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من الشعب الأمريكي



USAID IRAQ COMMUNITY ACTION PROGRAM | BAGHDAD

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Final Report



Change Agents. With more than 1,800 members in Baghdad alone, Community Action Groups, or CAGs, are an organized network of local change agents, from homemakers to professionals. By understanding local needs and advocating for them with officials at the neighborhood and district levels, CAGs provide a vital link between citizens and their government, fostering transparency, responsiveness, and—crucially—public confidence. These civil society trailblazers are a key part of the legacy of the USAID Iraq Community Action Program in Baghdad.

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I. Executive Summary

In its third phase, the USAID Iraq Community Action Program was divided into four regions. Baghdad, both the capital city and the province, fell under the purview of IRD, which has been a USAID/ICAP partner since the program's inception in 2003.

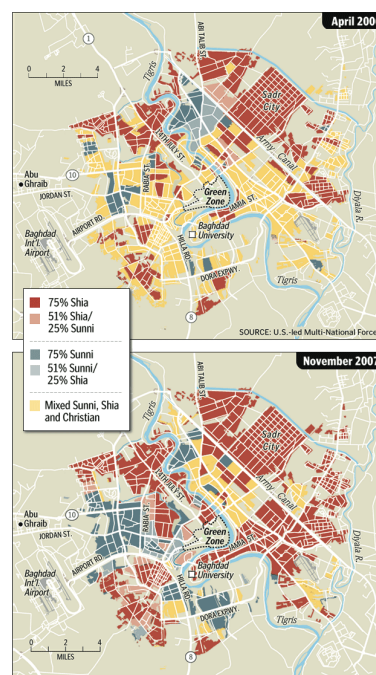
Unlike other regions served by USAID/ICAP, Baghdad has both the relative sophistication and volatility of any major capital, drawing citizens from throughout the country to seek jobs, housing, education, and political influence. In a country with as many seats of power as ethnicities, Baghdad has seen power wrested, reclaimed, and reapportioned in ways that have presented both challenges and opportunities to USAID/ICAP.

At its worst, sectarian violence in Iraq was centered within a 55-mile radius of Baghdad and claimed upwards of 70 lives a day. That the capital city's 115 neighborhoods remain an amalgam of the country's many religious and ethnic groups owes to the resilience of its residents. And nowhere is that resilience on more ready display than at the lively meetings and in the many activities of Baghdad's Community Action Groups (CAGs), which have been the primary beneficiaries of USAID/ICAP in its third phase.

To gauge their progress, the Baghdad component of USAID/ICAP formulated an innovative scorecard to measure CAG effectiveness and, over the long run, help the groups track their own development. Performance indicators included key organizational building blocks, like the percentage of CAG meetings that are publicly announced and held as scheduled, as well as activities ranging from needs assessments, project monitoring visits, and efforts to seek non-USAID external funding. Initial surveys in Baghdad showed progress on par with similar community groups in the United States, and a nationwide application of the scorecard lent more focus to the qualitative evidence of CAG effectiveness.

This nationwide application also spoke to the importance of USAID/ICAP in Baghdad, which, given its diverse population and relatively well-developed institutions, has served as an incubator for new ideas. Through the scorecard and an earlier May 2011 conference that, for the first time, brought together all USAID/ICAP partners to discuss what works—and what doesn't—in the various regions where they operated, IRD became a thought leader, spurring innovation and leaving behind a legacy of institutions and staff primed to take on the challenges of the future.

This report looks at the tools at their disposal, detailing achievements that ultimately serve as the foundation for Iraq's nascent civil society. Contributing to its development over nearly a decade has been a source of pride for IRD and its Iraqi partners and stakeholders.



Baghdad as Incubator. Like other capitals, Baghdad is a microcosm of the country, with Shi'a, Sunni, and Christian populations spread throughout its neighborhoods. Not surprisingly, at the height of sectarian strife in 2006, 80 percent of violent incidents took place within a 55-mile radius of Baghdad. This violence caused massive displacement of Baghdad's population, but the city remains an amalgam of the country's many religious and ethnic groups.

II. Introduction

For more than nine years, USAID/ICAP has assisted: 1) Community Action Groups, or CAGs, to articulate needs and mobilize resources to solve problems; 2) local government to better meet these needs; and 3) civilian victims of conflict. By involving Iraqi citizens in determining their own priorities as well as empowering them to communicate those priorities and mobilize the resources to address them, USAID ICAP has modeled innovative approaches to decentralized democracy and governance in Iraq.

The program brought communities and local councils together to determine and organize neighborhood priorities as well as to define the steps necessary to meet those concerns through Government of Iraq (GoI) participation and contributions. To this end, USAID/ICAP's Community-based Planning and Action (CbPA) methodology was designed to work within prevailing local government structures rather than forging new channels which would bypass the GoI's established procedures. Throughout, the goal was to improve mechanisms for citizen participation in local government, while simultaneously working with local government to formally communicate citizen expectations to the appropriate GoI entity for funding and support. Such interaction helped create informed communities and increased legitimacy of local government in the eyes of its constituency. In this way, USAID/ICAP was unique in allowing communities to choose the projects and activities that will most benefit residents while facilitating participation, buy-in and cost share from local governments in order to ensure project sustainability.

The program's three objectives supported each other and created results that are much greater than the individual components. For instance, Objective 3, the Marla Fund, enabled USAID/ICAP Community Mobilizers to develop positive relationships with communities suffering from the devastating effects of war. This work facilitated USAID/ICAP access to unstable and insecure communities where Mobilizers initiated Objective 1, to reform and train CAGs, conduct CbPA Assessments, and facilitate project proposals from communities to local government entities that can access GoI contributions for joint activities. Objective 2 trained and mentored local government officials on citizen input, public outreach, project formulation and design and advocacy. This training will assist council members in advocating for community-identified priorities and leveraging the Provincial Council and line Ministries to commit GoI resources to address these priorities.

III. Description of Activities and Accomplishments

In fact, this process is already largely ingrained in Baghdad, where the following USAID/ICAP activities and accomplishments, organized by objective, have played a significant role in developing local government.

Objective 1: Communities Better Articulate Their Needs and Mobilize Resources to Solve Common Problems

The primary purpose of USAID/ICAP has involved developing capacities for citizens to engage with their government in Iraq in order to improve the delivery of critically needed public services and facilities. To do so, USAID/ICAP structured assistance in Objective 1 as follows:

- Establish, and reform as needed, CAGs representing both the geographic neighborhoods of Baghdad and Baquba and issue-specific iCAGs which provide a collective voice for multiple communities to interact around specific interests in the development of their neighborhoods (i.e., women’s rights, youth leadership, access for the disabled, etc.).
- Build capacities of CAG members to represent their communities and advocate for improved service delivery.
- Facilitate the work of the CAGs to conduct neighborhood needs assessments and community action plans.
- Support CAG efforts to engage with local councils officials in approving and providing the cost share to implement priority projects identified in the community action plan.
- Work with CAGs, residents and GoI officials to implement priority community projects.

A. Establish and Reform CAGs

In its third phase, USAID/ICAP has facilitated the establishment of CAGs in 114 of the 115 administrative neighborhoods in Baghdad (the Baghdad Airport neighborhood has no residents) and in all five neighborhoods of Baquba. USAID/ICAP was committed to ensuring that CAG members were active and committed community leaders elected through inclusive and transparent participation of community residents.

Most CAGs were formed in Year I of the program and thus a process of refreshing membership by replacing inactive members was begun in Quarter 8, resulting in 125 CAGs being reformed. With the Extension II mandate to encourage inclusion of IDP representatives on host community CAGs, 262 IDP CAG members were recruited as part of the CAG refreshment efforts.

USAID/ICAP created 10 issue-specific CAGs, or iCAGs. This initiative introduced an alternative way for active community members to participate and organize around specific interests in the development of their neighborhoods. As these interests cross political and geographic boundaries, iCAGs provide a collective voice for multiple communities to interact with government at the local level. While the needs and voice of small communities can be overlooked by local councils and neighborhood-based CAGs, the combined voice and influence of issue-specific partnerships enables communities to be more effective at lobbying government.

