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USAID COMMUNITY STABILIZATION PROGRAM (CSP) COUNTERINSURGENCY (COIN): REPORT ON COMMUNITY INFRASTRUCTURE AND ESSENTIAL SERVICES PROJECTS IN MOSUL AND KIRKUK

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List of Acronyms

AC	Advisory Committee
AoR	Area of Responsibility (of IPs)
BOQ	Bill of Quantity
CA	Cooperative Agreement
CAG	Community Action Group
CERP	Commander's Emergency Relief Program
CHRR	Commander's Humanitarian Relief and Reconstruction Fund
CIES	Community Infrastructure and Essential Services
CMT	Community Mobilization Team (of IPs)
COP	Chief of Party
COSIT	Central Organization for Statistics and Information Technology (of Iraq)
CSO	Civil Society Organization
CSP	Community Stabilization Program
CTO	Cognizant Technical Officer
DAC	District Advisory Council
DCOP	Deputy Chief of Party
EBDP	Economic and Business Development Program (of IRD)
EOP	End of Project or Program
FY	Fiscal Year
GOI	Government of Iraq
HQ	Headquarters
HR	Human Resources
IBTCI	International Business & Technical Consultants, Inc.
ICAP	Iraq Community Action Program
ICSP	Iraq Civil Society Program
IP	Implementing Partner
IR	Intermediate Result
IRD	International Relief and Development
IRMO	Iraq Reconstruction Management Organization
IRRF	Iraq Relief and Reconstruction Fund
IT	Information Technology
LG	Local Government
LGP	Local Governance Program
LOE	Level of Effort
LOP	Life of Project or Program
Marla	Marla Ruzicka Innocent Victims of War Fund (formerly, the Leahey Program)
M&E	Monitoring and Evaluation
MEPP II	Monitoring and Evaluation Performance Program, Phase II
MIS	Management Information System
MOE	Ministry of Education
MOU	Memorandum of Understanding
MSME	Micro, Small or Medium Enterprise
N/A	Not Applicable
NAC	Neighborhood Advisory Council
n.d.	No Data
NGO	Non-Governmental Organization

OJT	On-the-job Training
PAC	Program Advisory Committee
PMP	Performance Management Plan
PC	Provincial Council
PRS	Project Reporting System
PRT	Provincial Reconstruction Team
PWD	Person With Disabilities
Q	Quarter
RF	Results Framework
RFA	Request for Application
RIG	Regional Inspector General
SCIRI	Supreme Council of the Islamic Revolution in Iraq
SME	Small or Medium Enterprise
SO	Strategic Objective
SOW	Scope of Work
SPSS	SPSS predictive analytics software www.spss.com
TA	Technical Assistance
UN	United Nations
US	United States
USAID	United States Agency for International Development
USG	United States Government
USM	United States Military

EXECUTIVE SUMMARY

- Overall, 13 of the 15 projects visited are progressing as expected.
- For construction and rehabilitation projects there is a general issue about difficult access to work sites by trucks delivering materials. This might be remedied through Provincial Reconstruction Team coordination with the security forces.
- The Community Stabilization Program (CSP) description describes the CSP process as developing an Advisory Committee and a city action plan. These need to be coordinated with the concurrent development of provincial development strategies (PDS) and provincial capital investment plans that are an activity of the Local Governance Program (LGP II).
- CSP projects are at risk of being identified as US projects, and steps should be taken to ensure that CSP projects are not seen as being approved by a parallel or alternative to the local government authority.

MONITORING SELECTED COMMUNITY INFRASTRUCTURE AND ESSENTIAL SERVICES ACTIVITIES FROM THE COMMUNITY STABILIZATION PROGRAM

Introduction

The United States is committed to the future success of Iraq. Within USAID/Iraq's Transition Strategic Plan 2006-2008, the first of four strategies delineated is "Focused Stabilization: Reduce the incentives for participation in violent conflict." This is the primary objective of the renamed Community Stabilization Program (CSP). To help plan and manage the process of assessing and reporting progress towards achieving its strategic objectives (SO), USAID/Iraq (hereinafter the "Mission") made final its Performance Management Plan (PMP) in August 2006. In the PMP document, consistent with earlier Mission objectives, the strategy to reduce the incentives for participation in violent conflict is identified as Strategic Objective 7 (SO 7).

