

Activity cycle memorandum (Activity Appraisal Document (BEMO))
(for ODA activities)

1.1 General information

Application number (required by FSO to register the activity and to make folders in Sophia for archiving as quickly as possible)	4000005314
Date of receipt of application (final document)	04-10-2021
Short name of application (clear, meaningful short name in English or French; must not contain budget holder code or abbreviations, max. 60 characters, this will be published in open data)	Durable Solutions
Full name of application (maximum 150 characters, this will be published in open data)	Contribute to Durable Solutions through Sustainable Returns and Reintegration in Iraq
Description of application (5 sentences max. on the key components of the activity; this information will be entered into SAP)	The comprehensive IOM Facilitated Return program consists of a set of stabilisation activities focused on mitigating tensions between returning internally displaced persons (IDPs) and host communities, including but not limited to security issues, tribal conflicts, blocked returns, and/or perceived affiliation with the Islamic State of Iraq and the Levant (ISIL). Through its localized and community-owned approach, IOM will contribute to the Dutch Government's concrete stabilisation and security objectives in Iraq, ¹ including contributing to the self-reliance, protection, and inclusion of displaced persons, as well as contributing to improving the security situation via efforts that aim to solving displacement, restoring the rights of displaced populations, and strengthening social cohesion , more broadly, contributing to community stabilization in the targeted areas.
Budget holder (the department or mission financing the activity)	DSH
Business partner's number (issued by FSO after form has been submitted)	30016863
Commitment in foreign currency (if applicable, give the currency for the contract; this can for example be USD, GBP or the currency of the country where the activity will be carried out)	USD 5,000,000

¹ *Government of the Kingdom of the Netherlands Multi-Annual Country Strategy, 2018-2022, page 7*

Corporate rate (exchange rate used when entering commitment amount in SAP; normally fixed once a year - ask your Control Unit for advice)	0.846
Commitment in EUR (if the contract is in EUR, enter the amount here – if the contract is in another currency, convert the commitment to EUR using the corporate rate above)	EUR 4,230,000
Funds centre (budgetplaats, ask your Control Unit for this) Make sure that the funds centre corresponds with the financial instrument.	0502U04030001
Activity start date (date given in the contract as start date for implementing the activity)	08-10-2021
Activity end date (normally one year after the contract end date to allow for the completion of administrative procedures, evaluation and external audit)	31-12-2025
Contract start date (this is almost always the same date as the activity start date)	01-01-2022
Contract end date (actual end date of the activity agreed with implementing organisation; after this, the implementing organisation can no longer enter into payment obligations but can finalise and pay outstanding commitments - agree with the implementing organisation when the last payments are scheduled in the contract)	30-06-2024
Is this a follow-up to a previous activity? (If so, provide the number of the previous activity)	No
Confidentiality activity (open data)	2. Activity is not confidential. Public bemo and all other activity related will be published unmodified.
Specific undertakings (State here if the activity to be financed is the result of an undertaking by a minister, an amendment by the House of Representatives or another reason. You should also state here if the activity is a fully confidential activity and should therefore be excluded from open data).	N.A.
In case of PPB and EUR 25.000 or more, name program fund (PPB) and start at 2.2. the appraisal and use the policy instructions in het HBBZ: Policy instructions.	Choose an item.

1.2 Information for OESO-DAC

(Please refer to the [ODA Policy Data Guide](#) to help you provide the following information.)

<u>Aid modality</u>	Other programme aid
Donor role	Lead or active donor
Technical assistance	25<TA<50 Between 25% and 50% of the activity budget
<u>Beneficiary's country/region</u> The beneficiary country is the (OECD/DAC) country where the target group lives and/or comes from. It is the country that ultimately benefits from the activity. This is not necessarily the country where the activity is implemented. When the activity takes place in more than one country, state the region concerned when all countries are taking place in one region according to the region classification in annex 2 of the ODA Policy Data Guide . If not (multiple countries in multiple regions), select worldwide .	Country (state the country concerned below) Iraq
<u>Specified countries</u> + division of budget over those countries (in so far as this is known). Only fill this item when a region or worldwide has been selected in the item above. Please state here the relevant beneficiary countries. Give an estimation of the part (in %) of the total budget during the full duration of the activity that can be attributed to each country. When this is (partially) unknown, you can register (part of) your activity as unspecified. This can be adjusted during the monitoring phase of the activity.	Iraq = 100%
Location within the country/ countries (be as specific as possible) When the activity targets (a) specific location(s), please state the location(s) here (mostly relevant for decentral activities).	District The project will be implemented in Ninewa and Anbar governorates, in priority. Given the fluid situation in Iraq and the timeline of the project, IOM might expand activities to other governorates should there be a sizable influx of IDPs.
<u>CRS sector code (1 CRS sector code per activity)</u>	16010

<u>Policy markers weighted 'principal'</u> (principal = the activity will not take place if the activity does not score on this marker)	Gender (GlkhMv)	Principal
	Insontw	principal
<u>Policy markers weighted 'significant'</u> (significant = the activity takes place anyhow, even if the activity does not score on this marker)	Mnsrcht	significant

2. APPRAISAL OF THE ACTIVITY

(For terms and concepts referred to in sections 2, 3, 4 and 5, see the **list of widely used terms**)

2.1 Policy relevance (including digitalisation) and monitoring, evaluation and learning (MEL)

Here, provide a snapshot of the PDF file from the results application, even if the proposed intervention does NOT contribute to the thematic results frameworks, and assess the activity's policy relevance. This will help make the activity appraisal document (BEMO) a standalone, cohesive document in its own right. This is important not only for internal processes but also for the open data published with the public BEMO. This applies to ODA activities of EUR 250.000 and more.