CAG Development			
District	# of CAG's Established	# of CAG's Reformed	Total CAG Members
9 Nissan	10	10	123
Abu-Ghraib	4	4	69
Adhamiya	14	14	157

Baquba	5	5	99
Istiqlal	3	2	37
Kadhemiya	9	9	125
Karada	8	8	112
Karkh	6	5	62
Mada'en	4	4	50
Mahmodiya	4	4	56
Mansour	11	11	198
Rasheed	14	12	192
Rusafa	13	13	195
Sadr City	8	8	98
Taji	3	3	51
Tarmiya	3	1	59
IDP CAG's	4	4	70
Issue CAG's	10	8	174
Total	133	125	1,927

Where there was no existing geographic CAG encompassing an IDP population, the program established IDP CAGs:

Geographic IDP CAGs			
CAG Name	District	Neighborhood	Total Members
Iraqi Family Compound	Mansour	Amriya	15
Zafaraniya IDP CAG	Karada	Zafaraniya	25
Chkuk IDP CAG	Kadhemiya	Chkuk	15
Al-Wafa'a IDP Compound	Adhemiya	Sha'ab	15
TOTAL			70

B. Build CAG Capacities to Represent their Communities

All CAGs established received core training in the basic responsibilities and technical skill sets of good governance. This enabled participating CAGs members and interested community residents and activists to:

- Understand the concept of civil society and the value of active participation in community development
- Assess community needs, formulate a vision for the development of their communities, and create a set of priorities and goals to guide the realization of their vision

- Learn to monitor and participate in governmental activities from a grassroots level
- Learn concepts of good governance, including transparency, responsibility, accountability and the role of citizens in a democracy
- Become leaders in their communities who have a sense of responsibility and the skill sets to make a difference.

In addition, USAID/ICAP provided demand-driven training covering 24 topics relating to capacity building with a focus on citizen participation, advocacy, public outreach and project development. This demand-driven approach, which supplements the core training provided to CAGs, ensured that CAG members develop the skill sets and capacities they deem most appropriate. Demand-driven capacity development allowed those who were interested to take ownership for solving their community problems and lead their community development initiatives. More specifically, training strengthened CAG member capacities to:

- Identify community needs, scope initiatives to address those needs, and prioritize resources in a sustainable manner that ensures local ownership and reduces dependence on outside help
- Advocate, interact, build coalitions, and develop relationships with local government, private businesses, and community organizations for recognizing community problems and agreeing on how each will work to help solve them
- Provide access to information to develop knowledgeable community members who understand and act on their rights to advocate for public services
- Serve as catalysts for community-involved projects that address quality-of-life issues
- Develop a two-way dialogue between host CAG communities and their resident IDPs/returnees on issues of mutual concern

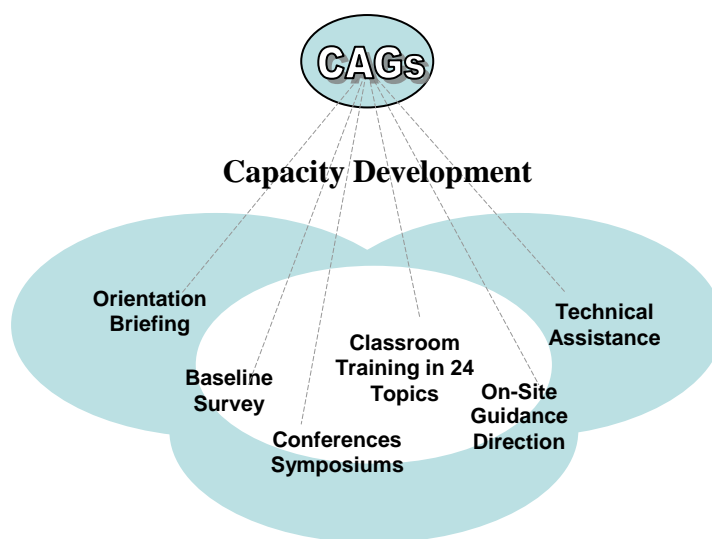
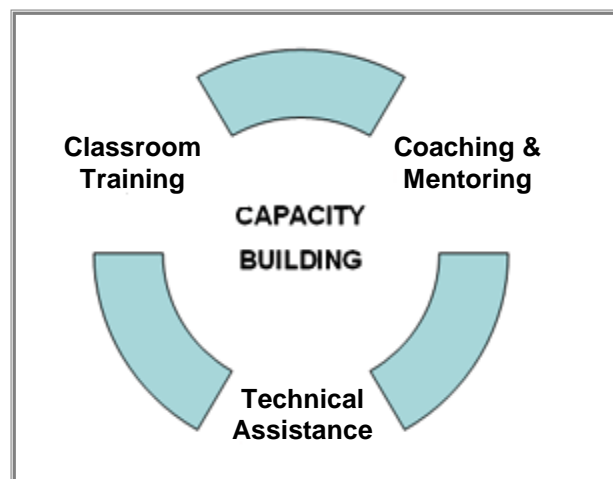
More specifically, USAID/ICAP's Community Mobilization (CM) teams assisted CAG to:

- Adopt by-laws
- Establish regular, announced monthly meetings that are open to the public
- Advocate for community needed projects
- Lead the effort of scoping projects and obtaining local council and ministerial approvals
- Communicate to the community about project development and approval
- Collect support signatures for priority projects
- Develop and leverage community resources
- Develop and lead community volunteer efforts

In Year 3, USAID/ICAP’s approach to CAG capacity development transitioned from classroom training to a greater emphasis on providing need-based coaching, mentoring, and technical assistance to CAGs on a regular basis to sustain their ability to apply the knowledge they gained from trainings in project formulation, citizen participation, and advocacy. All capacity development activities were delivered by the program’s integrated capacity building team created from the merger of the CAG and local government training units.

Specific capacity development activities on the then newly integrated Capacity Development Office focused on:

- Developing/presenting an orientation briefing package for new CAG members
- Providing on-site technical assistance to formalize the structure and function of CAGs
- Developing and assisting in administering Community Baseline Surveys
- Providing guidance and direction on-site to assist CAGs to advocate and seek funding from the GOI, NGOs, donors and the private sector
- Providing technical assistance to CAGs to lead them in becoming stronger volunteer organizations and registered community NGOs
- Strengthening CAG networking opportunities through conferences, symposiums, etc.



Such an integrated and focused capacity building program was a critical and effective strategy for sustaining community development in Baghdad. Additional capacity development assistance to the CAGs included advanced five-day training modules to facilitate the integration of development initiatives among CAGs, active local NGOs, LGs and governmental officials. Topics included:

- Strategic Planning and Leadership
- The Concept of an NGO and Active Participation in Community Development
- Gender Equality and Active Women’s Participation in Community Development
- Capacity Building and Active Youth Participation in Community Development
- Civil Society Concept and Active Tribal Participation in Community Development

- Strategic Economic Needs & Security Exercise (SENSE) given by the United States Institute for Peace (USIP)

The advanced training activities targeted not only CAGs but also local NGOs, community activists, tribal leaders, youth in Baghdad/Baquba universities, District Council (DC) and Neighborhood Council (NC) members, and GoI officials (Provincial Council [PC] members or staff and officials of ministerial directorates) with the intent to improve relationships between and among CAGs, community residents and the government. These activities were focused on achieving the following major objectives:

- Improving the communication skills of CAG members in order to help them better articulate their needs and mobilize resources to solve community problems
- Increasing and improving the integration and relationship between the CAGs and local governments at the NC, DC, and PC levels
- Developing CAG members' ability to identify priorities for their communities and present projects to different levels of local governments to obtain the approvals needed to start implementation
- Strengthening CAGs' long-term sustainability

Following the advanced trainings, technical assistance was provided to CAGs to help them:

Register/organize as local NGOs. CAG sustainability requires: a) improved institutional capacity to continue its activities among target populations over an extended period of time; b) a proactive capacity to deliver quality services and products; and c) diversified sources of institutional and financial support. To address these requirements, USAID/ICAP provided technical assistance on the ground to CAGs wishing to organize into local NGOs. USAID/ICAP assisted CAGs to prepare to register under Iraqi law, develop a relevant *mission* and *strategic plan* going forward, learn and follow sound *management* practices, and identify and access varied sources of *income* for operational needs and community development.

Serve as a volunteer service organization in their communities. A number of CAGs have shown a willingness and interest to do more than assess needs and prepare plans. USAID/ICAP worked to develop CAG capacities to serve as proactive volunteer neighborhood service delivery organizations i.e., organizing clean-up campaigns, providing sports programs for youth, or assisting the disable and/or elderly in their communities.

