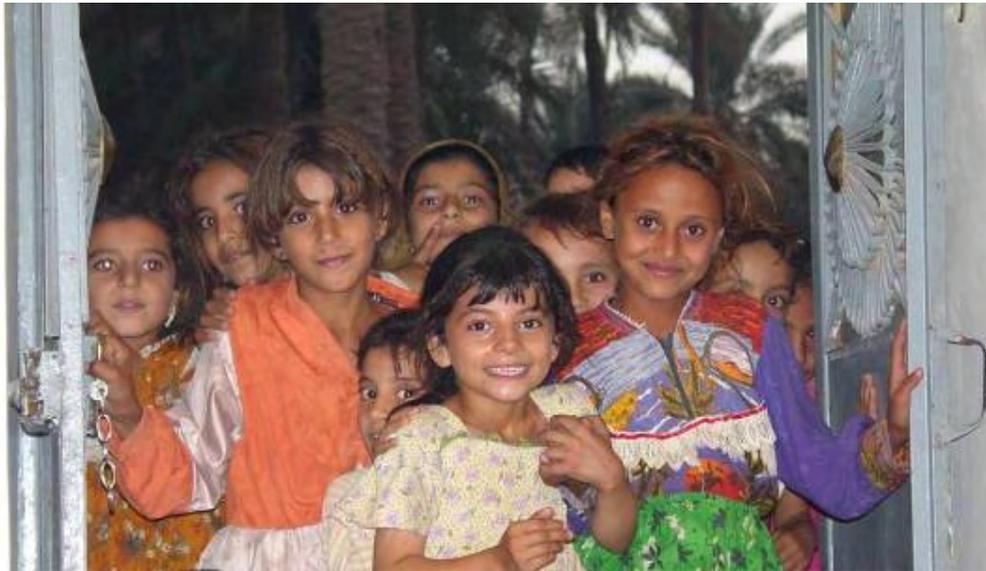




USAID
FROM THE AMERICAN PEOPLE

Iraq Community Action Program (ICAP)

Cooperative Agreement No. AFP-A-00-03-00004-00



CHF International

Final Report

May 16, 2003 – April 30, 2007

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Acronyms and Abbreviations

ACDI/VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
AOR	Area of Responsibility
CA	Community Association
CAG	Community Action Group
CAP	Community Action Program
CAP II	Community Action Program II
CD	Country Director
CHF	CHF International
COP	Chief of Party
ICAP	Iraq Community Action Program
IRD	International Relief and Development, Inc.
LG	Local Government
M&E	Monitoring and Evaluation
PRT	Provincial Reconstruction Team
USAID	United States Agency for International Development

I. Executive Summary

CHF International is pleased to submit this Final Report on the Iraq Community Action Program (ICAP), to the United States Government. The Iraq Community Action Program was funded through the United States Agency for International Development (USAID) cooperative agreement AFP-A-00-03-00004-00. The \$55.4 million **ICAP**, implemented by CHF International from May 16, 2003, to April 30, 2007, directly engaged Iraqis in reconstructing their own communities, while building a nationwide grassroots constituency for democracy.

The Community Action Program for Iraq was designed from a successful community-based reconstruction model that USAID utilized in several countries within the region and throughout the world, including Lebanon and Serbia. USAID selected 5 implementers for Iraq who had experience utilizing this model in post-conflict settings with quick impact outputs utilizing a grassroots participatory process. During the initial design stages of the program, the implementers and USAID met to determine a division of geographic responsibility for each partner's implementation area, to ensure full country-wide coverage.

The initial goals of the project were to develop quick impact type projects with communities in a short period of time – 60 projects within 90 days following an 11 step mobilization process. While reconstruction efforts were the output, there was an equal emphasis on the process, as CAP has always been a program within USAID's Democracy and Governance framework. The idea of giving communities a first-hand opportunity to articulate and design their own reconstruction efforts was revolutionary after the Saddam Hussein regime's socialist and dictatorial rule over the country. It was envisioned that the CAP program would develop the foundation for democracy and demand-driven services locally.

USAID committed over \$271 million to the entire ICAP I program from 2003-2006, funding more than 6,000 CAP projects nationwide. Adding to the US Government effort, Iraqi communities have contributed more than \$74 million in cost share, community contribution and labor. Through this funding, a total of **1,457 CAGs have been mobilized** in all 18 governorates. The CAP program created more than **2.7 million days of employment** and **34,000 long-term jobs (43 percent of these jobs have gone to women)**. This funding has been to ensure:

- Democracy Building at the Grassroots Level
- Restoration of Basic Services
- Economic Stabilization & Youth Employment
- Conflict Resolution & Reconciliation

CAP has been built with the following essential features in mind:¹

¹ Please note that this information and additional material on USAID methodology and approach to CAP can be found at: <http://www.usaid.gov/iraq/accomplishments/cap.html>

1. **Community Involvement:** CAP focuses on direct citizen involvement in rehabilitation of Iraq.
2. **Locally Driven:** Community Associations (CAs) are created by stimulating people to mobilize into groups for common action. The CA represent the range of groups in communities.
3. **Training:** All CAs received initial training in functional topics like community mobilization, participatory appraisal, democratic meeting methods, and project identification. After CAs advance, they receive more training on details of needs assessment, project design, proposal preparation, approvals, contracting, record keeping, monitoring, and other aspects of project implementation.
4. **Monitoring and Evaluation (M&E):** M&E by CAP implementers of each project ensures accountability and gauges effectiveness. Most of the on-the-ground monitoring is conducted by Iraqis to ensure comprehensive oversight.
5. **Sustainability:** Increasing levels of responsibility and authority delegation to local CAGs, so that the CA becomes more Iraqi-driven and sustainable.

The goal of CAP has been to encourage democratic activities at the grass roots level through a community participation methodology that encourages local residents to engage in the implementation of community infrastructure projects. CHF's approach has been to create Community Associations (CA) in local communities by holding elections in community-wide, town hall type meetings. These CAs are significant in that they often represent the first time communities have held democratic elections to elect local leaders who will lead the community in prioritizing community needs and setting community development objectives. Led by CAP trainers and community mobilizers, CAs complete an eleven step framework to determine community priorities and select essential projects. Once the CA, in coordination with the local community, has decided on a project, CHF implements the initiative with a 15% to 25% contribution in time, labor, money, or land from local stakeholders. After completion, projects are handed over to the local government, who then becomes the active stakeholder in ensuring the sustainability and long-term feasibility of finished CAP projects.

Marla Ruzicka War Victims Fund: In 2005, the US Congress approved legislation offered by Senator Patrick Leahy to fund a program aimed solely at providing assistance to Iraqi war victims. The bill was named in honor of Marla Ruzicka, a humanitarian aid worker who was killed by a car bomb in Baghdad on April 15 2005. The Marla Ruzicka Victims of War Fund, implemented by the Community Action Program, affords aid to Iraqi nationals wounded or killed as a result of coalition actions.

CHF International staff seeks to improve the quality of life for Marla recipients by building small shops or homes in an effort to better the economic and social standing of victims of war. CHF International has distributed over **\$4.2 million in Marla funds for 119 projects that have benefited over 15 million Iraqis suffering in the aftermath of conflict.**

II. CAP Implementation: Challenges, Successes and Lessons Learned

A. Implementation Context

Working in Southern Iraq, CHF International began operating in the governorates of Babil, Karbala, and Najaf in June of 2003. After Save the Children left Iraq in spring 2006, CHF began implementing CAP in the provinces of Muthanna and Dhi Qar in August of 2006. These governorates are predominately Shi'a and have suffered from more than three decades of oppression, conflict, poverty, and systematic neglect that resulted in a debilitated public and civil infrastructure. The area is also largely rural, with agricultural activities supported by the Euphrates River and its tributaries. The largest cities in the AOR are Hillah, Najaf, Kufa, Karbala, Muthanna, and Dhi Qar.



CHF Area of Operation

The cities of Karbala and Najaf, which are the capitals of their respective governorates, are the most important centers of Shi'ism in Iraq, and home to two major shrines commemorating revered early leaders of the sect. These two cities witness a large influx of pilgrims every year on Shi'a holidays, both from within Iraq and abroad, particularly from Iran. Such pilgrimages were severely restricted under the former regime. This AOR differs from other regions of Iraq in its reliance on agriculture rather than the manufacturing or petroleum industries, its relative religious and ethnic homogeneity, and in its level of government neglect under the former regime. Sunni areas were favored by the old government, and Kurdish areas were able to develop under some autonomy after the 1991 Persian Gulf War, but the Shi'a regions of Iraq suffered economically, particularly following the 1991 Shi'a uprising against the former regime. Communities within the AOR, particularly in Karbala and Najaf, were specifically targeted by the regime, losing thousands of civilians and sustaining extensive damage to homes, businesses and farmland during the uprising and in the years that followed. The central government failed to provide or maintain basic services, including electricity, water and sewage networks, roads and irrigation canals, and health and education services. Further damage was wrought in 2003-2004 during clashes between the Coalition Forces, the Mehdi Army and other factions, and local residents. Some communities, particularly in rural areas, have practically no infrastructure or access to health care and education, and many urban neighborhoods are also destitute.