The CSP is seen as a key element to transition Iraq to a stable, democratic and prosperous country. Towards this end, Request for Application (RFA) number 267-06-001 was issued on 2 January 2006 seeking applicants to implement the "Focused Stabilization in Strategic Cities Initiative" (FSSCI). International Relief and Development (IRD) was awarded the Cooperative Agreement (267-A-00-06-00503-00) on 29 May 2006. As defined in the Cooperative Agreement "Program Description", the purpose of FSSCI (now the CSP) is to "complement military security efforts, and civilian local government development, with economic and social stabilization efforts. The objectives of CSP are to: 1) create jobs and develop employable skills with a focus on unemployed youth; 2) revitalize community infrastructure and essential services; 3) support established businesses and develop new sustainable businesses; and 4) help mitigate conflict in selected communities." These four objectives were later modified (see Modification 03 below) to: 1) Public works programs and employment generation; 2) vocational training and apprenticeship programs; 3) Micro, Small-Medium Enterprise (MSME) Development program; and 4) Youth Programs (conflict mitigation).

Table 1. Modifications to the CSP Cooperative Agreement

Modification Number	Date	Purpose of Modification
01	Sep, 30, 2006	Increase budget for Baghdad Scenario, revise program description, and incorporate reporting matrix.
02	Oct, 9, 2006	Change to reflect fiscal data; no change in agreement.
03	Oct, 26, 2006	Change city scenarios; restructure CSP's four objectives.
04	Jan, 31, 2007	MNFI Badging.
05	May 1, 2007	Revise language of City Working Budget.
06	May 14, 2007	Incremental funding.

By carrying out these activities the CSP implementing partner should achieve measurable progress towards the Mission's SO 7. The Mission PMP and the CSP PMP identify the measurable indicators that will evidence the achievement of the SO. The Intermediate Result (IR) in the Mission PMP is to show the "number of insurgent incidents decreased."

While the CSP program was initiated in Baghdad, it was always intended to expand to other critical areas throughout Iraq. IRD anticipated scaling the program to cover all nine of the strategic cities (identified by USAID) of Basra, Mosul, Fallujah, Ramadi, Samarra, Baqubah, North Babil, Kirkuk and Najaf. In these cities IRD is to focus on neighborhoods and districts in cities and peri-urban areas identified by the USG and GOI as areas with the greatest need.

Initial funding under the CSP award limited activities to the “Baghdad Scenario”, but foresaw the “Basrah Scenario”, and the “Mosul, Baghdad (expanded), Ramadi/Fallujah, and North Babil Scenario.” For each of these scenarios IRD is to assist in the development of an Advisory Council, and a “city action plan.” The city action plan includes projects to “improve, revitalize, and expand small scale municipal services such as: neighborhood water and sanitation systems, trash removal and disposal, rehabilitation of schools, clinics, roadway and streets improvements, public market places, playgrounds and other community facilities. These municipal service projects are intended to generate employment opportunities for ordinary labor, artisans, skilled technicians, contractors, and other vendors.”

From the Cooperative Agreement Program Description: “The IRD Team will begin assisting in the organization of the Advisory Committees (ACs) in Baghdad, Fallujah/Ramadi, North Babil, and Mosul as quickly as possible and anticipated that ACs will be operational within 45 days of award. The ACs will serve primarily to assist in identifying critical needs in the communities and to provide recommendations for project activities in each city, which will be considered by the IRD Team and the PRTs when developing the city plans.”

“The AC organizational structure will include a chairperson, vice chairperson and secretary, with individuals selected to chair the following sectors: 1) Community Infrastructure Rehabilitation and Essential Services (*CIES*); 2) Employment Generation; 3) Business Development 4) Vocational Education and Training; and 5) Youth and Women’s programs. These positions will be determined by election with one-year terms. The AC chairperson will be the main link between the AC and the PRTs. IRD will develop a standard set of operating procedures and by-laws for each AC.”

IRD has extensive experience in implementing a wide variety of CIES activities, utilizing skilled and un-skilled labor to repair roads, clean streets and rehabilitate schools, health clinics, community centers and sports facilities. A rapid start was expected to jump-start the development of effective local government services by redirecting local energies toward productive economic and social opportunities, and away from insurgency activities. It is these CIES projects in Mosul and Kirkuk that are the subject of this report.

International Business & Technical Consultants, Inc. (IBTCI) implements the USAID funded Monitoring and Evaluation Performance Program, Phase II (MEPP II). Under MEPP II, IBTCI has been tasked to provide field monitors to assist USAID to monitor projects it cannot otherwise reach. IBTCI entered into a sub-contract with an independent entity to supply full-time field monitors and regional field monitor team leaders. This agreement was approved in March 2006.