Become points of contact for their communities on development/governance issues. USAID/ICAP capacity development activities helped CAG members develop networks of information, innovation and interaction within their neighborhoods out to government and the larger community to effect positive social change. Such networks helped to:

- Bring people more together locally and globally, and focus attention on key issues for discussion, deliberation and consensus
- Organize communication and information relevant to communities' needs and problems, in a prompt manner

- Require the involvement, support and participation of a broad base of citizens, including community activists, leaders, sponsors and other concerned individuals

Below is a summary of USAID/ICAP CAG Capacity Building Activities, listed according to the titles of the more than 900 individual sessions:

CAG Capacity Building Activities		
Topic	# Activities	Attendance
Volunteer Efforts Management	93	1426
Volunteer Efforts Management Results (Voluntary Activities)	19	281
Training and Technical Assistance in Advocacy	44	658
Communication Skills	32	481
Documentation	35	554
Rules for Relations with Media	11	156
Orientation for CAG Members	28	363
Writing Project Proposals	23	415
Technical Assistance in By-laws	118	1377
CAGs Creating Their Own By-laws	92	433
Building Teamwork	25	462
Creating Brochures for CAG Achievements & Activities	18	69
Creating Leaflets for CAG Achievements & Activities	4	10
Creating Calendar including Achievements and Activities	31	114
Networking & Discussing CAG Activities with NGOs	4	153
Score Cards Assessment for CAG's	1	46
Meeting for Networking and Discussing CAG Activities between DC and CAG's	5	115
E-Government	10	133
Change Concept	12	244
Citizen Participation	13	252
Conflict Mitigation	18	344
Conference To Create District Community Development Plan	5	248

Community Contribution	2	24
Conference for the CAGs all over Iraq in Coordination with ICAP Partners	1	56
Effective Meeting Management	3	40
Feasibility Study	5	40
CAGs Conference for Networking, Exchanging Experience and Success Stories	3	111
Integration Symposium For CAG & NC Members	1	46
Open Discussion on the implementation Steps of Community Development Plan (Sponsored By PC Member)	1	34
Coordination Open Discussion Meeting between LCs Women Committees and Issue CAG	2	47
Conference of Strategic Work Plan for CAGs Sustainability	1	259
Women's day's Celebration in Cooperation with Widows and Orphans and Women Issue CAGs	1	79
Create Advocacy Plan For Community Development Plan of Districts	3	85
CAG Transform to NGO	1	27
CAG Donors Networking Conference	1	176
Needs and Priorities	7	180
Assisting to Creating Newsletter	1	8
Roles and responsibilities	2	16
Social responsibilities	6	114
Violence against Women Workshop for Issue CAGs in Coordinating with Kurdistan Women's Union in Erbil	1	41
Women Rights	8	191
NGOs concepts	16	297
Creating Manual for Districts Community Development Plan	1	1
Public Meeting	4	152
Activate the women Participation	5	141
Advance Civil Society Concept and Active Tribe leader Participation in Community Development	4	153

Advance Gender Equality and Active Women Participation in Community Development	4	155
Advance NGO concept to create sustainable CAGs	3	118
Advance NGOs Concept and Active Participation in Community Development	2	73
Advance Strategic Planning and Leadership	7	262
Citizenship	8	237
Computer Training for CAGs Members	1	76
Constitutional Democracy	11	280
English Training for CAGs Members	1	68
Gender Equality	4	99
Hesperian Field Test (Health Awareness Campaign for CAGs)	1	7
Integration Between the LG and the Citizen	5	104
Integration Between the Citizen and Media	4	67
Leadership	28	663
Local Government	9	170
Marketing	3	77
Steps to Success	6	126
Strategic Planning	14	271
SWOT Analysis	15	333
The Process of public Decision Making	4	123
The Public Role in Fighting Corruption	12	313
Time Management	4	57
Tools for Implementing Media Strategies	4	51
TOT Workshop for the CAGs/LCs member of All Baghdad Districts	1	39
Transparency and Accountability	8	136
Advance Capacity Building and Active Youth Participation in Community Development Training Program	6	233
Monitoring and Evaluation	6	173
Motivation and Goal Setting	3	46

Negotiation	13	260
Problem Solving	7	77
Project Management Cycle (Planning and Management)	6	145
Public Administration	5	105
Public Speaking and Listening	9	225
Self Realization	3	75
Strategic Economic Needs & Security Exercise (SENSE) Training Program with United State Institute for Peace (USIP)	6	249
Total	944	16,145

C. Facilitate Needs Assessments and Community Action Plans

USAID/ICAP's CbPA process provided a comprehensive approach for developing a perceptual neighborhood needs assessment and community action plan for both geographic and issue CAGs. The CbPA initiative was the key activity of all subsequent community development activities. Each CAG came together for an initial six-day workshop to identify community problems, discuss possible solutions, articulate specific actions and projects that could realize the solutions, and prioritize actions/projects for funding and implementation.

The process was open to the public and brought together a cross section of CAG members, community residents and interested local government officials (i.e., from the NCs, DCs, PC, Baghdad municipality, and/or ministry directorates). USAID/ICAP community mobilizers facilitated discussion among the participants using tools designed to elicit community concerns via inclusive perspectives of diverse ethnic, gender and age representatives.

The workshops resulted in Community Action Plans (CAPs), which were not merely a list of assistance priorities, but, in reality, a documentation of decisions made among the participants that identifies the steps, resources and responsible parties necessary to achieve progress on community concerns.

Community Planning		
Districts	Community Action Plans	Community Action Plans Revised
Abu Ghraib	4	4
Adhemiya	14	13
Baqubah	5	0
Istiqlal	3	2
Kadhemiya	8	7

Karada	8	8
Karkh	5	5
Mada'en	4	3
Mahmodiya	4	3
Mansour	12	11
Nissan 9	10	10
Rashid	14	13
Rusafa	13	13
Sadr City	8	8
Taji	3	3
Tarmiya	3	2
Issue CAGs	10	2
IDP CAGs	4	0
TOTAL	133	107

The Community Action Plans developed in the workshops guided the CAG and council activities for the life of USAID/ICAP and were “owned” by the community. USAID/ICAP implemented a small subset of projects identified in the plans based on priorities, while encouraging CAGs to advocate to the GoI to use the plan to identify and/or provide funding for other priorities. CAPs were updated as needed to address current issues and projects/activities.

D. Support Engagement between CAGs and the GOI/Local Councils

A key initiative of USAID/ICAP was to increase the interrelationships between the CAGs, Local Councils (LCs) and the PC. USAID/ICAP trained CAGs to advocate on behalf of their communities to local government via formal presentations and dialogue on the development of community plans. Subsequently, USAID/ICAP assisted the CAGs in their role of securing approvals for priority projects from the NCs and DCs and appropriate GoI agencies representing the end user of the project.

The following is a summary of NC-CAG Meeting and Public Hearing Activities:

	# of Activities	# of Attendees	# Male	# Female
NC-CAG Meeting	51	823	693	130
Public Hearing	10	240	200	40

E. Implement Priority Community Projects

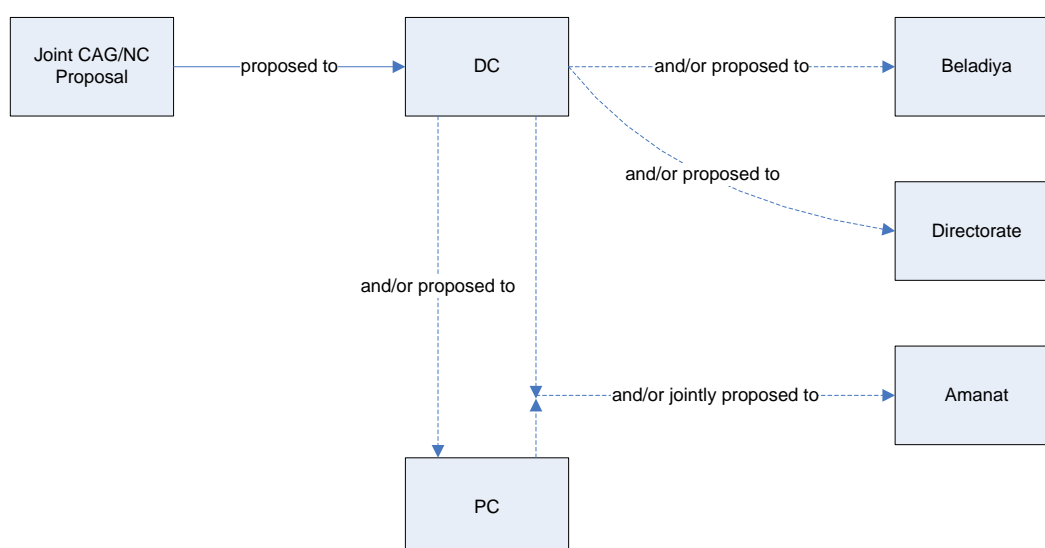
The needs, solutions, projects, and priorities crafted in each neighborhood’s CbPA workshops have served as the starting point for project implementation during USAID/ICAP.