	Assessment
<u>Task</u> In addition, assess the extent to which this intervention is relevant to policy. State how this intervention scores on the cross-cutting themes of gender, climate adaptation and climate mitigation. Ensure that this is in accordance with the policy markers selected in section 1.2.	<p>The proposed projects scores high on gender: IOM sustains its efforts to mainstream gender in all project phases and to understand the context and dynamics of the selected communities that may inform beneficiaries' roles, power relations, and vested interests. The project seeks to promote female participation and better understand women-specific barriers and needs in all components of this project (community-led/ individual-based/ institutional).</p> <p>Overall, to promote female participation and adequate provision of services that target women's needs, IOM has commissioned a gender analysis of its Return and Recovery programme.</p> <p>As the proposed activity focuses on increasing social cohesion and simultaneously reducing social tensions between returnees and local host communities in Iraq, preserving biodiversity/climate adaptation & mitigation are not key elements of this program.</p>

2.2 Problem analysis and lessons learned

2.2.1 Description

Briefly describe the following points and give reasons why they apply (insofar as relevant):

- the problem the proposed activity addresses;
- the extent to which unequal gender relations and climate change are part of the problem;

- the extent to which the activity helps to solve the problem.

Problem Analysis

Iraq's security situation and development outlook improved dramatically following the defeat of ISIL on Iraqi territory in 2017. Subsequently, the Government of Iraq (GoI) has confronted the task of creating opportunities for durable solutions for Internally Displaced Persons (IDPs) and returnees, as well as supporting recovery for the wider population through re-establishing access to basic services and addressing barriers to sustainable return. However, around 1.2 million Iraqi nationals remain in displacement, residing in a variety of contexts, including formal and informal IDP camps, informal settlements, and urban or peri-urban areas.

As of the end of May 2021, over 184 thousand individuals reside in one of 27 formal IDP camps across Iraq and an additional 107,000 IDPs reside in informal IDP sites.² Since October 2020, the GoI has initiated the closure of 16 sites for IDPs in Baghdad, Kerbala, Diyala, Anbar, Ninewa, and Kirkus governorates. In Jeddah 5 camp in Ninewa and Amriyat Al Falujah (AAF) camp in Anbar, high proportions of IDPs face social, security, and tribal barriers to resolving their displacement, in addition to material barriers common to the wider population of IDPs and returnees alike, including housing, livelihoods, and limited access to basic services. Reflecting these obstacles, camp populations have been decreasing at a slower rate, from a monthly average of 2.96 to 0.04 per cent between May 2020 and May 2021, meaning departures from camps and returns to areas of origin have indeed been lessening. Recent Government efforts to consolidate camps in Federal Iraq, despite evident barriers and reticence to return among IDPs, underscore an urgent need to support solutions for those who remain in displacement.

Rising social tensions and obstacles in return

To better understand the obstacles these groups face when considering pathways to return, a recent study conducted by REACH reflects on the three most common barriers reported: houses damaged/destroyed, lack of livelihood opportunities in areas of origin, and, most important, social cohesion issues: around one in five IDP families reportedly does not intend to return due to fears of discrimination in their areas of origin and 12 per cent of returnee households residing in communities that require a local reconciliation process.³ This is particularly important for women who are most likely to be widowed or have lost male family members and, thus, must be included in the reconciliation process when trying to return to their areas of origin.

Moreover, particularly Sunni with a perceived ISIL affiliation, risk being denied entry. Iraqis must obtain specific paperwork to travel, challenging if a relatives' name appears on the Government's notoriously unreliable lists of wanted IS suspects. Guilt by association also means those allowed to move risk reprisals freely in their areas of origin. [Human Rights Watch has documented](#)⁴ revenge attacks, forced recruitment by local armed groups, and other dangers that await many returnees in their communities. Closing camps before residents are willing or able to return to their homes does little to end the displacement crisis. On the contrary, it keeps scores of displaced Iraqis trapped in this vicious cycle of displacement, leaving them more vulnerable than ever, especially in the middle of a raging pandemic.