Highlights of Major Accomplishments during ICAP

Increased Community Mobilization and Cooperation

- **522 Community Associations** formed and trained on the CHF CAP process, including **100** Cluster Community Associations.
- **380 Community Associations trained** in needs assessment, problem analysis, and conflict mitigation.¹
- Over **2,000 youth** have participated in community-based campaigns and activities.
- More than **75,000 Iraqis** actively participated in democratic activities and processes.

Improved Social and Economic Infrastructure

- **686 projects** completed at a total value of approximately **\$34.86 million**.
- **5.40 million Iraqis (51% women and 49% men)** directly benefiting from CHF CAP projects.¹

Increased Employment and Income Generation

- More than **\$34.8 million** injected into the local economy via community project contracts, local Iraqi staff salaries, and operational expenses.
- **26,228 Iraqis employed (82 women and 26,150 men)** through community-based projects.
- **778** full time jobs created including **286** jobs for women and another **497** for men. **397,291** employment days have also been created.

Civilian Victims of War Assisted

- **119** Marla Ruzicka programs implemented to help **over 7,000** civilian victims of war at a total value of over **\$4.25 million**.

Because the AOR is largely homogenous, most conflict between communities occurs along tribal lines. CHF CAP has conducted training sessions in over 380 communities to date addressing issues such as conflict resolution and mediation of disputes. Many projects have been successfully implemented through extensive community cooperation across tribal lines.

B. Meeting Implementation Targets

During our four years of implementation, CHF International has successfully met, and in many cases exceeded, the targets set with the donor for project implementation. CHF’s achievements per annual funding cycle are listed below. In total,

- CHF International **completed 686 projects** in southern Iraq with a **total value of \$34.86 million**.
- This includes **119 Marla Ruzicka Victims of War projects benefiting 7,613** Iraqis with a total value of **\$4.2 million**.

Year I Rapid Start-up Achievements in the First 90 Days

Community Projects Completed	60
Person Days of Employment created	8,000+
Community representatives trained to build consensus and lead multi-community initiatives	104

CHF International initiated CAP in southern Iraq and was able to field a full expatriate staff in Iraq by June 2003. Achieving a highly remarkable target, **CAP staff completed 60 projects within the first 90 days** of project implementation. Drawing upon CHF's history in the region and our network of regional experts with Arabic language skills and an in-depth knowledge of the area of operation, we were able to rapidly initiate implementation of CAP. During its first year of implementation CHF put an emphasis on the professional training of its own staff, the majority of whom had no background in community or economic development. These initial efforts led to the long term success of CAP and our continued implementation into Phase 2 of the program. CHF International staff quickly developed lasting relationships with local leaders and community heads in its area of responsibility (AOR). These relationships have been sustained over the course of the project and have led to widespread local support for CHF's presence.

Year 1 Achievements from May 16, 2003 – June 1, 2004

Total Project Cost:	\$8,261,726
Community Contribution	\$3,700,287
Number of Community Associations Established	217
Number of Cluster Associations Established	20
Number of Projects Improving Public Infrastructure	252
Number of Direct Beneficiaries	Male: 672,749 Female: 741,338 Total: 1,414,087
Number of Individuals Employed	Male: 1,967 Female: 55 Total: 2,022
Employment Days Generated	Male: 117,531 Female: 1,919 Total: 119,450
Full Time Jobs Created	Male: 200 Female: 112 Total: 312

During the first year of project implementation, CHF staff exceeded proposed targets in all areas. *Please refer to Section V. for a details listing of CHF's targets and achievements over the life of the program.* **217** community associations were established, including **20** cluster associations, and **252** projects were implemented to improve public infrastructure. During the first year of implementation, the majority of projects consisted of small infrastructure works around basic social services, including water and irrigation networks, schools and health clinics. This was to be expected in an area neglected by the previous regime. Projects benefited almost **2 million beneficiaries** directly and generated economic activity by providing over **955,000** employment hours to local workers.

Year 2 Achievements from June 1, 2004 – July 15, 2005

Total Project Cost:	\$12,834,649
Community Contribution	\$9,871,560
Number of Community Associations Established	159
Number of Cluster Associations Established	40
Number of Projects Improving Public Infrastructure	277

Number of Direct Beneficiaries	Male: 1,737,978 Female: 1,855,565 Total: 2,462,043
Number of Individuals Employed	Male: 8,520 Female: 27 Total: 8,547
Employment Days Generated	Male: 157,374 Female: 562 Total: 157,936
Full Time Jobs Created	Male: 118 Female: 80 Total: 198

CHF International then received a second year extension of funds to last through July 15, 2005. During this time, CHF established an additional **159** community associations, and **40** cluster associations. Over **35%** of all community associations received capacity building trainings and **277** public infrastructure projects were implemented that directly impacting **2.4 million** residents. Focus continued to be on public infrastructure, as CHF spread programming to more rural communities. The needs in rural communities appeared to be slightly more acute than urban areas, as little economic activity was happening in these traditionally agriculturally-based communities.

Year 3 Achievements from July 16, 2005 – March 31, 2007

Total Project Cost:	\$13,767,487
Community Contribution	\$1,238,838
Number of Community Associations Established	146
Number of Projects Improving Public Infrastructure	287
Number of Direct Beneficiaries	Male: 197,717 Female: 204,408 Total: 402,125
Number of Individuals Employed	Male: 15,663 Female: 0 Total: 15,663
Employment Days Generated	Male: 119,885 Female: 20 Total: 119,905
Full Time Jobs Created	Male: 179 Female: 94 Total: 268
Number of Community Association Trainings Conducted	243
Community Infrastructure and Marla Ruzicka Projects Completed in Dhi Qar and Al-Muthanna	43

CHF International was awarded a third year of CAP funding through April 30, 2007 to conclude projects throughout the AOR and help to stimulate economic growth. During this time, CHF International also began implementing projects in two new governorates, Muthanna and Dhi Qar. In the third year of project implementation, CHF International successfully initiated and completed 43 projects in this newly expanded area. **146 community associations** were formed during year three, and **287 infrastructure projects** and **employment generation initiatives** were initiated. In

total, CHF's income generation efforts helped to employ **15,663 Iraqis**, and created **268 long-term jobs**, including **94 for women**.

The third year of implementation was marked by a significant increase in violence and insecurity across Iraq. As such, US policy shifted heavily toward economic development and employment generation as a means to help people off the street and into income-earning opportunities. CHF focused its programs more toward economic development in urban populations, as a shift from year 2.

Success Story: Income Generation in Kerbala

Talib began to tell CHF staff about the tragedy that had overcome his family. Of the seven members of the family, only Talib's father, a driver, had regular work. His mother was an older woman who cared for the household, and Talib's three brothers sought occasional work as day-laborers whenever possible. On June 23rd, 2003 the three brothers were driving to Najaf to seek work. They encountered an American patrol which opened fire. The car burst into flames and all three brothers perished. The surviving family members fell on hard financial and personal times. The brothers have wives and children, and there was not enough money to support everyone. After sharing this story with CHF, community facilitators were determined to find a way to help Talib and his family make ends meet.

After much discussion and several assessments, it was decided that the best way to help support the family was to build a small store and stock it with goods. This store would provide a means of income for the entire Hussein family. Work started on the project on December 21, 2005 and was completed on February 18, 2006. The finished store gives this strong family a chance to earn an honorable living. It is hoped that the steady income from the shop will ensure that the brother's children will have a chance to finish school and get a higher education. The family was immensely thankful for this fresh start and plan to give the deceased's children a chance at a better future.



During this time, **243** community associations received trainings on advocacy skills, and a number of roundtable discussions with Iraqi officials and local civil society organizations were held. CHF's capacity building exercises with local community leaders have resulted in a number of successes. After receiving advocacy trainings, community associations have initiated contact with local government agencies to request funds for further project activities in their communities. They have also deployed conflict mitigation techniques to avoid conflict over scant resources including potable water and land

C. Operating Context

Working conditions in the CHF CAP AOR became increasingly difficult during the three years of the program. During the first two years of programming, all operations

were headquartered out of Hillah. As a result of this location, CHF International is well known by security and government officials throughout the governorate because of the relationships we established by basing our operations there.

Things began to deteriorate in 2004. Expatriate staff temporarily left southern Iraq in the summer of 2004 after clashes between Muqtada Al-Sadr's Mehdi Army and Coalition forces in Najaf and other cities in the region. When abductions and kidnappings of NGO staff began to increase in the fall of 2004, CHF decided to relocate its key financial and administrative operations to Baghdad. As things eventually deteriorated in 2005, select financial operations were then moved to Amman, giving expatriate staff a based from which to rotate into Iraq to ensure the steady progress of project implementation and the unpredictability of movement that kept their mobilization in country secure.

Due to the increasingly precarious security environment, CHF International focused on strengthening the capacity of local Iraq staff. Our efforts to train local community mobilizers in the CAP methodology created a strong base of local staff with skill in community development and mobilization. CHF staff benefited from stable employment and gained the skills necessary to ensure smooth running of day-to-day operations without direct expatriate supervision. At the end of project implementation in 2007, CHF had an Iraqi staff of 290. By then, only three positions in CHF Iraq were staffed by expatriates.