High priority project proposals outlined in the community plans were presented to USAID/ICAP’s Project Identification Committee to determine feasibility based on USAID/ICAP’s budget, technical capacity, and USAID regulations. Following approval by the committee, USAID/ICAP worked with the CAGs to secure GoI approvals and cost share, at which point the project was tendered by USAID/ICAP in an open and competitive process.

Below is the process for implementing jointly developed projects under USAID/ICAP:

1. Facilitated by USAID/ICAP community mobilizers, CAGs conduct CbPA workshops with community; neighborhood, district and provincial council’s participation in which needs are identified and actions/projects are developed and prioritized.
2. The CAG projects working group meets with USAID/ICAP mobilizers and engineers to develop a preliminary Bill of Quantity (BoQ) detailing the specifications and cost of the highest priority projects.
3. CAGs initiate requests to Local Councils for project approval.
4. Projects are submitted for GOI approval (to the relevant agency, e.g., Ministry of Education for schools, municipality for roads, etc.).
5. When all approvals are obtained, USAID/ICAP implements (via contracts with private-sector firms) the projects to the satisfaction of the end user.

Chart 1: Process for Submitting Jointly Developed Projects to the GoI



A summary table of community projects implemented by USAID/ICAP is presented below.

Community Projects Implemented				
District	USAID Value	Total Cost	# of Projects	Total Beneficiaries
9 Nissan	\$2,305,776	\$15,028,454	64	154,595
Abu-Ghraib	\$1,833,851	\$8,513,892	51	117,074
Adhamiya	\$2,253,312	\$4,285,132	78	224,398
Baquba	\$1,282,257	\$15,289,674	31	528,667
Istiqlal	\$983,487	\$3,057,942	22	83,766
Kadhemiya	\$1,566,572	\$5,212,225	54	78,943
Karada	\$1,292,501	\$2,674,693	65	163,637
Karkh	\$1,224,865	\$2,826,064	32	92,532
Mada'en	\$2,357,745	\$23,171,348	47	152,193
Mahmodiya	\$2,241,650	\$6,241,068	38	160,484
Mansour	\$2,302,416	\$4,208,832	61	109,180
Rasheed	\$2,484,179	\$5,030,305	61	105,055
Rusafa	\$1,940,324	\$4,448,306	72	217,770
Sadr City	\$2,425,773	\$4,284,400	70	927,534
Taji	\$2,076,687	\$18,050,001	56	293,326
Tarmiya	\$827,838	\$1,909,563	12	7,403
IDPCAG's	\$131,631	\$251,335	6	251
Issue CAG's	\$799,941	\$1,168,442	39	4,294
Total	\$30,331,955	\$125,651,676	859	3,421,102

Indicative of the cooperation among USAID/ICAP, CAGs, local councils, and the GOI, government cost share contributions represented 73% of total project costs.

Cost Share		
Total Costs for Projects	Community	GoI
\$126,644,203	\$3,277,924 (2.5% of Total Costs)	\$93,034,324 (73.4% of Total Costs)

Objective 2: Local Government Better Meets the Articulated Needs of the Community

USAID/ICAP was uniquely positioned to bring together communities with their local government. Linking citizens with government entails both skills and attitudes, in that local government must learn how to trust and involve citizens in decision making. Similarly, citizens need to learn how to access local government in an effective manner to achieve results, and to offer their skills and support.

Objective 2 was structured to build capacities and skill sets of local government officials so as to become more responsive to citizens concerns and interests as follows:

- Conduct needs assessments
- In Years 1 and 2, provide core and intermediate capacity development activities focused on basic local council responsibilities and interests.
- Starting in Year 2, refocus training activities on four critical topics identified by USAID: citizen participation, public outreach, project development and advocacy.
- Follow intermediate training with an expanded program of capacity development including coaching, mentoring and on-the-job technical assistance.

In order to build local governments’ capacity to provide outreach and oversight to communities, to access government resources on behalf of communities, and to manage operations internally, USAID/ICAP conducted a needs assessment and initiated a core training program at the neighborhood and district level. The core training program used and adapted the United Nations Local Elected Leadership Series Training Manuals which are in Arabic. Council members expressed needs in areas such as general public management, ethics and transparency, the Provincial Powers Act, budget and finance, investment (capital budgeting) planning, project management, urban planning and council organization and operation. At the Nahiya level, most members had no prior training and were positive about the possibility of receiving it. Most council members requested additional training in familiar subjects, more advanced training in budget and finance, management, planning, law, computers, and local council authorities. Media relations training was requested as well.

USAID/ICAP recruited and hired a team of Field Training Officers who were selected based on their prior experience as trainers or educators and knowledge of the organization and operation of local government in Iraq. All trainers received a Training of Trainers course. Based on the assessment information, core training of district and neighborhood councils was initiated and included topics such as representation, communication, facilitating, decision-

making, using power, policy making, negotiating, financing, leadership, and local government's roles and responsibilities in three-day training programs.

In Year 2, the program was refocused from basic local government core competencies to those aspects emphasized by USAID: (1) citizen participation/input, (2) public outreach, (3) project formulation and design, and (4) advocacy. Through these capacity-building activities for the Qadas and Nahiyas, USAID/ICAP provided the competencies to ensure that citizen priorities were included in the project deliberations of local government.

The goal of the training was twofold. On one hand USAID/ICAP further increased the local councils' ability and skills to solicit input from citizens and respond to their articulated needs, as well as to create more effective two-way communications between councils and citizens. On the other hand, USAID/ICAP encouraged the recipient councils to give more credence to citizen inputs and support actions that formalize citizen participation.

In addition to training, USAID/ICAP provided technical assistance to local councils that was integrated with CAG capacity development activities to ensure that local citizen and council representatives worked together to by policy, mechanisms for opening their LC decision-making to public input and public knowledge of their decisions.

A. Citizen Participation/Input

USAID/ICAP's focus was to expand citizen participation and encourage NCs and DCs to be transparent and participatory. Training was conducted and technical assistance provided in follow-up activities to ensure effective citizen participation techniques at every phase of community planning and project implementation.

The training modules used included: Project Cycle Management, Budget and Financial Management, Strategic Planning, and Advocacy. The modules in these subject matters are directly supportive of skill building in project formulation and advocacy, and specific training materials were made available to enhance the ability of local councils to represent their interest before the provincial government. These modules created a new framework for local governance reflecting workable citizen participation methods in Iraq. For example, CAGs and LCs jointly received training on advocacy methods including how to frame a message, how to work with the media, the power of stories about citizen needs, and public presentation skills.

As well, USAID/ICAP provided training on the two roles of councils, representation and leadership, and the several competencies necessary to play those roles, including communication, negotiation, overseeing, facilitating, enabling, and policymaking. USAID/ICAP encouraged local council participation to create and adhere to policy positions that formalized citizen participation. Examples include a policy for citizen involvement in creating a vision for the future preliminary to strategic planning and a policy identifying techniques, responsibilities, and schedules for communicating about community concerns.

B. Public Outreach

USAID/ICAP expanded its work in public outreach by intensifying interaction between the communities and the councils. The goals of this interaction included continuing support of USAID/ICAP projects developed jointly with CAGs and councils. Partnership conferences

included: 1) sharing their visions for the future and jointly modifying them to create a common vision; joint training on provincial investment budget processes with provincial council representatives and the Planning Ministry Director General for the province; and together entering into partnership agreements to work together in selecting and submitting projects to the benefit of the community, in full knowledge of the project approval processes. The model continued with councils and communities jointly advocating for their projects.

Communities and councils were encouraged to continue an open dialogue on project design and formulation; councils were trained to reach out to their respective lines of authority (i.e. NC to DC to PC to ministry) through the advocacy process. Consequently, projects received cost share funding at provincial and/or ministerial levels and were implemented with the oversight of all levels of government.

C. Project Formulation and Design

The Intermediate Training curriculum of USAID/ICAP, as developed and implemented, included the elements of a project (project description, including performance standards; description of beneficiaries in terms of numbers, special needs, and demographics; very general architectural or engineering design; resource needs and solutions, particularly land and design and construction costs; description of operations and maintenance and general estimates of funding needs; other feasibility criteria; project management; construction oversight; and performance monitoring).