Background

On 19 November 2006, IBTCI was notified by the CTO about “ideas for field surveys.” Among these ideas was to use the IBTCI monitors to confirm and validate projects that had been initiated through IRD by the CSP program. That initial monitoring proved successful, and has

led to this follow-on effort that continues to monitor the rapidly expanding number of CSP projects. The specific assignment was to use the field monitors to examine CIES projects to:

- a) Confirm location and status of on-going projects and activities, and provide the required evidence of their existence;
- b) Assess that progress is in fact being accomplished in a satisfactory manner in terms of the implementation of projects and/or activities;
- c) Identify any problems or obstacles encountered during implementation, and provide recommendations for improvement;
- d) Assess the quality of projects, activities or services to be provided in relation to required specifications and standards;
- e) Assess community participation and/or level of customer satisfaction of projects and activities, as well as services provided (i.e. training);
- f) Assess if projects are being used for their intended purpose when completed, and of their continuation after the conclusion of program support; and
- g) Assess participation and coordination of CSP with local governments, communities, and with other U.S. government agencies.

For this third round of monitoring the IBTCI field supervisors met with IRD mobilizers on 12 June 2007 in Mosul and on 14 June in Kirkuk. The purpose of the meeting was to: confirm a specific list of projects that were to be monitored (Annex A); confirm what was to be determined about the projects; and to establish the lines of communication that will allow the field monitors safely to access the projects. The meeting agreed that the monitors would follow the same procedures used for the initial monitoring in Baghdad. This procedure established an initial IRD point of contact (POC), as well as a POC from IBTCI.

This third round of project monitoring began on 17 June in Mosul and 18 June in Kirkuk. Fifteen projects were selected from the comprehensive list of CIES projects in Mosul (57 projects) and Kirkuk (64 projects). The 15 selected projects were all CIES projects and the 15 with the highest grant value. It was anticipated that the field monitoring of the 15 projects could be completed in three weeks. Keeping to the schedule meant that field coordination with project managers and other stakeholders in the project development process needed to be flawless and that the visit areas were permissive at the time of the proposed visits. To achieve this, the sub-contracted field monitors remained in contact with the IRD staff as well as IBTCI.

Methodology

Field monitors used two data collection instruments that were designed to be used with either completed (Annex B) or ongoing projects (Annex C). Field monitors were led to the project sites by the IRD field staff to meet with each project manager. Field monitors attempted to obtain from the project officer the project Bill of Quantity (BOQ) and other information that would assist in their monitoring. IRD has designed a project development process for the CSP illustrated below in Figure 1. It is an elaborate process designed to include the local government in the approval process. Monitors were instructed to attempt to walk through the process for selected projects (to do so for all projects would not have been possible in the time frame).

The field monitors assessed customer satisfaction through group discussions with project users or with the local councils (NACs and DACs). The results of this assessment are qualitative rather than quantitative as would have been provided with a full-blown household survey of the project catchments area. Questions included in the site visit instruments are the basis for customer satisfaction estimates.

