and mechanisms to further facilitate women's participation in a way that is culturally acceptable.



8. ANNEXES

8.1. INCEPTION REPORT

- [IOM KfW MTE Inception Report](#)

8.2. EVALUATION MATRIX

Data Collection						
#	Evaluation question	Type of answer/ evidence	Source	Method	Sampling/ selection	Data analysis methods
A	To what extent do the outcomes remain valid and pertinent as originally intended?	<ul style="list-style-type: none"> <li>• Description of the program indicators.</li> <li>• Analysis of indicators.</li> <li>• Description of ongoing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• Program staff, and management.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Program staff, management and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation from multiple sources including desk review</li> <li>• Gap analysis</li> </ul>
B	Is the project in line with local needs and priorities?	Description and analysis of the target populations needs and how the program addresses those needs.	All program documents	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> <li>• Survey</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Program staff and management</li> <li>• Community leaders and relevant authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation from multiple sources including desk review</li> <li>• Gap analysis</li> <li>• Quantitative analysis of survey results</li> </ul>
C	To what extent does the selection of beneficiaries consistent with the project selection criteria, and does the selection criteria adequately target	<ul style="list-style-type: none"> <li>• Description of current selection criteria</li> <li>• Analysis of actual selection</li> </ul>	<ul style="list-style-type: none"> <li>• Program reports.</li> <li>• Program staff, and the management</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Program staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources</li> <li>• Gap analysis</li> </ul>

	the populations most in need of stabilization and revitalization assistance?					
D	Are the outputs leading to the intended outcomes/results?	<ul style="list-style-type: none"> <li>Detailed analysis of the results of the activities.</li> </ul>	<ul style="list-style-type: none"> <li>Program staff, and the management</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>FGDs</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>IOM staff and management.</li> <li>Community leaders and relevant authorities</li> <li>A proportional sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information from multiple sources.</li> <li>Quantitative analysis of survey results</li> </ul>
E	Are the activities to local needs increased ownership, accountability, and cost-effectiveness?	<ul style="list-style-type: none"> <li>Description and analysis of the target populations needs and how the program addresses those needs.</li> </ul>	All program documents	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key informant interviews</li> <li>Survey</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Program staff and management</li> <li>Community leaders and relevant authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation from multiple sources including desk review</li> <li>Gap analysis</li> <li>Quantitative analysis of survey results</li> </ul>
F	What overall progress towards the expected results? What are the major challenges that hinder the realization of the planned results?	<ul style="list-style-type: none"> <li>Description of the current status of project and overall progress.</li> <li>Description and analysis of the current challenges.</li> </ul>	<ul style="list-style-type: none"> <li>All program documents and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key informant interviews</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>Program staff and management</li> <li>Community leaders and relevant authorities.</li> <li>A proportional random sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation from multiple sources including desk review</li> <li>Gap analysis</li> </ul>

<p>G</p>	<p>What are the components and delivery approaches that are most effective, and which are least effective? What needs to be done to improve the performance to achieve the expected results?</p>	<ul style="list-style-type: none"> <li>• Description and analysis of the components and delivery approaches.</li> <li>• Description and analysis of the gaps, lessons learned, and available opportunities.</li> </ul>	<p>All program documents and stakeholders</p>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Program staff and management</li> <li>• Community leaders and relevant authorities</li> <li>• A proportional random sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation between multiple sources</li> <li>• Gap analysis</li> <li>• Quantitative analysis of survey results</li> </ul>
<p>H</p>	<p>Did the interventions reach the target population? Have the interventions contributed to strengthening the core potentials of the target groups?</p>	<p>Analysis of the design and implementation factors affecting targets and whether the program is meeting them.</p>	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• IOM staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> <li>• Survey</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant IOM staff</li> <li>• Community leaders and relevant authorities</li> <li>• A proportional sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analysis of KII notes</li> <li>• Triangulation with desk review results.</li> </ul>
<p>I</p>	<p>Is the program adequately applying 'Do No Harm' principles?</p>	<p>Analysis of the negative repercussions of program implementation, in any as perceived by stakeholders.</p>	<ul style="list-style-type: none"> <li>• Program staff, and the management</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• IOM staff and management.</li> <li>• Community leaders and relevant authorities</li> <li>• A proportional sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> <li>• Quantitative analysis of survey results</li> </ul>