Specific training on elements of project formulation included writing project proposals, providing project oversight and project advocacy, and implementing citizen participation techniques suitable for the process. For example, councils were encouraged to adopt policies involving communities in setting project priorities and in project management. An example is a joint committee to identify potential projects, identify performance standards, and provide construction oversight. Included in the training were transparent procurement practices and transparent oversight practices.

D. Advocacy

USAID/ICAP built the advocacy skills and capacity of NCs and DCs through training on project cycle management, conventional advocacy skills, and capacity development in public speaking and media skill sets. Through this process, the councils were endowed with the core capabilities to not only serve as individual advocates but also to link together to serve as an advocacy network region-wide. USAID/ICAP supported NCs and DCs to jointly represent interests of their constituencies and become more effective in working with the provincial government and ministries on behalf of priority projects developed at the local level. Using training and coaching sessions, USAID/ICAP assisted LCs in creating coordinated or joint advocacy plans to represent their interests. Much of this work focused on how to develop and present proposals/projects that are seen as “win/win” activities by the provincial government or line ministries. That entailed helping local councils determine how best to market their projects, how to build support for their priorities before actual proposal submission, and how to analyze provincial council and line ministry concerns and priorities to link (when and where possible) local level priorities to those of upstream government funding agencies. It also entailed ensuring that provincial and line ministry officials are involved in project openings, etc. and get credit for their support so as to build an ongoing and mutually beneficial relationship. Advocacy building initiatives helped to create opportunities for

USAID/ICAP partner councils and communities to present their joint projects to the PC in a systematic manner. The ultimate result was that the GoI provided cost share funding for a series of projects implemented by USAID/ICAP that were based on priorities jointly developed by CAGs and LCs.

Below is a summary of capacity-building activities provided to the local councils:

Local Council Capacity Building Activities				
Topics Covered	# Capacity Development Activities	# of Attendees	# Male	# Female
Conference To Create District Community Development Plan	10	377	314	63
Technical Assistance in how to Use Information Board	13	35	26	9
Technical Assistance in Website Management	72	111	92	19
Orientation Session about Conference to Create District-Wide Community Development Plan	4	75	74	1
Advocacy	5	107	89	18
Communication Skills	7	80	62	18
E-Government	11	138	121	17
Internal Governance	3	80	63	17
Negotiation	3	33	32	1
Strategic Management	6	118	106	12
SWOT Analyses	3	34	30	4
Assistance in Conducting Open LC Sessions	39	690	617	73
Assistance with Neighborhood Emergency Leaflet	18	27	24	3
Assisting to Print a Flex for Neighborhood Displaying Requirements and Guide lines Issuing Official Documents for Community Members	2	6	5	1
Creating Manual for Districts Community Development Plan	15	102	88	14
Baghdad DC Chair Meeting	4	75	75	0
Assisting in Conduct competition for Districts websites in corporation with IJMAA Organization	1	13	13	0
Training for Districts web Masters on How to use districts websites in cooperation with Ijmaa Organization	1	9	8	1

Conduct a press Conference for LCA Establishment	1	16	16	0
Conference of Baghdad Local Councils Networking and Exchanging Experiences with Experts of the Network of Associations of Local Authorities of South East Europe	1	92	83	9
Documentation	3	42	36	6
Effective Meeting Management	2	22	16	6
Meeting Of LCA Temporary Board	13	110	107	3
Public Meeting	8	234	229	5
Rules and Responsibilities	1	9	8	1
Supply Website Equipment	3	N/A	N/A	N/A
Volunteer Effort Management	5	65	55	10
Renewing the internet subscription for 15 DCs to update the Districts websites	1	N/A	N/A	N/A
Advance M&E training program for active CAGs and LCs members	2	80	74	6
The Public Role in Fighting Corruption	4	68	55	13
Relation With Media	1	25	25	0
Leadership	1	9	8	1
Training on PMP for Key Staff DCs, NCs, CAGs	1	23	19	4
Social Responsibility	1	10	10	0
Create Advocacy Plan For Community Development Plan of Districts	1	37	26	11
Baghdad Districts Councils Websites Achievements Conference	1	249	228	21
Creating Booklet for LC Achievements & Activities	1	3	3	0
Creating Brochure including Achievements and Activities	3	8	6	2
Creating Calendar	7	22	21	1
COP / DCOP Meeting with LC Members to Propose New CD Ideas for Future Activities	1	15	15	0
Meeting Between USAID/ICAP /PC/DC Chairs to Discuss the Process of USAID/ICAP /ICAP Work	1	13	11	2
National Organization for Developing local	1	286	266	20

Council's Establishment Conference				
DCs Networking with NGO	1	3	3	0
Creating Newsletter	4	17	15	2
Total	286	3568	3174	394

Objective 3: Civilian Victims of Conflict Assisted

Assistance to civilian victims of conflict was provided through the Marla Ruzicka Iraqi War Victims Fund. The Marla Fund was mandated by Congress to assist Iraqi civilian victims of coalition military operations including “families and communities of Iraqi civilians who have suffered loss as a result of military operations.” The objective has been to assist Iraqi citizens, families and communities who, by no reason of their own, were impacted (people killed or injured, houses and community facilities damaged or destroyed) directly or indirectly by the activities of coalition forces.

Assistance to Civilian Victims (ACV) was implemented through USAID/ICAP’s participatory community-based development process. Individual victims and institutional project ideas were nominated by the USAID/ICAP partner CAGs, allowing them to create good will in communities that were directly impacted by coalition activity. ACV cases focused on the need to help widows, children, and the injured by providing medical services including prosthetic limbs and surgery, income generation support, and the reconstruction or rehabilitation of destroyed or damaged houses and community facilities.

Progress in implementing new Marla cases was expanded through contracted partnerships with two Iraqi NGOs: Iraq Health Aid Organization (IHAO), a group of health practitioners; and the Iraqi Association of Securities Dealers (IASD), an economic development group, both based in Baghdad and focusing respectively on the offering of medical services and the provision of income generating services for victims.

The comprehensive process to implement Marla cases was designed to ensure the legitimacy of claims in regard to the eligibility criteria for Marla and included the following steps:

- Develop, disseminate and publicize an ACV Guidelines Manual to clarify the processes, definitions, data requirements, and assistance parameters
- Identify possible beneficiaries via CAG and LC contacts, through the contracted NGOs mentioned above, and via local media
- Scope specific assistance for each claim
- Verify all circumstances related to the incident causing the injury, death or damage to property
- Obtain required CAG and LC approvals
- Implement, document and monitor the assistance.

Below is a summary of assistance provided under the Marla program:

Marla Projects Implemented – USAID/ICAP III		
Type of Project	Life of Project Target	Actual achieved
Medical Treatment	180	199
Income Generation	200	233
House Rehabilitation/Construction	NA	100
Community Facilities	NA	7
Total Projects	380	539

The following tables present projects implemented by each of the USAID/ICAP partner NGOs:

Income Generation Projects Being Implemented by IASD as of August 31, 2012		
Status	# of Projects	Value
Projects Identified	0	\$0
Projects Approved	0	\$0
Projects Tendered	0	\$0
Projects Contracted	0	\$0
Projects Completed	82	\$542,152
Total	82	\$542,152

Health Assistance Projects Being Implemented by IHAO as of August 31, 2012		
Status	# of Projects	Value
Projects Identified	0	\$0
Projects Approved	0	\$0
Projects Tendered	0	\$0
Projects Contracted	0	\$0
Projects Completed	148	\$505,426
Total	148	\$505,426

IV. ASSESSMENT OF PERFORMANCE IN ACCOMPLISHING OBJECTIVES

USAID/ICAP consistently strived to link its individual activities with the overall aim of fostering more democratic, decentralized governance in Iraq. The program aimed at fostering democratic principles of governance at the grassroots level by working with CAGs and local government councils to identify and prioritize needs for the community and collaborate on projects, to include sharing the costs of re-building a society negatively impacted by years of conflict. Since its inception, USAID/ICAP worked to help citizens in these communities determine and organize neighborhood priorities as well as to define the steps necessary to effectively represent these needs through government participation and contributions.

Following are the final achievements presented in relation to PMP targets using the revised set of indicators approved by USAID after consultation with USAID/ICAP partners.