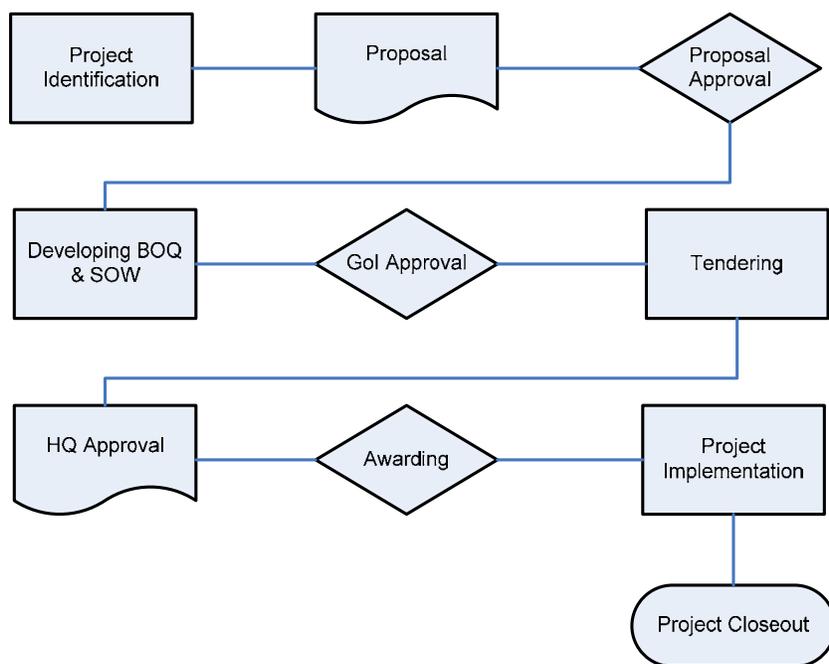


Figure 1. The CSP Project Development Process

Although not specifically mentioned in the in the assignment list above, it became clear that IBTCI needed further confirmation on employment generated and compliance with project approval processes outlined in Figure 1 above. Employment figures come from the Project Officer (PO) with oversight provided by Quality Assurance/Quality Control officers. The confirmatory questions about employment were asked of Neighborhood Advisory Council (NAC) or District Advisory Council (DAC) members or of the company contracted to provide the services. Confirmation that employment came from the local community was important.

The translated individual reports from the field monitors are attached in Annex D and identified by their description as it appears in Annex A. The individual reports are summarized in the next section of this report. In our initial field monitoring of CSP, projects monitors were asked to revisit some of the sites where there was a lack of clarity in the initial reports or to seek additional information. In this third round of monitoring, it was not necessary to revisit the projects, but some clarifications were sought on the monitors' notes.

Findings of the CIES Project Monitoring Report

Projects to be Monitored

Of the fifteen projects chosen for monitoring, ten were ongoing and five were completed. Projects on this list fall under one of three categories: cleaning campaigns; construction; and facility rehabilitation. The cleaning campaign projects can be characterized as rapid CIES start-up projects intended to generate short term employment opportunities in the target communities. All 15 of the ongoing or completed projects were located, and the site visits completed.

Table 2. Summary of Projects Visited by Type and Status.

Type of Project	Ongoing	Completed	Total Completed and Ongoing
Cleaning Campaign	1	3	4
Rehabilitation	8	1	9
Construction	1	1	2
Total	10	5	15

Most projects were regarded by the community as successful. There were a few contrary indications with some of the ongoing projects. In at least one case, the field monitor found that the contractor needed additional oversight. Findings from the monitor's site visits are summarized in the tables below. The tables are summaries of the questions asked in the field visit instruments shown in the annexes.

Completed Projects

Table 3 below summarizes completed project utilization. All completed projects were being utilized as intended.

Table 3. For Completed Projects: Is the Project being Used as Intended?

	Q12: Is the site being used?	Q13: Is the site being used for its intended purpose?
Yes	5	5
No	0	0
Not Stated	0	0

Respondents were asked to identify who was responsible for maintaining the site. For two of the five completed projects no one had been identified. When no person or institution is identified this can indicate a lack of committed sustainability for the project whether it is a construction project or a cleaning campaign. Field Report 9, a water supply project for Duhaila Village, indicated that responsibility for maintenance of the project had not been determined. This is apparently the first phase of a two phase project. Phase two needs to establish responsibility for maintenance and sustainability.

Monitors noted in Field Reports 7 and 8 that training for maintenance was inadequate. Both of these projects are clean up campaigns around police stations. The monitor noted that in one case new rubble was already accumulating. Ultimate responsibility for keeping the city clean rests with the municipality, but the monitor was uncertain whether they would be able to sustain what had been achieved. It was suggested that training in how to dispose of solid waste might be helpful.

Table 4. For Completed Projects: Who is Responsible for Maintaining the Site?

	Q17: Who is responsible for maintaining the site?
No one, or no one yet assigned	2
Name provided	0
Municipality	3

Three of the completed projects reported that records were kept on the usage of the site; monitors were able to confirm these usage records for two of the three. Clean up campaigns generally do not keep records of those using the cleaned areas. One of the projects where records were apparently kept was for the placement of culverts in an area used for pedestrian traffic.

For completed projects, the field monitors attempted to obtain user satisfaction by interviewing members of the groups responsible for the project, or from users who happened to be at the site during the time of the interview. These findings are summarized below.

Each of the field reports for completed projects included the results of a group discussion. Groups ranged in size from 15 to 300. The largest group was members of the community in Tal Afar who benefited from a cleaning campaign. Discussants were all men. Another group consisted of activists from a local police station who apparently participated in a clean up around the police stations.

Two of the groups indicated that the project did not fully meet their needs. Field Report 9 said that while the project was useful, construction of a reservoir and extension of the water network was still needed. Another project, a clean up campaign, indicated that the project did not meet their needs. No specific reason was given, although the implication was that a continuous cleaning program was needed. (This project was implemented in Tal Afar where it was initiated by the local council. There may be an opportunity to work with municipal authorities to sustain this initiative.)