Because of the highly professional nature of the local Iraqi staff, key positions were nationalized and Iraqi employees began to play a larger role in project implementation and decision making. CHF Community Facilitators and technical staff deserve much credit for their dedication and ability to work under extremely difficult security conditions.

D. Need for Future Assistance

While CHF International has been able to help communities throughout its AOR improve their material circumstances, much still needs to be done. At least one third of CHF-initiated CAGs are still operational throughout the CHF AOR in Iraq. Around one third of communities who have learned the CAP I methodology have gone on to develop and implement their own projects independently of CAP funding. Demand for projects in new communities remain high, as word of the success of the CAP methodology is spread by communities themselves. More significantly, as the central government begins to decentralize its funding to provincial governments, the CAP mechanism will provide the demand side of where and how that funding can be channelled to local communities.

CHF International is continuing to implement projects in southern Iraq with the support of USAID funds obligated under the 24-month Community Action Program II program. Under Cooperative Agreement No. 267-A-00-06-00507-00, signed September 30, 2006, the United States Agency for International Development awarded CHF International (CHF) the sum of \$95,000,000 to implement CAP II. Currently, the CAP Alliance is working under an operating budget of \$50,011,168.00 for the first year. Due to increased federal funding, we expect the full two year budget of CAP II will be adjusted to \$150 million.

CHF International was selected by the other CAP partners as the prime implementer in providing overall leadership and strategic oversight of CAP II. Led by CHF International in a collaborative effort, the CAP II team includes Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA), International Relief and Development, Inc. (IRD), and Mercy Corps—collectively known as the “CAP II Alliance”.² The institutional and operational knowledge gained through many years of hard work on CAP I will help program staff implement projects during CAP II to support the rebuilding of Iraq for a prosperous and democratic future.

The CAP II program is building on the work done during CAP I, and could be extended with additional funding to address the continuing development needs of these grass roots organizations.

Through the implementation of projects in CAP II local Iraqis will continue to benefit from improved infrastructure and access to social services. CAP II is aiming to build a grassroots foundation for enhanced local government interaction. It is working through Iraqi community leaders, stakeholders and community groups to improve local government responsiveness to citizen concerns. Furthermore, the CAP II program is making a concerted effort to connect local residents in often-neglected parts of southern Iraq with local, regional, and national government officials. By improving connections between local Iraqis, civil society organizations, and the state, CHF is helping to extend reconstruction assistance to those who need it the most.

The demonstrated success of CAP illustrates the benefit and sustainability of grass roots community development programs in Iraq. As a result of strong involvement and buy-in from local communities, *no CAP projects have been destroyed or vandalized by insurgents*, thus illustrating the long-term sustainability of community-based development programs that involve community stakeholders throughout the project, in turn promoting community ownership. Involving communities in the identification, selection and implementation of community projects, leads to their long-lasting success and sustainability. Due to the proven success of the CAP initiative throughout Iraq, CHF International is convinced that this kind of grassroots program, led by Iraqis, can be scaled up to serve more communities and reach a much larger number of beneficiaries.

E. Challenges and Lessons Learned

During the four year implementation of the Community Action Program throughout south central Iraq, CHF International encountered numerous obstacles and challenges to programmatic implementation. In this final report, we believe it is important to highlight these not only to inform our future programmatic endeavors, but also to inform the work of other implementers in Iraq.

- **The unstable security climate in CHF’s area of responsibility has represented the largest challenge to project implementation.**

CAP operations commenced in southern Iraq when the security environment was more stable. Security for CHF at that time consisted of one expatriate security

² Prior to June 18, 2007, Counterpart International was also a member of the CAP II Alliance. Counterpart International is no longer receiving funds under the CAP II Agreement.

manager, a cadre of local guards, and protocols which were consistent with ensuring a low profile of all assets. By working with community stakeholders throughout the AOR, and gaining their trust, CHF has been able to maintain and increase its presence in the AOR and achieve greater programmatic achievements. The communities and local guards proved to be the best intelligence for the organization in terms of local trends. Any potential threats were mitigated with assistance from within the communities in which we worked.

To this end, CHF International has sustained no casualties or loss of staff in incidents related to CAP implementation. While the security situation has deteriorated significantly since CHF began work in Iraq, we have changed some operating protocols, but still maintain a low operating profile, which has resulted in lower administrative costs for the program. CHF has increased its security around its office facilities, utilizes personal security details (which it did not do during the first 2 years of operations), and relies on low profile transportation mechanisms for its staff. Unlike most of the private contractors who spend exorbitant fees on security protection under a defensive stance towards the host country, CHF leverages the resources among traditional Iraqi security mechanisms within the communities to ensure that protocols that we follow are well planned, well implemented, and kept current to all local operating situations. This has enabled CHF to maintain minimal security costs at a mere 2.5% of its operating budget.

The insecure operating environment did often pose a significant challenge to project implementation, resulting in procurement and construction delays. Staff dealt daily with continual changes in implementation plans due to their inability to be mobile to certain cities or sections of the AOR.

Beginning in 2006, terrorist operations began to target civilians with more frequency. Curfews and road closings by the police were chronic irritants to project implementation and consistently limited employee movements. Furthermore, increasing sectarian violence in the aftermath of the Golden Mosque bombing in Samarra has created hazardous environments in ethnically and religiously heterogeneous communities.

Since January 2006, the security situation has affected project implementation, including the time line of completion of projects in the city centers of Hillah, Karbala and Najaf. Staff movement was difficult as roads and highways were often closed due to security conditions, and checkpoints slowed travel tremendously on open roads. The uncertain security situation and the changing political climate in the CHF CAP area of responsibility remain an external constraint demand programmatic flexibility and adaptation in months to come.

➤ **CHF International benefited from its global strategy of emphasizing the professional development of its cadre of national staff. This strategy enabled us to easily transition key positions from expatriate management to local management as the security situation deteriorated.**

When CHF International began program operations in south central Iraq, it was hard-pressed to find potential employees with economic development, community development, or even social work backgrounds. These were not areas of professional expertise under the previous regime. Instead, CHF had to recruit staff based on their

knowledge of the local community, their motivation to assist their fellow citizens, and their knowledge of infrastructure and social needs of their communities from which they came.

In order to improve capacity and output, CHF CAP staff has participated in capacity building trainings throughout the program. These trainings were initiated in order to give continuous mentoring and training to local Iraqi staff so that they could develop innovative methods of dealing with the unique challenges of working in Iraq. Trainings focused on conflict mitigation and advocacy skills for community facilitators and technical skills for administrative and engineering staff. Staff also received English language lessons and computer literacy trainings. The effect of these trainings has been evident during the life of the program. Local staff have gained professional skills, improved work performance, and demonstrated a marked improvement in terms of organization and presentation. This is evidenced by the speed and accuracy with which local staff was able to complete projects year after year. By year three, staff was able to complete 288 projects, including a massive waste management project in Hillah, and expand the AOR to two new governorates in a very short period of time.

➤ **CHF International overcame the reluctance of local Iraqis to participate with foreign organizations in the implementation of grass-roots projects.**

In the first and second years of CAP implementation, CHF International was confronted with the fact that some community members in the AOR were reluctant to share information and work with outside sources because they feared negative ramifications for associating with foreign NGOs. This was most evident during interviews with community members and war victims.

CHF International worked diligently to overcome this obstacle by building on the support of CHF's relationships with existing community associations and by maintaining a low media profile. Building on previously established community support, CHF International utilized its networks in existing communities to help introduce the CAP strategy to new communities. Association members from CAP communities who had already completed projects explained CHF's methodology to new community leaders and members, as well as the objectives of Victims' Assistance funds, and vouched for CHF's reliability and reputation. Moreover, as Victims' Assistance beneficiaries witnessed the transparency and dedication of CHF CAP staff to help communities, obstacles to information sharing were minimized.

➤ **CHF International has learned to work with local government offices to ensure the long-term sustainability of CAP projects.**

At the onset of CAP project implementation, staff was not as attuned to the necessity of coordination with local government officials as they became later on. As CAP staff became more conversant with the situation in the AOR they were able to engage local governments in the process of creating long-term sustainable solutions for recently created infrastructure projects. As a result of this willingness to engage with the Iraqi state, Iraqi governors in both Babil and Kerbala governorates have informed CHF staff that CAP has been unique among coalition funded projects, in that it involved government authorities in the monitoring and handover of projects.

➤ **Another significant challenge to project implementation has been the procurement of materials for infrastructure projects.**

Over the course of CAP, contractors have had trouble obtaining properly made bricks due to terrorist activities at a major brick making plant in Baghdad, and had difficulty in receiving already purchased asphalt from a plant in Kufa in 2004. Furthermore, gasoline prices have steadily risen, making projects more expensive. CHF International has had to reimburse contractors and drivers because of these drastic increases in fuel.

Because demand is high for building materials and fuel in Iraq, CHF has been forced to adjust budgets and seek other contractors in the country to complete projects.