J	Is the project implemented according to the workplan?	Analysis of the design and implementation factors affecting targets and whether the program is meeting them.	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• IOM staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant IOM staff</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analysis of KII notes</li> <li>• Triangulation with desk review results.</li> </ul>
K	Is the project's progress on schedule?	Analysis of the design and implementation factors affecting targets and whether the program is meeting them.	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• IOM staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant IOM staff</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analysis of KII notes</li> <li>• Triangulation with desk review results.</li> </ul>
L	Do the selected beneficiaries fall within target population groups?	Analysis of design and implementation factors affecting targets and whether the program is meeting them.	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• IOM staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Program staff and management</li> <li>• Community leaders and relevant authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation between multiple sources</li> </ul>
M	Does the program have clear reporting lines?	Analysis of the programs reporting lines.	<ul style="list-style-type: none"> <li>• Program staff, and the management.</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• IOM staff and management.</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> </ul>
N	How efficiently were the resources used to achieve the intended results in line with the implementation context?	Analysis of the resources available.	<ul style="list-style-type: none"> <li>• Program staff, and the management.</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• IOM staff and management.</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> </ul>
O	To what extent are the project activities connected to longer-term development concerns?	Analysis of the activity results and sustainability/connectedness.	<ul style="list-style-type: none"> <li>• Program staff, and the management.</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• FGDs</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• IOM staff and management.</li> <li>• Community leaders and relevant authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> <li>• Quantitative analysis of survey results</li> </ul>

					<ul style="list-style-type: none"> <li>• A proportional sampling of beneficiaries</li> </ul>	
P	Are the benefits likely to be maintained for an extended period after assistance ends?	Analysis of the activity results and sustainability/connectedness.	Program staff, and the management.	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• FGDs</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• IOM staff and management.</li> <li>• Community leaders and relevant authorities</li> </ul> <p>A proportional sampling of beneficiaries</p>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> <li>• Quantitative analysis of survey results</li> </ul>
Q	What are the broader effects of the project on individuals, gender, and age groups, IDPs/host-communities and institutions?	Detailed analysis of the results of the activities.	Program staff, and the management.	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• FGDs</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Community leaders and relevant authorities</li> <li>• A proportional sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> <li>• Quantitative analysis of survey results</li> </ul>
R	What are the intended/unintended positive/negative results at the macro (sector) and micro (household) levels?	Detailed analysis of the results of the activities.	Program staff, and the management.	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• FGDs</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Community leaders and relevant authorities</li> <li>• A proportional sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> <li>• Quantitative analysis of survey results</li> </ul>

S	<p>What are the significant factors influencing the achievement of the project's outcomes?</p>	<p>Detailed analysis of the results of the activities.</p>	<p>Program staff, and the management.</p>	<ul style="list-style-type: none"> <li>• Key informant interviews</li> <li>• FGDs</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• IOM staff and management.</li> <li>• Community leaders and relevant authorities</li> <li>• A proportional sampling of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation of information from multiple sources.</li> <li>• Quantitative analysis of survey results</li> </ul>
---	--	--	---	--	---	--

### 8.3. FOLLOW-UP PICTURES

- [Pictures](#)

### 8.4. DATA COLLECTION INSTRUMENTS

- [Tool – Individual Livelihoods - 01 - BSP, ESP, OJT, JP, VT AND FT](#)
- [Tool – Individual Livelihoods - 02 - BSP, ESP, OJT, JP, VT AND FT – Non-Beneficiaries](#)
- [Tool -CfW1- Cash for Work Evaluation V01.08.2019 - Non-Beneficiaries](#)
- [Tool -EDF - 02 M - Business Owner Interviews - Non-Beneficiaries](#)
- [Tool -EDF - 01 M - Interviews \(Process monitoring for EDF applicants\)](#)
- [Tool -EDF - 02 M - Business Owner Interviews](#)
- [Tool -EDF - 03 M - Employee Interviews](#)
- [Tool -EDF - 04 M - Community Leaders KIIs](#)
- [Tool 41 Monitoring – livelihoods– Staff Key Informant Interview](#)
- [Tool 43 Monitoring - livelihoods– Stakeholders \(Community leaders\) KIIs](#)
- [Tool 45 Monitoring – Livelihoods - Community members FGD](#)
- [Tool -CfW1- Cash for Work Evaluation](#)