	Indicator	LOP Target	LOP Actual
A.O	Total Project Value for implemented projects (exclude Projects under MRIWVF)	\$61,200,000	\$125,651,676
9.2.1.1	Amount of cost share from community for projects implemented through CAGs	\$1,200,000	\$2,285,397
9.2.1.2	Amount of cost share from GOI for projects implemented through CAGs	\$30,000,000	\$93,034,324
A.1	Amount of USAID funds spent toward projects implemented through CAGs	\$30,000,000	\$30,331,955
A.2	Any other contribution for projects implemented through CAGs	N/A	\$0
9.2.1.3	Number of projects implemented which have a community cost share component	760	839
9.2.1.4	Number of projects implemented which have a GOI cost share component	740	808
2.4.1-1	Number of Civil Society Organizations using USG assistance to improve internal organizational capacity; ; (F) GJD 2.4 – Civil Society	133	132
B	Total number of projects implemented through CAGs (exclude Projects under MRIWVF sources)	775	859
C.0	Total population estimated in neighborhoods represented by CAGs	N/A	N/A
C.1	Number of Direct Beneficiaries of the projects implemented through CAGs	2,000,000	3,421,102
C.a	Male beneficiaries of CAG projects	925,000	1,368,441
C.b	Female beneficiaries of CAG projects	1,075,000	2,052,661

9.2.1.1: USAID/ICAP achieved almost twice the targeted amount, \$2,285,397 achieved compared to the \$1,200,000 targeted.

9.2.1.2: USAID/ICAP achieved \$93,034,324 compared to the targeted \$30 million.

9.2.1.3: USAID/ICAP met expected results for this indicator.

9.2.1.4: USAID/ICAP met expected results for this indicator.

	Indicator	LOP Target	LOP Actual
D	Total number of CAGs as of reporting date	133	133
E.0	Total number of CAG members as of reporting date	1,900	1,927
E.1	Number of unique CAG members who received any kind of training at any time	1,200	1,895
9.3.1.1	Percent of USAID/ICAP-trained Community Action Group (CAG) members that report using their new skills to meet community needs	60%	72%
2.2.3-3	Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government; (F) GJD 2.3 – Local Government and Decentralization	117	119

9.3.1.1: USAID/ICAP met expected results for this indicator. The results are determined using primary data. Surveys are conducted 90 days after training is completed.

	Indicator	LOP Target	LOP Actual
F.0	Total number of elected members of the Qada and Nahiya Councils in the implementer's area of responsibility (AoR)	N/A	1,619
F.1	Number of unique Local Council members received any kind of training through CAP program	1,500	1,693
9.3.2.1	Percent of USAID/ICAP-trained LG Council Members (Qada & Nahiya) members that report using their new skills to meet community needs	60%	67%
G.0	Total number of Qada and Nahiya Councils in the implementer's area of responsibility (AoR)	N/A	136
9.3.2.2	Number of USAID/ICAP-assisted Qada and Nahiya councils that have formalized a community-driven needs assessment, project design and implementation process into their work	135	133

9.3.2.3	Number of USAID/ICAP-trained LG councils (Qada & Nahiya) that provide regular opportunities for public input	112	112
9.3.2.4	Number of LG councils in the AoR that have received USAID/ICAP LG training	135	136

9.3.2.1: USAID/ICAP met the expected results for this indicator. The results are determined using primary data. Surveys are conducted 90 days after training is completed.

9.3.2.2: USAID/ICAP achieved a result of 133 councils formalizing needs assessments as opposed to the LOP target for this indicator. Janeen neighborhood in Karkh district choose not to participate in USAID/ICAP despite repeated attempts to work with them.

9.3.2.3 USAID/ICAP met expected results for this indicator. Results for this indicator represent trained councils and were determined from survey data collected from NC and DC chairpersons.

9.3.2.4: USAID/ICAP met expected results for this indicator.

	Indicator	LOP Target	LOP Actual
9.3.3.1	Total number of Marla Ruzicka Iraqi War Victims Fund (MRIWVF) recipients with new opportunities for sustainable income generation	200	233
9.3.3.2	Number of MRIWVF recipients (total projects)	380	539
H	Total USAID funding provided for MRIWVF Projects	\$8,000,000	\$8,392,049
9.3.3.3	Total number of Direct Beneficiaries of MRIWVF projects:	75,600	96,173
9.3.3.3 a	Male MRIWVF Beneficiaries	30,600	38,493
9.3.3.3 b	Female MRIWVF Beneficiaries	45,000	57,680
3.3.2-8	Number of people benefiting from USG-supported social services (Marla beneficiaries); (F) IIP 3.2 -Social Services	75,600	96,173

9.3.3.1: USAID/ICAP met expected results for this indicator.

9.3.3.2: USAID/ICAP met expected results for this indicator.

9.3.3.3: USAID/ICAP met expected results for this indicator.

V. SIGNIFICANCE OF THESE ACTIVITIES AND FINDINGS

Over the course of the last three years, USAID/ICAP has made remarkable strides toward the institutionalization and sustainability of CAGs. For the purposes of mapping the significance of these activities, the program’s achievements fall broadly into five categories:

- Governance and Transparency
- Representation
- Engagement
- Advocacy
- Sustainability

A. Governance and Transparency

Through USAID/ICAP, the capital’s CAGs have grown from informal collectives to elected membership organizations that boast bylaws, public meetings, and a set of processes that have helped give voice to millions of citizens. Their active involvement has in turn laid the foundation for greater stability, accountability, and sustainable democratic governance in Iraq.

To help improve the CAGs’ own governance, USAID ICAP in Baghdad developed a scorecard designed to gauge the groups’ effectiveness, measuring key indicators like attendance at public meetings and the level of community participation in conceiving, winning support for, and contributing to public-service projects.

USAID ICAP worked with each District Council to build dynamic Web sites featuring information about each district, useful contact information, and a menu of “widgets” allowing citizens to vote on key public interest issues. The polling functionality has already been incorporated by several of the Web masters who attended the USAID ICAP workshops.



B. Representation

USAID ICAP has empowered CAGs in all of Baghdad’s residential communities to give voice to their citizens’ needs and advocate for them with local government at the neighborhood, district and provincial levels. In addition to advocacy skill-building, USAID ICAP has provided CAGs and local councils with the opportunity to share their experiences with engaging citizens directly. In May 2011, for example, USAID ICAP brought together all the program’s implementing partners for a first-of-its-kind conference that provided CAGs from all of Iraq’s 18 provinces the opportunity to exchange experiences and develop best practices for holding public meetings and conducting public outreach on key community priorities.



A June 2011 planning workshop for Baghdad’s Rusafa district included more than 40 CAG and local council members, along with officials from municipal service providers as well as the Provincial Council.

C. Engagement

Although Iraq’s central government allots annual development budgets for each of Baghdad’s 15 districts, citizens have historically had little say in how

these budget priorities are determined. By working together to identify needs and develop community plans, district leaders are commanding the attention—and investment—of national government officials. As important, they are helping bridge the gap between citizens and their government.

Attendees at a May 2011 conference of Community Action Groups represented all of Iraq’s 18 provinces. Gathering together for the first time, they discovered a shared pride of purpose, reinforced by thousands of successful community projects, as well as common challenges and approaches to resolving them.



D. Advocacy

Iraq’s community and local government leaders are keen to have a greater voice at the national government level. Supporting them in this, USAID ICAP helped establish an Iraq Local Council Association (LCA). Since its establishment in 2006, the LCA has provided a venue for members of Baghdad’s local councils, which represent the province’s 15 districts, to share experiences and collectively identify opportunities to advocate for a more effective voice in the Iraqi government. In addition to supporting the advocacy skills of local council members, USAID ICAP helped CAGs consolidate their efforts across neighborhoods to advocate on behalf of vulnerable citizens throughout the city. This was made possible, in part, by the formation of 10 issue-based CAGs, or iCAGs. Modeled after the geographically-based CAGs representing each of Baghdad’s residential neighborhoods, iCAGs focus on specific cross-cutting issues of concern to residents throughout the city—from youth and women’s empowerment to improving access to basic services for disabled citizens.

Internally Displaced Persons, or IDPs, total about eight percent of Baghdad’s population. Understanding their situation as well as the prospects for their return or integration is key to effective planning and representative governance in the capital.



E. Sustainability

As they enter a new phase of sustainable Iraqi development, the CAGs’ focus is on unifying their efforts and aligning them with strategic frameworks set by the national government. CAGs are well-placed to continue their work through proactive planning and fundraising. Public and private funders, too, see the feasibility of investing in these institutions. In fact, CAGs and their counterparts in local government have already begun approaching both national government ministries and external donors to seek funding for community projects.