➤ **The operating context helped CHF International to develop flexible, yet accurate operating procedures.**

Operationally, CHF International was able to improve and expand its financial reporting mechanisms because of the size of the CAP program. Financial monitoring methods, contracting procedures, and reporting requirements developed during the life of the project have become policies within the Finance Department at CHF Headquarters. These techniques are also being used in CHF programs around the world. For example, CHF had to develop new monetary policies to track projects with values were over \$1 million and determine creative ways to deposit and deliver large amounts of money in a post-conflict zone.

Because CHF staff remained extremely flexible, they were able to successfully implement a massive intervention in an extremely challenging security situation with a high level of professionalism. Operating policies were flexible enough to allow for changes in the field environment and could encompass new objectives requested by the donor. This approach was a major factor in ensuring the success of the CAP program.

F. Comments and Recommendations

The success of the CAP program in the eyes of the CAP implementers, USAID, and Iraqi communities is attributable to the grassroots, community led methodology that was followed throughout the CAP process. As CAP has shown, grass-roots infrastructure projects are one of the most effective ways to implement reconstruction projects in the volatile setting of Iraq. Finished projects have been remarkably sustainable in the past three years because the needs and wishes of local residents were included, and the local community was involved in community development projects from start to finish.³ Not a single CHF constructed project has been destroyed due to insurgent violence, and completed facilities continue to function almost four years after project implementation was completed.

³ For an examination by the Washington Post of how CHF's projects have compared to other reconstruction efforts see: Griff Witte "Despite Billions Spent, Rebuilding Incomplete" Bad Security, Poor Planning Plague Effort," *The Washington Post*, page A01, November 12, 2006. Witte concluded that: "Not every U.S.-backed effort came under assault. CHF International, a Silver Spring nonprofit organization, has operated in Iraq since the U.S. invasion, completing hundreds of projects on slim budgets."

In part, this is attributable to the methodology CHF International employed in training local employees and community associations. Implementing the CAP methodology in communities that had never been asked to participate in the decision making process for their own community’s needs was groundbreaking in post-war Iraq. Not only did national staff develop greater capacity and abilities in CAP implementation, many community associations also developed more sophisticated ways to encourage grass-roots democratic activity, government involvement, and an improved quality of life.

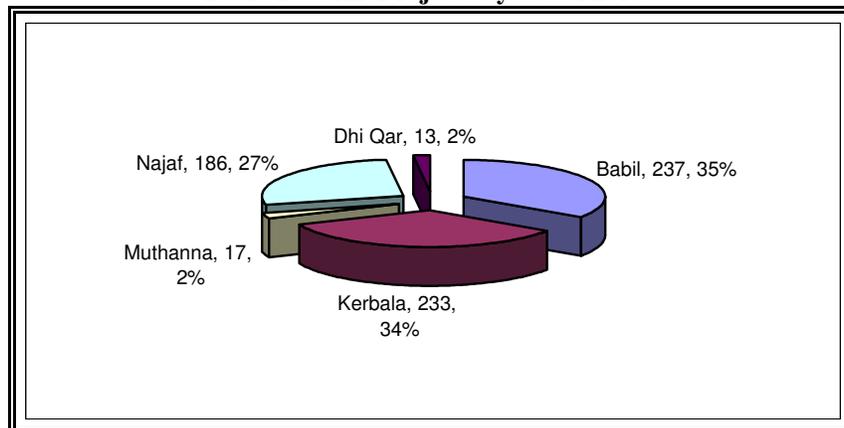
This increased capacity and ability of CAP staff to operate in a challenging environment ensured that over the life of the project, CHF’s method of implementation became more sophisticated. Local staff strengthened their abilities to identify worthwhile projects, and community associations continued to carry out activities after CAP projects had been completed. As a result, community associations acquired a new way to think about community issues, needs, and stabilization. They have applied these skills to the implementation of infrastructure projects, and improved communication at the community and local government level.

A significant number of community associations are still implementing projects and working to improve their wellbeing two to three years after CHF International implemented projects were completed. They have used the skills they learned through the CAP process to identify and complete other projects. While the lasting value of the infrastructure projects has been important, the residual effect of learning the CAP methodology and improving the effectiveness of grass roots organizations has been even greater.

III. Overview of CAP Activities and Accomplishments

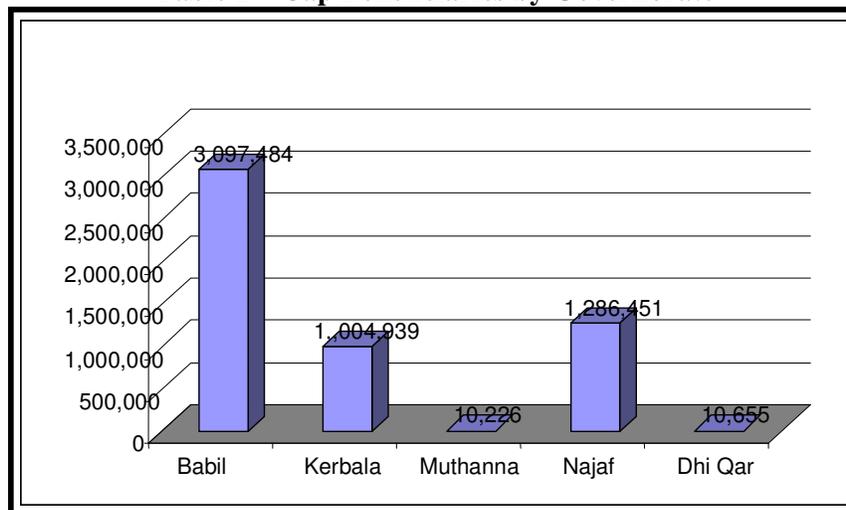
CHF’s intervention in southern Iraq represents a major commitment to upgrading the quality of life for communities that have suffered under years of repression and economic underdevelopment. In total, CHF International completed **686** projects for a total project value of **\$34.86 million**. As illustrated in Table 1, the majority of CAP projects were carried out in Babil (237), Kerbala (233), and Najaf (186). Because CHF International began project implementation in Muthanna and Dhi Qar in 2006, only 15.2% of CAP projects were implemented in these governorates.

Table 1 – CAP Projects by Governorate



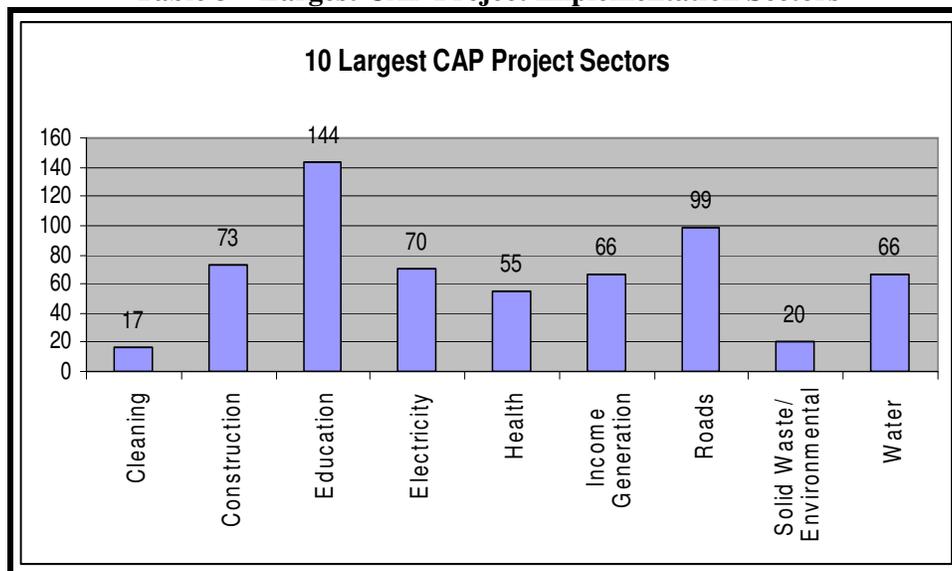
5.4 million Iraqis directly benefited from CAP projects. As illustrated in Table 2, this includes over **3 million** beneficiaries in Babil governorate, and **over 1 million beneficiaries in both Kerbala and Najaf governorates.** Since CHF International began implementing projects late in the life of CAP, project implementation reached slightly over **20,000 beneficiaries in Dhi Qar and Muthanna.**

Table 2 – Cap Beneficiaries by Governorate



As Table 3 shows, CAP projects were implemented in a number of sectors. Community facilitators focused on areas that would have the largest long-term impact on the creation and perpetuation of a deeply entrenched civil society capable of supporting a prosperous and democratic Iraq. Below are some of the major achievements of CAP in particular sectors.

Table 3 – Largest CAP Project Implementation Sectors



A. Education

Over 200 projects were implemented to improve and upgrade educational facilities throughout CHF's AOR. For example, the village of Um Al-Rajji is one of the communities receiving assistance in the education sector. The village lacks a number of essential services and residents suffer economically because the Iraqi government has not provided it with basic facilities. While the community has/d a primary school, the Al-Anwar school, it lacked sufficient rooms and supplies to educate the number of students it received. To remedy this problem CHF International completed a project to enlarge and renovate the entire school.

The Al-Anwar school serves children from Um Al-Rajji, Al-Keriat, Al-Jizra, and Al-Wasmia. The school did not have nearly enough classrooms to house all of the children from these rural villages near Najaf. Because there was only a primary school in the area, many students, especially girls, were forced to end their education when they left Al-Anwar.