Table 5. For Completed Projects: Was There Participation in Project Design and did the Project Meet Their Needs?

	Q30: Did you participate in the design of this site?	Q31: Does this site meet your needs?
Yes	3	3
No	1	2
Not Stated	1	0

All respondents were satisfied with the way the sites were maintained (Question 33). In one case the monitor indicated that no maintenance was required as there was no equipment (Field Report 9).

All discussants agreed that the project was useful to the community, and that the project had made a difference to their daily lives. Table 6 lists the reasons expressed regarding the impact on their daily lives.

Table 6. For Completed Projects: How Projects Made a Difference in Daily Lives?

Field Report Number	Q39: How has the project made a difference in your daily life?
5	1. Yes, the area was full of trash which causes diseases and makes it difficult to walk in the area
6	1. Used to pile car tires to cross the fetid water that is now drained.

Field Report Number	Q39: How has the project made a difference in your daily life?
7	1. Rubble had been removed from the area so it became much prettier, and also this affected health conditions positively since the core of diseases had been eliminated in addition to security
8	1. Removing rubble which gave the area a new look because rubble was everywhere and it affected health situation for people in the area and the security situation
9	1. Not stated (this is phase one of a water project)

One of the monitors reported that the workmanship was below standard; this was with respect to Field Report 7 (see monitor comments below in Table 7). The monitor sees the need for a larger and sustained campaign that would ensure that rubbish did not accumulate again. However, this is the role of the municipality and not of the CSP program. The PRT and partners need to work with the councils and local representatives of the Ministry of Municipalities and Public Works to make these efforts sustainable.

Some of the field monitors are now seasoned observers who were asked to provide useful recommendations and comments. These are noted below in Table 7. However, Field Report 7 needs some clarification: in the Kirkuk area some parts of the municipality are administered by the Northern Oil Company. One or more of these areas was apparently covered by this project to clean up 18 police stations. The clean up campaign needs to be coordinated with them, as they may be able to provide sustainability. The PRTs and the partner may want to clarify whether there is a continuing role for the Northern Oil Company in providing municipal services.

Table 7. For Completed Projects: Field Monitor Notes and Recommendations

Field Report Number	Field Monitor Proposals and Conclusions
5	1. Work is complete and it goes on continuously with arrangements made with inhabitants in the neighborhood to keep it clean and to prepare special places for gathering trash.
6	1. Project consisted of culverts for facilitating water drainage system permitting streets to be built over them.
7	1. Effects of work are not so apparent due to lack of sufficient labor and equipment. The work and the way it has been conducted are below that required. Some areas covered were under the jurisdiction of the Northern Oil Company who does not pay enough attention to providing services in this area. The campaign covers the surroundings of police center which includes the area where the police station is situated.
8	1. Work is good and its effects are so apparent within those areas covered by the project despite of accumulation of new rubble due to absence of municipality supervision. The project needs to be completed so that effects would not disappear so quickly, the activity of removing rubble should be followed by a trees planting campaign because when a wide space of land remains empty people begin to throw rubble there again.
9	1. The project serves all the people of the village because it is finished and waiting to start the second project which is the creation of reservoir and high water pumping room. The project is so necessary to the village because the people of the village are always going to Kirkuk governorate to get water. It is difficult to reach the village because of the bad roads, the project is in two steps, first step is drilling well, the second step is creating the reservoir and

Field Report Number	Field Monitor Proposals and Conclusions
	pumping room, which means every step, needs a separate project. If the second step is implemented and finished, the project would make a very big difference in their lives

Ongoing Projects.

Question 7 on the monitoring instrument asks the project manager to describe how the project was approved. Nearly all of the ongoing projects were perceived to have originated with local ministerial directorates or institutions. Many mention the provincial council as part of the approval process. Four of the projects mention the PRT as part of the approval process. Six mention IRD as the implementer and in one case IRD was perceived to be the originator. These are among the first CSP projects in Mosul and Kirkuk, and it may be because of this that the direct role of the PRT and IRD is seen so often. There may be a danger that projects will be associated with the US rather than with local government. For the moment this is only a cautionary concern. In a monitoring report similar to this the Baghdad CIES project monitors reported that all project managers perceived that project approval came through local or municipal councils; IRD and the PRT were not mentioned.