More than 20 funding agencies were present at a “donor marketplace” organized by USAID ICAP in June 2011 and attended by representatives of Baghdad’s 114 geographic CAGs. The proposals they had on hand—as well as the accompanying presentations—were developed with technical assistance from USAID ICAP.

VI. IDP AND VULNERABLE POPULATIONS

Internally displaced persons and returnees in Iraq face a complex set of problems that will need long-term planning and additional government and community intervention to solve. Nevertheless, forging some sense of stability and belonging for these communities is critical to Iraq’s future, especially in Baghdad, where an estimated 80 percent of all IDPs have settled. Many IDPs live in informal “camps” throughout the city, but in most cases, IDPs have long since made the decision to make do where they currently live. Assisting them in this effort, while ensuring that host communities, many of them also struggling, is part of the dialogue of USAID/ICAP IDP assistance.

USAID/ICAP assistance to IDPs focused on three strategies addressing critical aspects of displacement:

- Enabling the self-representation and advocacy capacities of IDPs/returnees.
- Improving unhealthy and life-threatening living conditions.
- Developing vocational and other job- or income-producing skills of family members.

As presented below, USAID/ICAP met all “soft” targets¹ for serving IDP populations.

IDP Assistance Targets*		
IDP Deliverables	Excepted Results by End of Year IV	Actual Achieved
Number of IDP Beneficiaries – Cumulative**	50,000	79,368
Projects with IDP Beneficiaries - Cumulative	180	358
Number of IDP CAG Members - Cumulative	250	262
Number of IDPs Trained - Cumulative	600	788

* The cumulative number of beneficiaries may be higher than the number of individuals within a targeted area. The simplest explanation for this is that individuals are tallied as “beneficiaries” each time they benefit from a project.

USAID/ICAP’s approach to addressing IDP issues begins with expanding its umbrella of community assistance by providing a voice for IDP/returnees such as to ensure self-empowerment in the programming of assistance. A total of 262 IDPs were members of 108 CAGs throughout Baghdad. These IDP representatives worked with the full CAG membership to define needs, prepare plans and scope and seek funding for projects that assist all neighborhood residents, better integrating IDPs into host communities.

¹ It was not USAID’s intention to mandate hard targets for IDPs assistance; rather, it was envisioned that ICAP partners engage IDPs in such a manner to build greater acceptance of the IDPs such that they were not further isolated from the host communities where they reside (see USAID Contracting Officer memo of December 9, 2010).

IDP CAG Representation in Baghdad – USAID/ICAP III			
Districts	# of CAGs	# of CAGs with IDP Representative	Total IDP Members
Abu Ghraib	4	4	7
Adhemiya	14	12	17
Baqubah	5	0	0
Istiqlal	3	3	11
Kadhemiya	9	7	11
Karada	8	8	15
Karkh	6	5	8
Mada'en	4	3	7
Mahmodiya	4	3	3
Mansour	11	10	25
Nissan 9	10	6	9
Rashid	14	11	16
Rusafa	13	11	17
Sadr City	8	8	10
Taji	3	2	2
Tarmiya	3	3	3
Issue CAGs	10	8	31
IDP CAGs	4	4	70
TOTAL	133	108	262

Where there were no existing geographic CAG encompassing IDP population, USAID/ICAP established new IDP CAGs as follows:

Geographic IDP CAGs			
CAG Name	District	Neighborhood	Total Members
Iraqi Family Compound	Mansour	Amriya	15
Zafaraniya IDP CAG	Karada	Zafaraniya	25
Chkuk IDP CAG	Kadhemiya	Chkuk	15
Al-Wafa'a IDP Compound	Adhemiya	Sha'ab	15
TOTAL			70

In addition to encouraging IDP representation on CAGs, USAID/ICAP conducted workshops to sensitize CAG members and LG officials to IDP issues, and provided them with conflict mitigation techniques and helped facilitate forums to address the two-way concerns of both community residents and IDP/returnee populations. To support this advocacy effort, USAID/ICAP provided training and direct assistance to IDP representatives on how to advocate for their communities and people, as captured in the following table.

IDP Training Workshops – USAID/ICAP III		
District	Training Topic	# of IDP Members Trained
Karkh	Conflict Mitigation	17
Adhamiya	Communication Skills; Vocational Training	58
Mansour	Change Concepts; CbPA; By-laws; Vocational Training	109
Mada'en	Change Concepts	22
Mahmodiya	Citizen Participation; Conflict Management; Documentation; Negotiation Skills , SWOT Analysis	170
Rusafa	Conflict Resolution	23
Karada	CbPA; Vocational Training	77
Abu Ghraib	Conflict Mitigation (2); Change Concepts	124
Rasheed	Volunteer Management	19
Istiqlal	Communication Skills	20
Kadhemiya	Communication Skills; CbPA; Vocational Training	98
Tarmiya	Volunteer Effort Management	51
Total		788

Based on the counts of IDP/returnee families and on end user counts for specific projects, the table below summarizes projects implemented in which IDP/returnee beneficiaries comprise at least five percent of total beneficiaries.

USAID/ICAP Community Projects with 5 % or More IDP Beneficiaries – Final					
District/Category	ICAP \$	Total Beneficiaries	IDP Beneficiaries*	% IDP of Total	# Projects
9 Nissan	\$1,227,081	70,050	6,330	9.03%	35
IDP	\$131,631	251	251	100%	6
Abu-Ghraib	\$1,357,325	55,551	4,575	8.23%	36
Istiqlal	\$937,718	81,132	22,770	28.06%	19
Adhamiya	\$1,168,295	67,141	6,088	9.06%	37
Issue CAG	\$249,586	1,969	412	20.9%	19
Karada	\$338,766	5,926	515	8.69%	13
Kadhemiya	\$1,004,213	62,798	8,381	13.34%	40
Karkh	\$128,105	1,032	80	7.75%	2
Mahmodiya	\$256,137	3,941	570	14.46%	5
Mada'en	\$721,895	9,625	915	9.5%	9
Mansour	\$905,513	22,813	2,043	8.95%	35
Rasheed	\$1,536,183	38,894	6,084	15.64%	33
Rusafa	\$211,534	51,227	3,563	6.95%	7
Sadr City	\$231,952	6,032	806	13.36%	10
Tarmiya	\$827,838	7,403	1,058	14.29%	12
Taji	\$1,308,072	182,345	14,927	8.18%	40
Total	\$12,541,844.00	668,130	79,368	11.87%	358

VII. Financial Information

Will be sent under separate cover.

VIII. Comments and Recommendations

A 2012 USAID evaluation reaffirmed the overall impact of USAID/ICAP, citing CAG members who “indicated that [the program] did contribute to important changes in knowledge, attitudes, and behaviors among key stakeholders involved in community-based development.” Although this assessment applied countrywide, it offered key recommendations that apply broadly to the development model utilized by USAID/ICAP, which aims to foster and sustain more effective communication and cooperation between communities and their representatives in government by investing both in the capacity of these representatives as well as the institutions of civil society.

These institutions, in the case of USAID/ICAP, were the CAGs, whose extraordinary development, both in terms of human capital and systems, over the last nine years has had a demonstrable impact on Iraqis in each of Baghdad’s 114 residential districts. A summary of this impact as well as recommendations for sustaining it follows below.

A. Improving Participation

The principal goal of USAID/ICAP was to improve citizen participation in local governance by: 1) building the skills of CAG members to advocate on behalf of their communities, and 2) working with local neighborhood and district councils to strengthen public outreach efforts so they can better understand and respond to citizen expectations for critically needed public services. To this end, and as detailed above, thousands of CAG and local council members underwent training in the third phase of the program.

Sustaining this training, either through donor-funded programs or a curriculum developed and housed at a key GoI ministry will be key to continuing to build CAG and LC members’ skills and effectiveness.

B. Boosting Government Legitimacy

Thanks in part to these training efforts, the improved interaction of citizens and councils helped to create informed communities and increased the legitimacy of local government in the eyes of community residents. USAID/ICAP was unique in allowing communities to identify and prioritize projects and activities that most benefitted residents while facilitating participation, buy-in and cost share from local government, which in turn advocated on their behalf to the service delivery agencies of the government.

Public meetings at the community level should continue to be encouraged as should participation—and accountability—by LC members and, where appropriate, representatives of GoI ministries.