The Renovated Al-Anwar Primary School in Um Al-Rajji.

On November 1, 2005, CHF staff made initial contact with residents of the village. After several discussions residents decided to initiate a community wide meeting. During the meeting in early November, residents elected a ten-member Community Association that included two women. The Association voted on a project to enlarge the Al-Anwar School by three classrooms and renovate the entire school. After helping secure all of the necessary documents, local residents witnessed the beginning of work on this exciting project on February 15, 2006. Work was completed on July 30, 2006 and local residents were ecstatic.

B. Income Generation

Income generation was also a major component of CAP projects. **10% of all projects** during the life of the CAP program directly addressed economic disparities and gave considerable opportunities for increased income and economic security to residents within the AOR.

In one project, CHF worked with the Anwar Al-Zahra Women's Organization to educate and provide vocational training for local women. Given that women's rights in Iraq have an unstable foundation, members of the Al-Abassiyah Community Association and the Anwar Al-Zahra Organization decided that providing inexpensive vocational training for women in Al-Kufa and surrounding areas was one way to ensure that women have the economic means to secure more rights and social stability.



Vocational Training for Women in Kufa Provided by the Anwar Al-Zahra Women's Organization

In December 2006, Al-Zahra held trainings on hair cutting and beautification techniques. The trainings were intended to give women in Al-Kufa and the surrounding rural areas enough experience to open beauty salons. Two women, Ana'am About Abbas and Yeza Abboud Abbas, from the Nahiat Al-Hurriya region of rural Al-Kufa attended the sessions. In their village there are no salons, and they hope to turn one of the rooms in their home into a women's beauty center. There are also plans to sell the dresses made by women from the Anwar Al-Zahrah Organization at the salon for weddings and other special occasions. Members of Anwar Al-Zahra and the Markaz Al-Abassiyah Community Association hope that this is the first step in improving the economic and social conditions of women in the Al-Kufa region.

C. Health Care

A focus on health has also been integral to the CAP program. **55 programs** to build, equip, and expand health facilities were completed, and an **additional 100 programs** addressed potable water, sewage, and solid waste issues within the AOR.

The Dubat Al-Usrah neighborhood of Karbala was one recipient of CHF activities in this area. After CHF International visited the area in 2004, community facilitators saw a great need for a physical rehabilitation center to aid victims of war in the Karbala area. Intensive study took place and it was quickly determined that building a rehabilitation center in the Dubat Al-Usrah neighborhood was an excellent way to serve those in need throughout the Karbala governorate.

With help from local doctors, nurses, and war victims, CHF International formed a Community Association to study ways to improve the services offered to those injured by war. The Association's recommendation was that a treatment facility be opened to help local residents who needed assistance. During the month of November, 2004 the Community Association worked hard to ease bureaucratic restrictions in order to quicken the pace of the center's opening. With their help the Dubat Al-Usrah Physical Rehabilitation Center was remodelled, fully furnished, equipped, and made ready for patients by December 11, 2004.

In 2007, CHF media staff returned to the Center to see how patients and medical care practitioners were faring. Mr. Muhamad Di'a Al-Ruba'i, who was wounded in a recent terrorist attack, told CHF that he was unable to use his shoulder properly until he received treatment at the clinic. "After I was in therapy for 50 days I noticed a remarkably change," he said. "If it was not for CHF International, I would not be feeling better now."

Mr. Hamza Jabr Abd, the head of the physical therapists at the clinic, also spoke of the positive developments that have occurred since CHF International finished the project. "We have over 150 patients that come in daily for treatment," he explained.

"We have also developed specialized departments within the Center. There is a pediatric section and an area for electrical treatment. This division has allowed for greater specialization among the therapists"

Another head administrator at the Center, Hassan Jiad, told the media staff that the ability to offer specialized service was among the greatest accomplishments CHF International had helped the staff to achieve. "Without CHF's help we would not be able to offer specialized care to people in need. Injured victims of war from southern Iraq no longer have to travel to Baghdad for assistance and treatment. We can treat our own right here in Karbala."

Almost two years after the rehabilitation center was completed the project appears to be a bigger success than CHF staff could have ever anticipated. With an experienced and dedicated staff, Mr. Abd and Mr. Jiad have managed to treat at least 150 patients daily. The project has remained sustainable and has become an essential part of life for those in need in the Karbala area.



A Patient Receives Treatment at the Dubat Al-Usrah Physical Rehabilitation Center

D. Physical Infrastructure

CHF International also made a major investment in the physical infrastructure of southern Iraq. Almost **300** projects directly addressed infrastructure needs among communities in the AOR. **99 road construction and paving projects** were

completed; **73** projects to construct **bridges, pedestrian overpasses**, and other infrastructure components were also finished. Furthermore, **water and irrigation** projects made up over **75** of the 686 implemented projects.

The implementation of CAP projects was based on the needs of local Iraqi communities. Many infrastructure projects addressed problems that communities had struggled with for over a decade. Much of the infrastructure of southern Iraq had been built in the 1950s and 1960s, and had seen little servicing or repair during the intervening decades. The disproportionate number of projects relating upgrading and repairing the country's dilapidated infrastructure speak to the vast neglect communities in the south faced during the long years of economic sanctions in the 1990s.

IV. CAP Methodology

The success of CAP can largely be attributed to the way projects were selected and implemented. The CHF CAP community participation methodology was based on a process by which **communities took a direct role in development activities through capacity building and training, while adopting tangible, transparent, and sustainable initiatives.**

CHF CAP community participation methodology contains eleven steps, which ensure the involvement of community members in the development initiatives that take place in their areas, while garnering a sense of ownership over development projects and a sense of volunteerism among community members.

The root of the CHF CAP community participation methodology is the formation and maintenance of community-elected Community Associations. These Community Associations are comprised of 8-12 community members that voluntarily participate in CHF CAP's development initiatives and receive capacity building and training, equipping them with development planning tools, decision-making, communication, and conflict resolution skills.

With the completion of CAP I on April 30, 2007 CHF had successfully formed **522 Community Associations**, including **100 Cluster Community Associations**. The composition of CHF CAP Community Associations throughout the period of implementation was **13% women, 25% youth, and 62% men**. Moreover, the total number of Iraqis representing CHF CAP Community Associations was over **5,500**.⁴

All Community Associations formed under CHF CAP were trained on the CHF CAP community participation methodology. Select Community Associations showing interest and intent received further comprehensive training on needs assessment and mapping of community resources; leadership, communication and advocacy skills; problem analysis and conflict mitigation; proposal writing and fund raising; economic development enterprises; and NGO organization, management, and incorporation schemes.

⁴ For more information on the number of CHF CAP Community Associations and regional clusters formed per governorate see section 4.1.

During the implementation of CAP I trained **380** Community Associations in Babil, Karbala, Najaf, Muthanna, and Dhi Qar that have received training from CHF International in the following topics.

A. Problem analysis and conflict resolution

CAP community facilitators received extensive training modules on problem analysis and conflict mitigation in order to train local community associations in these methods. CAP staff was able to assist a number of communities to overcome obstacles enabling the successful implementation of projects.



Members of the Said Mousa Cluster Association Work to Resolve a Conflict Over the Placement of a Medical Clinic

One example was the village of Said Mousa. Located in the northern part of Babil Governorate, the community is primarily a farming village, and is part of a larger group of villages famous for growing vegetables. This poor area lacked very basic services like an essential health clinic. However, a dispute arose between local tribes and the Health Ministry over where to place this facility. With the help of CHF community facilitators, a solution was found to this problem and local residents were able to voice their needs.

On September 18th, 2005, CHF employees came to the village and held an important meeting with the conflicting groups that included the chief land owner from one tribe, Na'ama Aiz Hussein, and the other landowner, Sa'adoun Mohammad Abeed, from the rival tribe. During a meeting on September 26th, it was agreed that the two tribes would set aside their differences and work together to build this integral facility. However, the tribes were unwilling to work with the local government on this issue.



Villagers of Said Mousa Meet with Local Officials

After a meeting on September 29th in which CHF employees acted as an intermediary between residents and the government, it was agreed upon to undertake the building of the health clinic. Local leaders from Said Mousa worked with the Babil Governorate and members of the Ministry of Health in Baghdad to coordinate the building of the health clinic. This has been viewed as an extremely positive move by all sides. The feuding factions were able to agree on a suitable location for the building of the clinic, and they managed to work with local government officials in a productive way. Solving this conflict in a peaceful and productive manner was a major accomplishment for CHF CAP coordinators involved in the project.

The clinic was finally completed in June of 2006 and has been serving over 5,000 residents in this largely rural area. In particular, it has helped women to receive pre-natal care and decrease the number of infant mortalities. Because community members were able to mitigate conflict over where to build this essential facility, residents of Said Mousa now have access to badly needed health care.



Before Work Began on the Said Mousa Clinic



During Project Implementation

B. Needs assessment and mapping of community resources

CAP staff initiated a Rapid Baseline Assessment upon entering Iraq in 2003. The assessment focused on developing a core set of indicators and included demographic, political, economic, and social profiles of target communities. This assessment was utilized to create the 11 step CAP methodological indicators process that was employed throughout the life of the program. The chart below outlines the 11 step CAP methodology.