In the CSP project description the process of developing the CSP program in scenario cities starts with the development of an advisory committee (AC) mentioned in the introductory section above. According to the program description, the CSP is to use “participatory planning approaches developed under ICAP, IRD will work with PRTs in each identified city to develop strategies and action plans that take into account local priorities.” The CSP will need to pay particular attention to concurrent development plans that are taking place in the provinces. These are the provincial development strategies (PDS) and the capital investment plans that the provincial councils are engaged in. Each province is developing a PDS under the guidance of the LGP II that ultimately leads to a capital investment plan which is the implementation of the 2007 Budget Law. The CSP may need to review whether the AC or the city action plan are necessary when there may already be an active Provincial Council or local council engaged in provincial strategic plan development. The CSP will want to avoid the appearance of establishing a parallel government that approves projects.

Ten of the projects monitored were ongoing in Kirkuk or Mosul. All had active work underway at the time of the field monitor’s visit (Table 8 below). Community contribution is an important tenet of community project development that ensures “ownership.” Community ownership is commonly provided through residents’ unpaid labor. In the CSP program, labor is paid to those in the age cohort that is vulnerable to participation in violence and is considered as a means to reduce insurgent incidents. This paid labor is coupled with citizen participation in a project that benefits the community. The anticipated result couples a reduction in the participation in violence with community ownership of the project.

Field monitors asked the advisory councils and project managers whether the community participated with “sweat equity”.¹ All but two said that there was community participation through labor used as a community contribution. There are two projects reporting no “sweat

¹ Interviews were held with the council head and the council member identified with the campaign or project.

equity” (Field Reports 2 and 15). Both projects were rehabilitation projects: one for a swimming pool and the other for a garage and park for the Nahiyah office in Taza.

Table 8. For Ongoing Projects: Is There Activity at the Site?

	Q11: Is there active work on the site	Q12. Is the community involved in the work on the site providing “sweat equity?”
Yes	10	8
No	0	2

Generating employment is a major purpose of the cleaning campaign projects. With Question 14 field enumerators asked the advisory councils, project managers and contractors for the number of persons employed by gender. These figures are reported in IRD’s weekly reports. The monitor’s findings were less than the numbers given in the project lists in four instances. Some variance is expected since monitors collect information for a particular day, and the IRD report is based on average daily figures. All employed by the projects were male (arguably the correct strategy for the community stabilization projects).

Table 9. For Ongoing Projects: Employment Generated?

Field Report #	Male	Female
1	40	0
2	20	0
3	20	0
4	30	0
10	10	0
11	3	0
12	50	0
13	16	0
14	10	0
15	13	0
Total	212	0

With the ongoing project monitoring form, field monitors were asked to identify reasons why completion of the project was delayed in Question 16 and what obstacles were facing the project. These responses are combined in Table 10 since responses to these two questions were often the same. Poor security was mentioned as a problem on three occasions. Field Report 11 noted that not providing advance payment to the contractor was causing delays; but it is unlikely that IRD would be providing advances to contractors (the monitor noted other problems with the contractor).

Table 10. For Ongoing Projects: Obstacles Faced During Project Implementation.

Field Report #	Q16 causes of delay and Q 21 obstacles identified
1	1. None noted.
2	1. Stringent security measures for trucks entering the work site due to the presence of the American forces and the JCC nearby 2. Poor security situation in the city
3	1. not stated
4	1. not stated
10	1. No problems encountered
11	1. Security situation 2. Not giving advanced payment to start the project and finish part of it.
12	1. Tools and equipment are not sufficient 2. Supplying workers with protective clothing and other consumables. 3. Campaign needs to be expanded if it is to be completed on time.
13	1. We faced a problem when the students were present for their exams. This slowed the work until the exams were over.
14	1. Delay due to materials testing.
15	1. No problems encountered

Field monitors were asked to assess workmanship on the project. While this was intended more for construction projects the monitors applied it to the clean up campaigns as well. The rating scale employed measures the extent to which a project meets an acceptable standard. This is a qualitative assessment by the monitor, recorded as a percentage of the standard met.

Question 20 asks monitors to determine whether there was any deviation from the approved BOQ. A single deviation was noted. This was indicated on Field Report 11 where problems were noted with the contractor. For three other projects the monitor did not observe the plan or the BOQ. Those at the work site indicated that they did not carry the document with them for security reasons. This is the first occasion where this has occurred, and might be due to the field monitor not understanding the requirement. IBTCI will address this issue with [its sub-contractor’s] management to ensure that all monitors understand the requirements.

Table 11 lists field monitor proposals that would help project implementation. Providing better access to the work site for the trucks delivering construction materials is recommended several times (this is probably not feasible given the recent suicide bombing in Tal Afar where truck borne explosives were hidden under construction materials). However, those on the ground at these sites may know of a solution. Field Report 13 proposes the addition of new doors for the Bekhal Primary School renovation, observing that this addition will “show the best results of the school repair process.”