C. Building Partnerships

The USAID/ICAP approach has paid off. Even as the political situation throughout Iraq continued to be volatile and bureaucratic hurdles mounted for foreign assistance implementing agencies, USAID/ICAP, thanks to the strong capacity of its partners in the CAGs and local councils, was able to continue its work apace—all while continuing to attract plaudits from its Iraqi partners and stakeholders. In December 2011, for example, USAID/ICAP received a letter of gratitude from Abu Ghraib local government leaders, who

praised the program's team for its week-long district planning workshops. The workshops brought together a broad spectrum of representatives from local government, civil society, and national ministries for a candid discussion of citizen needs and prioritized projects and corresponding budgets based on those needs. With all 15 Baghdad districts served by these workshops, the preponderance of the capital's citizens now benefit from more efficient, organized local government. As important, the institutions of local government—from neighborhood-level councils to District Councils, the Baghdad Provincial Council, and national ministries—are aligned around a common vision and able to carry that vision forward thanks to the relationships fostered at each planning workshop.

Fostering continued cooperation at all levels of government is a crucial ingredient to maintaining stability in Iraq. As such, some mechanism should be derived for sustaining the above-referenced planning workshops, including through professional facilitation.

D. Assisting Civilian Victims of War

In addition to its work with community and local government institutions as well as the individuals who comprise them, USAID/ICAP made great strides in assisting civilian victims of conflict under the Marla Ruzicka Iraqi War Victims Fund. Through this fund, the program implemented 539 projects worth \$9,664,911 and covering income-generation for families who lost a breadwinner or source of income due to the conflict; individual medical cases; and the reconstruction of homes damaged during military activity. All together, this Fund affected the lives of 96,173 direct beneficiaries.

Annex 1 – Projects Completed

Province A: Baghdad

Sector	Number of Projects Completed	USAID Contribution	GOI Contribution	Community Contribution	Total	Beneficiaries						
						Men	Women	Total	IDP	Minority	FHH	Youth (15-24)
Education	497	\$18,541,098	\$16,553,628	\$599,214	\$35,693,940	154117	231175	385293	22781	28,879	1323	91611
Electricity	9	\$182,350	\$38350	\$244,006	\$464,706	26982	40474	67456	1745	16988	718	8150
Essential Services	23	\$1,099,661	\$1,900,320	\$92,767	\$3,092,748	223520	335281	558801	4138	56,848	16545	81447
Training	37	\$356,368	\$51,224	\$147,761	\$555,353	958	1437	2395	324	246	474	247
Transportation	95	\$4,034,074	\$53,661,272	\$153,840	\$57,849,186	159756	239634	399390	13551	879	4030	77678
Water	32	\$1,708,053	\$4,189,654	\$210,025	\$6,107,732	89596	134394	223990	24807	1728	3812	47957
Other	135	\$3,128,094	\$2,663,800	\$256,322	\$6,048,216	502044	753066	1255110	12022	348519	364866	613962
Total	828	\$29,049,698	\$79,058,248	\$1,703,935	\$109,811,881	1156973	1735461	2892435	79368	454087	391768	921052

Province B: Diyala/Baqubah

Sector	Number of Projects Completed	USAID Contribution	GOI Contribution	Community Contribution	Total	Beneficiaries						
						Men	Women	Total	IDP*	Minority*	FHH*	Youth* (15-24)
Education	5	\$216,040	\$26,398	\$9,350	\$251,788	1,600	2,400	4,000	NA	NA	NA	NA
Electricity	0	0	0	0	0	0	0	0	NA	NA	NA	NA
Essential Services	0	0	0	0	0	0	0	0	NA	NA	NA	NA
Training	0	0	0	0	0	0	0	0	NA	NA	NA	NA
Transportation	10	\$398,753	13,459,350	\$2,600	\$13860703	55,600	83,400	139,000	NA	NA	NA	NA
Water	6	\$572,620	\$476,000	\$14,650	\$1,063,270	145,210	217,816	363,027	NA	NA	NA	NA
Other	10	\$94,844	14,328	\$4,740	\$113,912	9,056	135,84	22,640	NA	NA	NA	NA
Total	31	\$1,282,257	\$13,976,076	\$31,340	\$15,289,674	211,466	317,200	528,667	NA	NA	NA	NA

* Work in Baqubah ended September 30, 2010 before there was a requirement to document these populations.

Annex 2 - PDT Table

Please see separate attachment.

Annex 3 - Reporting Template

The following tables offer a snapshot of progress under the USAID Iraq Community Action Program in Baghdad.

Section I. Overall

CAP projects	LOP Target	LOP Actual
USAID funding for CAP projects ¹	\$30,000,000	\$30,331,955
Community cost share - for community projects - for Marla projects - Total	\$1,200,000	\$2,285,397 ² <u>\$992,527</u> \$3,277,924
GOI cost share	\$30,000,000	\$93,034,324
# CAP projects ³	775	859
# beneficiaries	2,000,000	3,421,102
CAP trainings		
# CAGs trained	133	132
# CAG members trained	1,200	1,895
# LG councils trained	135	136
# LG members trained	1,500	1,693
CAGs		
# of CAGs	133	133
# CAG members	1,900	1,927
Marla projects		
USAID funding for Marla projects ⁴ - project costs - local NGO administrative costs - Total	\$8,000,000	\$8,392,049 <u>280,335</u> \$8,672,384
# Marla projects (TOTAL)	380	539
	Income Generation	200
	Medical Services	180
	Property Rehabilitation or Reconstruction	NA
	Community Projects	7
# beneficiaries	75,600	96,173
Marla training		
List partners NGOs by name	Iraq Health Aid Organization Iraqi Association of Securities Dealers	
Describe NGOs role each quarter	Implement projects with ICAP oversight/support	
# projects implemented thru partner	NA	230

Section II. Vulnerable Groups⁴

CAP projects		LOP Target	LOP Actual
USAID funding for CAP projects			
	IDPs ⁷	NA	\$1,994,650
	Vulnerable minorities	NA	\$2,111,652
	Female-HH	NA	\$1,709,442
	Youth (aged 15-24)	NA	\$6,488,753
# CAP projects			
	IDPs ⁷	180	358
	Vulnerable minorities	NA	66
	Female-HH	NA	51
	Youth (aged 15-24)	NA	179
# beneficiaries			
	IDPs ⁷	50,000	79,368
	Vulnerable minorities	NA	454,087
	Female-HH	NA	391,768
	Youth (aged 15-24)	NA	921,052
CAGs			
# of CAGs with a member who is:			
	IDPs	NA	108
	Vulnerable minorities	NA	19
	Female-HH	NA	17
	Youth (aged 15-24)	NA	8
# CAG members who are:			
	IDPs	250	262
	Vulnerable minorities	NA	31
	Female-HH	NA	22
	Youth (aged 15-24)	NA	14
Marla projects			
USAID funding for Marla projects			
	IDPs	NA	\$0
	Vulnerable minorities	NA	\$0
	Female-HH	NA	\$2,645,985
	Youth (aged 15-24)	NA	\$611,728

# Marla projects (TOTAL)			
	IDPs	NA	0
	Vulnerable minorities	NA	0
	Female-HH	NA	212
	Youth (aged 15-24)	NA	86
# beneficiaries			
	IDPs	NA	0
	Vulnerable minorities	NA	0
	Female-HH	NA	212
	Youth (aged 15-24)	NA	86

Notes

1. “Life of project” data comprise all the information and figures implemented in Baqubah; however, USAID/ICAP/IRD ceased program activity in Baqubah at the beginning of Year III effective from December 1, 2010.
2. Community Contribution for community projects comprise the community contributions generated from the projects which is \$1,735,275 and also community contribution generated from the CAG meetings and CAG activities which is \$1,735,275. This amount is not part of the projects.
3. “CAP projects” are defined to include both community infrastructure and supply projects (819 projects), and neighborhood volunteer activity projects (40 projects).
4. Includes both project and administrative costs of the local NGOs helping to implement the projects.
5. Demographic reporting is estimated based on information received from USAID ICAP stakeholders.
6. Per USAID AOTR instructions, the planned quarterly activities in this table do not constitute hard targets.
7. “Life of project” reporting on vulnerable groups does not include Baqubah, where USAID/ICAP/IRD ceased program activity at the beginning of Year III and hence did not document the newly required data estimates.
8. Counts are provided only for community projects whose beneficiaries are more than 5% of the total.

Annex 4 - Sub Activity Report with GIS information

Please see separate attachment.