The 11 Step CAP Process	
1.	Contact is made with new communities.
2.	A Community Wide Meeting is held with the entire community and local stakeholders.
3.	An 8-12 member Community Association is Elected during the meeting.
4.	Community Association meetings are then held to identify and prioritize community needs .
5.	Select a Project for implementation.
6.	Pre-project consultations between CHF technical staff, local government authorities, and residents.
7.	Begin project implementation.
8.	Monitor and evaluate project progress.
9.	Complete and handover the project to the local community and government authorities.
10.	Continue to consult with the community concerning project sustainability and future project implementation.
11.	Create regional Community Association Cluster Committees.

The creation of Community Associations and democratic process used to prioritize community needs and select CAP projects ensured that communities were able to express their own needs, debate their priorities as a group, and explain particular community strengths to implement programs. This approach helped to confirm that communities in the AOR had a stake in the projects that were developed. CHF International believes that this has created potential for long-term project maintenance and sustainability.

CHF International also trained communities to identify and mobilize their own direct investments in project implementation, through voluntary labor, materials, and services. The dedication and sense of ownership by the participating communities is demonstrated by the fact that **\$14.88 million** in community-generated material and in-kind and cash contributions were invested in CAP projects. This included over **\$1.7 million** in equipment, **\$795,000** in materials, **\$656,418** in skilled labor, **\$1.99 million** in unskilled labor, and over **\$9.7 million** on other contributions. This is significantly over the amount required by the cooperative agreement (See the finance section for more information). CHF International has found that the requirement of cost share for each project is a key factor that differentiates CAP projects from existing

humanitarian or relief efforts. Cost-sharing enables both individuals and groups to become true participants in the process of effecting lasting changes and improvements to the quality of life in their communities.

C. Leadership, communication and advocacy skills

Beginning with the second year of CAP, community facilitators made considerable efforts to train interested community association on advocacy skills. CHF was particularly successful in identifying local community leaders who could initiate the creation of long-term initiatives, like the creation of local NGOs, within the AOR. These local Iraqi leaders are part of a first wave of civil society leaders who will help to deploy democratic initiatives throughout the AOR. Among these groups, CHF International has helped the following organizations in particularly meaningful ways:

- The Anwar al-Zahra Women's Cultural Center

The Center's goals include addressing illiteracy among women, raising women's levels of education and awareness regarding the proper raising of children and the development of women's capabilities.

The Center was established in 2004 and focuses its work on rural areas. The president of the Center was chosen through a community council election in Nahiat Al-Abasia in Babil governorate.

Widows have been employed in a joint CHF project involving sewing. The president also requested that CHF build a birthing room for pregnant women because of the large number of women who have died in labor. With CHF's help, the clinic was opened and is now serving women in the area.

- The Women's Educational and Cultural Center in Najaf

CHF also helped to form this organization by assisting in the creation of a Community Association in the local area. The organization attempts to address problems in Iraqi society through a number of programs. Founded in 2004, the organization has completed a number of projects since it was opened. They include:

- 30 educational sessions were held in Najaf. 750 women have graduated from these classes as of today.
- 30 sessions in weaving have been held for 500 women.
- 20 sessions in tailoring have been held and 200 women have received training.
- The organization also runs a day care for the children of mothers who must work. 22 of these children have received instruction at the Center's math department.
- The Center has held educational meetings to spread awareness about Law 39, which is the Personal Status Law. In particular, the trainings addressed the desire of some lawmakers to amend the law in order to limit the rights of women.

CHF has provided the materials for all of these trainings.

These local NGOs represent a major step forward in the ability of local communities to address their own development needs. Perhaps the largest step in this direction occurred in November of 2006.



Members of the Hillah Central Committee Meeting in November, 2006.

CHF International helped to form the Central Committee in Hillah, composed of 21 politically active members. The goal of the Committee is to create direct linkages between civil society organizations in Hillah and local government officials.

In January of 2007 the Committee met with the governor of Babil province and all governorate directors to inform them of the Hillah Central Committee and its role in the community. This was the Committee's first step in improving relations between citizens and local government officials.

D. Capacity Building of Program Staff

CHF CAP staff received a number of "training of trainers" sessions in order to improve their skills in community mobilization and the management of community development initiatives. Skills and tools that CHF CAP staff gained in these capacity building trainings were then adapted and transferred to Community Association members who worked hand in hand with CHF CAP staff on project development. The associations received training pertinent to the CHF CAP process, equipping them with tools to address the needs of their respective communities through transparent and accountable approaches.

In particular, a series of training on conflict mitigation and advocacy skills were essential tools that allowed community facilitators to do their jobs better. CAP staff were especially eager to receive more technical trainings, however budget restrictions limited the number of trainings that staff were able to attend. CHF engineering and administrative staff received trainings on AutoCAD software, and other computer tools that allowed for greater ease and execution of infrastructure projects.

Most recently, in January of 2007, CHF staff in Hillah attended training sessions to improve usage of Microsoft office programs and gain valuable techniques for writing success stories and reports. 27 CHF staff members, including 7 female members, attended. Training topics included the usage of Microsoft Outlook to send large files like project photos and ways to maintain internet security when sending email.



CAP staff at a January, 2007 training in Hillah

Techniques for writing success stories and project reports were also discussed. Khalid Ghanem and Nahla Ghazi of the media staff discussed the importance of making sure that stories relate to CAP project goals and accurately portray the success CHF International has had in the AOR. They also noted how important taking good photographs was in order to enhance written reports.

CHF International has also provided free English classes to local staff in order to improve their ability to communicate with expatriate staff and other non-Arabic skills. Local staff has viewed all of these trainings as essential components of their development as professionals. Many of them have developed expertise in particular areas that will allow them to transition into positions with more responsibility in the future. Our staff would not have been able to access these types of professional trainings had it not been for CAP.

E. Strengthening Community Associations

CHF International has engaged in a number of activities to support community associations. Among them are projects designed to equip newly established community centers and vocational institutes with office equipment, computers, sewing equipment and other items to improve the capacity of these community centers. Furthermore, CHF International has helped several community associations to become fully fledged NGOs. Via funding and capacity building trainings, these community associations have begun to implement vocational programs and opportunities for women in cities like Kufa and Najaf.

CHF International has also encouraged communities to share knowledge and experiences with one another in an effort to build organizational knowledge and extend the capacity of these associations. One way CHF International has brought about this kind of cooperation is through the 91 Cluster Community Associations that were formed to help implement a project that would benefit a number of communities in a given town or municipality.

An example of this kind of work was evident when community facilitators joined two communities in Hillah together. In November 2006, CHF CAP facilitators helped to link two community associations in an attempt to spur cooperation to conduct a cluster project. CAP staff visited the home of the Mukhtar, or almsman, of the Hay Al-Askari Al-Muhaizim neighbourhood in Hillah. CHF International completed a project to construct two kiosks for victims of war in the neighbourhood and decided to visit the Mukhtar and the local Community Association to help plan for new projects. Members of the Hay Al-Wardiyah Community Association in a neighbouring area came with CHF staff to look into completing a joint project with the residents of Hay Al-Askari.



Members of the Hay Al-Askari Al-Muhaizim and Hay Al-Wardiyah Community Associations Meet to Discuss Implementing a Joint Project

While a joint project with Hay Al-Askari was not implemented during CAP I, CHF staff were still impressed by the amount of information the two groups exchanged with each other. They were able to create an atmosphere of learning and cooperation, which all involved parties hope will yield tangible results outside of the CAP I program in the future.

F. Links to Civil Society and Local Government

CHF CAP worked with Community Association members to become more active in their communities and increase their capacity to organize and manage development initiatives. A considerable number of CHF CAP Community Association members in all three Governorates were elected to sit on municipal councils. CHF CAP continues to work with these Community Association members in conjunction with other Community Associations on advocacy and needs assessment initiatives to ensure that the needs of communities are voiced and channeled through local government bodies and officials.

CHF CAP is also working with local civil society groups in conjunction with CHF CAP Community Associations to further enhance civil society ties and ensure the coordination of activities among the different civil society actors. As mentioned above, the Hillah Central Committee is one example of the kinds of connections CHF International is helping to create between civil society organizations in the AOR and local government officials.

CHF International has also provided material support to a number of local organizations to improve their administrative and programmatic capabilities. In this spirit, CHF International worked with the Babil Beekeeper's Association to increase their capacity and help generate economic development among women and the unemployed.

The Babil Beekeeper's Association is located in the Kurnish neighborhood of Hillah. The Association has about 140 members and was founded in 2004 after the war. The members come from the city and countryside surrounding Hillah and are of a number of different educational backgrounds. Many of them depend on beekeeping as their primary means of sustenance while others are only interested in beekeeping as a hobby.

Many of the Association's members are women who hope to train others in beekeeping to expand their economic horizons. These women hope that beekeeping will help them to become economic equals with their husbands, and enable them to provide a living for their families.