Table 11. For Ongoing Projects: Proposals to Help Implementation.

Field Report #	Q22 proposals to help implementation
2	1. Coordination with the security forces to enter the trucks and workers to the site. 2. Provide more manpower and provide them with work requirements. (there was no plan of action).
3	1. Facilitate the transfer of construction materials with security forces.

Field Report #	Q22 proposals to help implementation
4	1. Allow large trucks to enter the site by security forces.
10	1. The work is processing well and the project is almost finished but the school needs to connect with the water network to be 100% finished.
11	1. Intensive follow up & monitoring by the concerned parties to ensure the work is going in a good way according to the plan & standards.
12	1. Increasing the period assigned for campaign accomplishment so that better results would emerge and it is preferred that time duration for such campaigns would be unrestricted.
13	1. We would like a simple addition to the contract which is changing the doors of classes because they are old so when doors are changed the school will look better and more beautiful and this will show the best results of the school repair process.
14	1. To speed up the materials testing for well operation and without delay.
15	1. The work in the project is going in a good manner. The project is a simple project and doesn't need any additions.

The filed monitors provided notes and recommendations in Question 23 listed in Table 12 below.

Table 12. For Ongoing Projects: Notes and Recommendations.

Field Report #	Q23 notes and recommendations
1	1. The work has been completed according to specifications.
2	1. The work is very slow and the responsible person always absent despite numerous contacts with him.
3	1. Work is continuing in a good way.
4	1. Implementation time assigned to this project was more than it's required.
10	1. The project is good and it serves the people of the village because the school was very small and it doesn't have a concrete roof but it was made from mats, also the work will expand the school to include all the people of the village even though the expanding process is not very much but it is enough for them.
11	<ol style="list-style-type: none"> 1. The work achievement is very slow and there is a clear ignoring from the contractor. 2. The contractor is not committing to the plan of the project. 3. In addition the number of persons working in the project is very low (we found only two and they are so young). 4. There was not any work supervision or contractor in the project site when we visited it. 5. The contractor came late and it seems that he came after the mobilizer phoned him. 6. The project will not finish according to the timetable and the reason is the contractor himself as well as the 10-day exam period. 7. The project needs an expert to visit it.
12	<ol style="list-style-type: none"> 1. The campaign is good and work continues without any obstacles in addition to cooperation of sub district municipality. 2. It is better that such campaigns should be conducted continuously without being stopped which means that if the campaign was planned to be finished within 3 months, its effects would disappear soon afterwards due to accumulation of trash and dust in the streets again,

Field Report #	Q23 notes and recommendations
	so we need to go on conducting such campaigns. 3. The campaign can be completed at the plan date but for best result it needs more time.
13	1. Work continues well in the location without any obstacles except the problem of students' presence for exams which delayed reconstruction process inside the school and starting to reconstruct it from the outside but anyway that was a temporary obstacle which disappeared after one week. 2. The project serves the inhabitants of the area because the school really needs reconstruction and enlargement since it is old, and when it is enlarged there would be enough space for more students in the area because this sub district contains two primary schools only and students were supposed to walk for about 2km in order to get to the second school.
14	1. The project is the creation of the concrete reservoir with high water pumping room, basically the reservoir was steel then it changed to concrete because it is safer from a health perspective. 2. The work was stopped for materials testing but the place of the reservoir had been prepared and the place of the pipeline had been dug which will be from the well to the reservoir. 3. The village is much in need of this project because it is so difficult for the people of the village to get water.
15	1. The work in project is continuous in a good manner and no problems exist. 2. The percent of finishing is good although the work started late. 3. The project is considered as small project.

Lessons Learned

Based on the Field Reports received from the monitors, we are able to identify two lessons to keep in mind for future efforts:

- Employment figures provided in the weekly reports were verified by the monitors; the data collection system seems to be working.
- Monitors can provide specific detailed information about project shortcomings that can be turned to an opportunity to show that local authorities can be responsive.

Recommendations

The analysis of these reports has lent the team to make three recommendations for the CSP program:

- Coordinate CSP construction and rehabilitation projects with the military so that transportation of materials to the work sites can be facilitated. This might be done through the PRT military liaison.
- IRD to follow up on the projects where monitors indicated the need of an expert site visit. Possibly need to find a way to alert IRD more quickly when projects are seen to be in trouble.
- Review the monitor's specific recommendations to follow up on individual projects.