Many of the Association members are victims of the current conflict and use beekeeping to provide for their families. While these victims of war and the women in organization use beekeeping as a means of subsistence, they lack many of the basic necessities needed for beekeeping. Production equipment is sorely lacking which makes it nearly impossible for the injured and poor women to begin to build a business. Vocational training on the finer points of beekeeping is also needed to increase the general knowledge of the local beekeepers.

In December of 2006, members of the Beekeeper's Association, Community Association members and 10 professors from Babil University met at a workshop for beekeeping. The professors gave lectures throughout the day on essential techniques of beekeeping. They hope that this knowledge will increase the quality and amount of honey and wax production for all beekeepers belonging to the Association. They also received advice on how to market and sell their products in local markets. It is hoped that the Association members in attendance will act as trainers of trainers and help women and victims of war to build new enterprises in beekeeping throughout the governorate.



Members of the Babil Beekeeping Association at a Workshop to Improve the Technical Skills of Local Beekeepers

With the completion of a CHF International sponsored carpentry workshop set to produce beekeeping boxes and other cultivation tools, many of the beekeepers now have access to inexpensive products needed for production. These training sessions are helping them to build successful businesses and relieve their families of the poverty they currently endure.

G. Linkages & Support to PRTs

During the CAP I implementation period, CHF International has maintained regular contact with the PRTs established in our AOR. These include PRT/Hillah and PRT/Najaf, which was dissolved, and the more recent PRT/Dhi Qar. PRT representatives were kept regularly informed of proposed CAP projects, but for security reasons, were not able to have direct contact with CHF CAP program staff other than our expatriates.

CHF International introduced community association to their respective sub-district and district-level councils. This ensured linkages between community associations, district councils, and PC/PRT activities in developing mutual projects. CHF International brought community association representatives to PRT and local government meetings to communicate community-identified needs to local government. In doing so, CHF International created opportunities for the local government to align its agenda with local communities, while simultaneously providing opportunities for both sides to cooperate in an environment of mutual understanding.

H. Hillah Solid Waste Facility

The Municipal Solid Waste Project for Hillah represents a major accomplishment of CHF under CAP. It demonstrated CHF's ability to implement sector wide infrastructure projects over extensive portions of the AOR. It also demonstrated CHF's willingness and determination to work with local government authorities and regional PRTs to achieve success. The program was initiated by former US

Ambassador Khalilzad, and USAID requested CHF International assistance in drafting a Solid Waste Master Plan for the City of Hillah in cooperation with the Hillah PRT and the Babil Provincial Council (PC).



Garbage Trucks Supplied by CHF to Local Governorates as Part of the Hillah Solid Waste Initiative

CHF International offered to leverage \$950k in CAP-I funds for two transfer stations and solid waste equipment, and waited 6 months for additional funds from the PRT, PC and CERP. With no additional funds forthcoming, CHF International received approval from the City and the PC to design and tender the two transfer stations. These transfer stations are designed to increase the collection efficiency of the city's sanitation crews by roughly 75% in the areas they serve.

In addition to the transfer stations, CHF International provided collection vehicles, containers, and appropriate training to municipal officials and local NGO's that will monitor progress in and around Hillah. CHF International also provided additional collection vehicles and equipment to other major cities throughout its AOR.

I. Marla Ruzicka Funds

Marla Ruzicka War Victims Assistance Fund helps Iraqis adversely affected by coalition operations. Implemented by CAP partners throughout Iraq, the Marla Fund has supported 1,260 projects, benefiting more than 850,000 Iraqis since its inception in 2004. CAP adhered to the CAP methodology of community participation and development in the identification and implementation of Marla Ruzicka projects.

Community Association members assisted in identifying victims of war in their communities and conducted coordination meetings with victims in order for CHF CAP staff to assess their needs and the type of assistance they sought. Under the supervision of CHF CAP staff, Community Associations involved in the process set criteria for the identification of war victims to ensure that assistance went to victims who were most vulnerable, and without sustainable sources of income.

Eligible beneficiaries who fit the MRIWVF profile will be identified in conjunction with CAGs, local leaders, police stations, and hospitals. In general, MRIWVF-funded activities have included a mix of activities including:

- Community infrastructure (i.e. clinics) reconstruction,
- Market-responsive skills training and employment matching,
- Income generation technical assistance and kick-start grants targeted to business activities with local market potential, often with recipients agreeing to make donations to local charitable works,
- Support in obtaining medical assistance,
- Assistance and training for groups of people with disabilities in an area such as information technology,
- Support for awareness raising and advocacy efforts designed by people with disabilities,
- Community-based business development activities, such as the purchase of an automobile to serve as a community taxi and provide income for a Marla beneficiary, and,
- Other beneficiary-prioritized activities.

To complement the effort of CHF CAP Community Associations in the identification process of war victims, staff conducted surveys with public health and welfare officials. CHF prepared a database of information related to numbers of victims of war in the CHF area of responsibility and the type of damage and injuries victims sustained due to the war, as well as the type of assistance victims were seeking.

In total, CHF International completed **119** victims of war (Marla Fund) projects for **over \$4.25** million that impacted **7,613** Iraqis in need.

CHF International also dispersed a total of \$400,000 to Counterpart International and International Medical Corps to enable them to increase the implementation of Marla projects in their AOR.

Helping Victims of War in South Central Iraq



Victims of Coalition Fire Receiving Treatment at the Babil Center for the Disabled

The Babil Center for the Disabled was founded in 1989 to care for Iraqi citizens wounded in the first Gulf War. CHF equipped and renovated the Center during the fall and winter of 2004 as the second project to assist victims of war. In two different victims of war projects, CHF built a sewing room, a carpentry workshop, treatment and rehab areas, and other convalescence facilities. On January 10, 2007 a meeting of patients and health-care providers met to discuss issues facing victims of war and ways to overcome them. In total, 50 patients attended the sessions to find solutions to their situation.

One of the goals of the training was to coordinate with disabled citizens so that they could have access to all the services they may need. The trainings also sought to find ways to help disabled patients gain access and be reintegrated into Iraqi society on an equal basis with non-disabled citizens. This included helping patients to find solutions to personal and health problems as well as economic and social ones. CHF hopes that these trainings will help to tend to the psychological as well as physical problems facing victims of war. With continued support from the Babil Center for the Disabled, these patients have the opportunity to contribute positively to the development of a new Iraq.

V. Achievement of Program Objectives

CHF International exceeded project implementation targets in all three years. Please find below a chart of all indicators for CAP programmatic years 1 through 3. These indicators were derived from the proposal work plan for every CAP year.

CHF CAP Target Indicators by Fiscal Year

Indicator	Target Proposed	Target Achieved
Year I Rapid Startup – First 90 Days		
Community Outreach and Administrative Staff trained to initiate implementation	70	274
RDCs formed	3	3
Community projects launched	50	108

Person Days of Employment created	8,000	8,000+
Community representatives trained to build consensus and lead multi-community initiatives	100	104
Year 1 Targets from ICAP Work Plan (May 16, 2003 – June 1, 2004)		
Number of Community Associations established	134	217
Number of Cluster associations established	12	20
% of Community Associations that receive capacity building training	NA	(all were trained on CAP methodology) 15%
% of Association members who are female	10%	11%
Composition of Community Associations (disaggregated by age), % of Association members who are <25 years old	25%	25%
Number of Projects improving public infrastructure	150	252
Total number of Direct project beneficiaries	Males: 600,000 Females: 700,000 Total: 1.3 million	Male: 672,749 Female: 741,338 Total: 1,414,087
Total number of Indirect project beneficiaries	1.2 million	1,445,938
% of total projects directly assisting families (under PL 108-11 and PL 108.106, Iraq Relief and Reconstruction Fund)	NA	13%
Short and Long term jobs created (from the direct result of an ICAP project)	4,750	5,498
Total employment hours generated by projects	Males: 607,000 Females: 3,000 Total: 610,000	Male: 940,248 Female: 15,352 Total: 955,600
Linkages/Networks created between ICAP and Iraqi Environmental Organizations	1	2
Environmental Awareness Campaigns for Community Associations (Unit: % of Community Associates)	NA	17
Year 2 Extension (June 1, 2004 – July 15, 2005)		
Number of Community Associations established	100	159
Number of Cluster associations established	10	40
% of Community Associations that receive capacity building training	80%	36.4%
% of Association members who are female	25%	13%
Composition of Community Associations (disaggregated by age): % of Association members who are <25 years old	25%	25%
Total number of indirect project beneficiaries	>1million	6,127,074
% of total projects directly assisting families (under PL 108-11 and PL 108.106, Iraq Relief and Reconstruction Fund))	20%	13.4%
Short and long term jobs created (from the direct result of an ICAP project)	3,500	6.300
Total employment hours generated by projects	Males: 498,000 Females: 2,000 Total: >500,000	Male: 1,258,992 Female: 4,496 Total: 1,263,488
Linkages/Networks created between ICAP and Iraqi Environmental Organizations	5	
Environmental Awareness Campaigns for	50%	12.2%

Community Associations (Unit: % of Community Associates)		
Year 3 Extension (July 16, 2005 – March 31, 2007)		
Number of <i>New</i> Communities Entered	50	146
Number of <i>Newly</i> Created Community Associations	50	146
Number of Infrastructure Projects and Employment Generation Initiatives Completed	150*	287
Number of Individuals Employed (disaggregated by Gender)	Males: 4,577 Females: 273	Male: 15,663 Female: 0 Total: 15,663
Number of Employment Days Generated (disaggregated by Gender)	Male: 102,735 Female: 1,565	Male: 119,885 Female: 20 Total: 119,905
Number of Long Term Jobs Created (disaggregated by Gender)	Male: 30 Female: 20	Male: 179 Female: 94 Total: 268
Number of Community Associations Trained on Advocacy Skills	40	243 (not aggregated by training type)
Number of Workshops and Roundtable Discussions held with Local Government Representatives	30	243, unknown number of roundtable discussions held
Composition of Community Associations (disaggregated by Gender and Age)	Female: 15% Under-represented: 20%	Female: 13% Underrepresented: 25%
Number of Development Initiatives Completed and Directly Benefiting Women, Youth, and under-represented groups	20	20+
Number of Community Association Trainings Conducted	50	243
CAP Expansion into South (May 11, 2006 – March 31, 2007)		
Community infrastructure and Marla Ruzicka related projects in Dhi Qar and Al-Muthanna	45	43

VI. Significance and Impact of Program Activities

The CAP program has had several major impacts on communities of the AOR. First, through CAP, CHF International was able to create grass roots infrastructure projects with local communities and work with various stakeholders involved in project identification, selection, and implementation. **Communities have contributed over \$15 million in cost share illustrating the desire of local communities to be actively engaged in the rebuilding process in Iraq.** Through their contributions local residents took ownership of their projects.

CAP projects also represented a significant attempt to improve the material well being of residents through the completion of infrastructure programs in a variety of sectors and contexts. Because sectarian violence has been less sustained in the south than other areas of Iraq, the sustainability of these projects over the long-term is likely. Thus, many of the educational and health institutions revitalized by CHF International will become key components of resurgence in civil society in the AOR.

Likewise, CHF's infrastructure projects have the potential to positively impact the economic situation in southern Iraq. By building more roads for farmers to bring their produce to market, creating vocational training centers for unemployed city youth, and assisting civilian victims of war with economically viable businesses, CHF International has planted the seeds for further economic development and growth. Under CAP II project implementation CHF is helping to nurture these seeds to create a fully fledged economic boom. In the second quarter of project implementation for fiscal year 2007, CHF CAP II has already completed three projects that improved the ability of CAGs to identify and address local economic development priorities. Two of these projects, to provide economic development training and equipment to the Women's Cultural Center in Kufa and the Iraq Al-Ghad Organization in Najaf, were completed in 2007. A project to provide equipment and training to the Al-Hamzah Women's Association for the creation of hand woven carpets is also underway.

Finally, CHF International has trained and improved the leadership skills of a number of local community leaders who represent the vanguard of a thriving civil society movement in southern Iraq. In particular, women in traditional communities were encouraged to play a greater role in the implementation of projects. Husbands and male family members proved to be supportive of women and did not express objections to CHF International which allowed women within the AOR to participate in trainings and become actively involved. Because women in the southern part of Iraq have historically had less access to educational and political institutions, this intervention could have a major impact on the role women play in the political process in southern Iraq for years to come.

VII. Final Fiscal Report

As of April 30, 2007, CHF CAP employed 290 permanent local staff members working in Baghdad, Babil, Kerbala, Muthanna, Dhi Qar, and Najaf governorates.

A. Accruals

The accrual chart below contains CHF CAP's Final Accrual Report.

CHF International / IRAQ Accruals Projections for Babil, Karbala, and Najaf July-07

Award Number: AFP-A-00-03-0004-00

Start date: May 16, 2003

End date: April 30, 2007 *

	Budget	Actual Expenses for June 2007	Total Expenses for July 2007- Est.	Total Actual & Estimated Expenses through July 31, 2007	Projected Remaining Balance	Projected Expenses for August 2007	Total Actual & Estimated Expenses through July 2007
Summary of Expenses							
Support Costs	20,016,624	33,187	96,723	19,561,580	455,044	0	19,561,580
Community Action Programs**	30,645,379	62,305	-393,925	29,694,818	950,561	0	29,694,818
P.L. 108-11 and P.L 108-106 Funds	4,350,000	24,640	0	4,250,471	99,529	0	4,250,471
Subawards of Marla Funds to IMC and CI	400,000			400,000	0	0	400,000
Total	55,412,003	120,132	-297,202	53,906,869	1,505,134	0	53,906,869
Detail of Expenses for Support Costs							
Personnel (expat and national staff)	4,412,917	-304	5,487	4,621,891	(208,974)	0	4,621,891
Fringe Benefits & Allowances	785,904	-1,569	132,574	812,085	(26,181)	0	812,085
Travel	631,495	552	1,310	556,146	75,350	0	556,146
Equipment	1,533,665	23,500	0	1,268,835	264,831	0	1,268,835
Consultants	345,218	0	0	340,380	4,838	0	340,380
Subcontract (audit and legal fees)	81,345	0	0	91,223	(9,877)	0	91,223
Other Direct Costs	2,323,664	242	2,595	2,487,911	(164,247)	0	2,487,911
Security	1,132,968	10,766	0	1,050,713	82,255	0	1,050,713
Indirect	8,769,447		-45,243	8,332,398	437,049	0	8,332,398
Total	20,016,624	33,187	96,723	19,561,580	455,044	0	19,561,580

* Reflects budget extension - Modification 10

**Less \$33,369 of unobligated funds

B. Buy Iraq

As of April 30, 2007 CHF International had bought over \$41 million in products and services from Iraqi contractors, producers, and distributors, representing a burn rate of **76.86%**.

Buy Iraq Expenditure Analysis As of June 30, 2007

Category	Current period April 2007 - est	Current period May 2007 - est	Current period June 2007 - est	"Buy Iraq" Expenditures to date May 2003 - April 2007
Salary / Wages	182,029	4,900	8,814	3,617,181
Goods / Materials / Other Direct Costs	19,640	36	36	2,725,880
Subgrants/Project Contracts	1,007,555	488,089	86,945	34,583,224
Services	1,181	5,192	2,000	506,432
Total	1,210,405	498,217	97,795	41,432,717

76.86%

C. Cost Share

As of April 2007, CHF International has documented \$15.1 million in cost share. This is a burn rate of **195%** to date.

Iraq Community Action Program (ICAP) May 16, 2003 - April 30, 2007 As of June 2007

		Apr-07	Amount
In Cash Match TO DATE			
			\$625
Total In Cash Match		\$0	\$625
			Amount
In Kind Match			
	U.S. Based Consultants and Salaries		\$1,296
	Community Contribution - Time and Labor	\$5,258	\$1,964,567
	Community Contribution - Materials, Supplies & Equipment	\$210	\$549,822
	Contractors Contributions - Time and Labor	\$3,427	\$839,179
	Contractor - Donated Materials, Equipment, & Supplies	\$7,768	\$884,537
	Municipality - Time and Labor		\$214,764
	Municipality - Donated Equipment, Materials, & Supplies		\$848,944
	Other Operating Expenses		\$136,707
	Land Donation		\$9,686,164
	Travel and Lodging		\$8,408
Total In Kind Match		\$16,663	\$15,134,389
		\$16,663	\$15,135,014

Burn Rate

195%

The cost share requirement was \$2,875,500 under original agreement.

Modification 3 (dated 9/30/04) increased the cost share requirement to \$5.1 million.

Modification 5 (dated 5/12/05) granted CHF a no-cost extension through July 15, 2005.

Modification 6 (dated 5/17/05) awarded CHF an additional \$15.0 million and an extension to July 14, 2006.

Modification 7 (dated 7/13/05) increased the cost share requirement to \$7,352,500.

VIII. Progress Table - April 30, 2007

Basic Indicators In Chronological Order	Number To Date	Governorate (B/K/N/T/M)
1. Initial Contact with community contacts (i.e. new communities contacted).	495	173/160/141/8/13
2. Community Wide Meeting with members of the entire community as identified or contacted.	495	173/160/141/8/13
3. Election of 8-12 member representative Community Association from the identified community.	495	173/160/141/8/13
4. Community Association Meetings for the identification and prioritization of community projects.	522	173/160/141/8/13
5. The Selection of a Community Project that is feasible, sustainable, and has significant impact	686*	237/233/186/13/17
6. Pre-project Implementation consultation including meetings between the community and project engineers, cost-sharing specialists, and local authorities.	1,096	358/349/335/30/24
7. Community Project Under Implementation/ with a strong sense of community contribution and ownership	0	4/0/0/0/0
8. Ongoing Monitoring and Evaluation of project activities, progress, community contribution, and sustainability.	6,421	2119/2154/2007/59/82
9. Community Project Completion and handover to the local community for maintenance, repair, follow-up and oversight.	686	233/233/186/13/17
10. Ongoing Community Consultations concerning project sustainability, identification, and implementation of subsequent projects.	346	117/114/115/0
11. Creation of Regional Community Association Cluster Committees to engage in project identification, prioritization and implementation across a series of communities.	91 Cluster Community Associations	46/32/11/2/0

* As of April 30, 2007 CHF CAP has identified 686 projects. **All** projects have been completed as of the completion of ICAP.