Annex A. List of Projects to be Monitored

(REDACTED)

Annex B. Field Monitor Data Collection Instrument for Completed Projects.

SITE VISIT REPORT COMPLETED PROJECTS	
1-Name of project;	2-Site Visit Date:
3-Governorate;	4-District;
5-Sub-district;	6- Mahalla;
7- Ask the project manager to describe how this project was approved?	
9- Project Implemented by;	
10- Date of Completion;	11- Type of Project; Equipment supplies.....1 Cleaning campaign.....2 Others.....3
12-Is the site being used? Yes.....1 No.....2	13- Is the site being used for its intended purpose Yes.....1 (go to 15) No.....2 (go to14)
14- If not, what is the site currently used for?	15- If supplies and/or equipment were provided, has it been maintained? Yes.....1 No.....2
16- If supplies and/or equipment was provided and is not currently on the site, does anyone know where it went and why? Yes.....1 No.....2	17- Who is responsible for maintaining the site?
18-Is this person available to be interviewed? Yes.....1 No.....2	19- Did you interview this person? Yes.....1 No.....2
20- Did the person receive training on how to maintain the site? Yes.....1 No.....2	21- Does the person believe the training was adequate? Yes.....1 (go to 23) No.....2 (go to 22)
22- If the training was not adequate, what kind of additional training would be helpful to this person?	23- Are there records kept on the usage of the site? Yes.....1 (go to 24) No.....2 (go to 29)
24- If yes, please review these records and tabulate the following information, if available: (ask to see the records)	25- Average number of users / week;
26- Average number males / week	27- Average number females / week
28- Average age of user	

Group questions for site users; Group description (for example community action group);	
29- Number of members in the group Male () Female ()	30- Did you participate in the design of this site? Yes.....1 No.....2
31- Does this site meet your needs? Yes.....1 (go to 33) No.....2 (go to 32)	32- If no, what would you like to see changed /different?
33- Are you happy with the way the site has been maintained? Yes.....1 (go to 35) No.....2 (go to 34)	34- If no, what improvements could be made?
35- Is the community taking responsibility for maintaining the site? Yes.....1 No.....2	36- Is this site useful to you and the community? Yes.....1 (go to 38) No.....2 (go to 37)
37- If not, why not?	38- Has this project made a difference in your daily life? Yes.....1 (go to 39) No.....2 (go to 40)
39- If yes, how?	40- If no, why not?
Questions related to Construction Projects	
41- What is the quality of workmanship overall? Above standard.....1 (go to 45) Standard.....2 (go to 45) Below standard.....3 (go to 42, 43, 44)	42- If below standard, please note what is deficient
43- If below standard, has the usefulness of the site been affected? Yes.....1 No.....2	44- If yes, please describe how?
45- Has the community come together to improve the standard of workmanship or deficiencies? Yes.....1 (go to 46) No.....2	46- If yes, what specifically has been done? Please describe
Monitor field notes and recommendations: 	
Monitor name;	Mobilzor name;

Annex C. Field Monitor Data Collection Instruments for Ongoing Projects.

SITE VISIT REPORT ONGOING PROJECTS	
1- Name of project;	2- Date;
3- Governorate;	4- District;
5- Sub district;	6- Mahalla;
7- Ask the project manager to describe how this project was approved?	
9- Project implemented by;	
10- Date of completion (in contract);	11- Is there active work on the site Yes.....1 No.....2
12- Is the community involved in the work on the site providing "sweat equity"? Yes.....1 No.....2	13- Is the site foreman present? Yes.....1 No.....2
14- Amount of employment in the project? Male;..... Female;..... Total;.....	15- When does the foreman anticipate the project to be completed/...../200.. (if before contract date go to 17)
16- If completion is delayed what are the causes?	17- Rate the quality of workmanship on this project using the scale below: (< %25).....1 (%26-%50).....2 (%51-%75).....3 (%76-%99).....4 (go to 20) (%100).....5 (go to 20)
18- What makes you think that the quality is below standard?	(Monitor) 19- Would you recommend a technical expert visit the site to review progress? Yes.....1 No.....2
(Monitor) 20- Please review site work plan (bill of quantity) and note any deviation from the approved plan No deviation found.....1 Following deviation found.....2	21- What obstacles are facing the project? 1..... 2..... 3..... 4.....
22- What proposals would help the project implementation process? 1..... 2.....3.....	
23- Monitor field notes and recommendations:	
Monitor name;	Mobilizer name;

Annex D. Translated Field Monitor Site Visit Reports.

(REDACTED)