The reason for society's resistance to displaced persons' return differ from place to place. People in each area that ISIL once controlled currently have their own specific challenges, but most lack services and basics to rebuild their lives and livelihoods. They also have their own experience of ISIL rule and the atrocities of which some returnees are, in their view, complicit. Ninewa governorate's Sinjar district, for example, remains torn by the rupture between its Arabs and Yazidis: the Yazidis who survived the ISIL genocide reject the return of Arab neighbours whom they accuse of

² CCCM Cluster, *Iraq Camp Master List and Population*, May 2021

³ IOM, "Home Again? Categorizing obstacles to returnee reintegration in Iraq", February 2021.

⁴ <https://www.hrw.org/news/2019/06/14/iraq-displaced-people-unable-return-home-years-after-battles>

involvement in the abductions and killings. Elsewhere, the fault line may be tribal or between Sunni and Shiite residents, depending on the area's history and demographic makeup. In some other parts of Ninewa, ISIL forced minorities to leave places where they lived for centuries, some to never return out of fear for their future and lack of basics to restart the life.

Overall, the above displacement and return trends, complemented by studies regarding IDP intentions to return, speak to the concerns, challenges, and vulnerabilities families that remain in displacement face, as well as the need to proactively tackle existing barriers to pathways to durable solutions, especially social cohesion.

How does this project contribute to stabilisation in the region?

This project seeks to support voluntary, safe, dignified, and informed access to durable solutions for populations affected by displacement in Iraq. IOM aims to contribute to a more stable living situation for populations affected by displacement in Iraq through providing voluntary, safe, dignified and informed access to durable solutions. Through its localized and community-owned approach, IOM will contribute to the Dutch Government's concrete stabilisation and security objectives in Iraq,⁵ including contributing to the self-reliance, protection, and inclusion of displaced persons, as well as contributing to improving the security situation via efforts that aim to solving displacement, restoring the rights of displaced populations, and strengthening social cohesion , more broadly, contributing to community stabilization in the targeted areas.

IOM thus proposes a programme to respond to the current stabilisation needs on the ground, informed by its (1) accumulated knowledge and lessons learned; (2) established technical capacity; (3) proven systems and methodologies; and (4) collaborative arrangements and relationships with the GoI, the Kurdistan Regional Government (KRG), UN agencies, and other international and local partners developed and established through other funding for durable solutions activities. IOM is advancing these efforts primarily through the providing services within its durable solutions programming and influencing national and local policies, seeking to achieve sustainable solutions to displacement in Iraq, not only in the immediate, but also the longer-term, addressing the needs of both IDPs and returnees as well as those who have sought other solutions to their displacement.

Through supporting IDPs' camp departures and settlement in this way, IOM is promoting the safety and dignity of the returns that these families are choosing to make. Importantly, this assistance also contributes to stability in areas of return, as families are not saddled with debt or living in unsustainable conditions upon settling, in turn enabling their smoother (re)integration into host and return communities.

Through this approach, IOM will contribute to enhancing not only stabilization, but, as a result, the overarching security situation in the targeted areas, thus aligning the proposed interventions with the Dutch Multi-Annual Strategy in Iraq.

Theory of change:

If internally displaced populations have increased knowledge of and access to durable solutions pathways, **and** formerly displaced people and host communities have improved and inclusive access to basic services in areas of return, relocation, and local integration **and** civil society, local organizations, and affected populations are capacitated in informing and supporting durable solutions alongside Government-led efforts, **then the risk of destabilisation due to rising tensions between different groups of vulnerable, conflict-affected Iraqis will evade** and sustainable (re)integration into areas of return is better supported in dangerous living situations will be better supported to sustainably (re)integrate into their areas of return or a secondary location **because** 1) there will be dedicated support to facilitate access to durable solutions for people remaining in displacement, 2) conditions and basic services in areas of return will be able to sustain and support harmonious IDP (re)integration and community stabilization, and 3) stakeholders, including Iraqi

⁵ *Government of the Kingdom of the Netherlands Multi-Annual Country Strategy, 2018-2022*, page 7

authorities, will be capacitated through strengthened planning and coordination mechanisms to promote and sustain durable solutions at the national- and community-level.

2.2.2 Appraisal

Assess the project's contextual analysis in the table below. If certain criteria do not apply, explain why. [Process in this paragraph and when applicable in other paragraphs the conclusions and recommendations from de Q@E.](#)

Task	Appraisal (Yes/No, plus reasons):
Assess the quality of the contextual analysis.	
The proposal and the contextual risks (see section 4) have been agreed with the mission(s) concerned.	Yes, the proposal was formulated in close cooperation with the Dutch Embassy in Baghdad and the Ministry of Foreign Affairs in the Hague.
The proposal is based on a careful and thorough contextual analysis (including a gender analysis) that results in a logical problem definition and objective.	Yes, IOM has conducted a strong context and risk (and gender) analysis, as well as stakeholder mapping to set up a targeted and localized program proposal. As a result, the program identifies and addresses the current stabilization needs in Iraq. Moreover, it adds to strong synergies between the proposed interventions and the IOM's Community Stabilization programming, as well as other IOM (SSR and PVE) programs funded by the Netherlands. In addition, IOM has commissioned a gender analysis to understand the context and dynamics of the selected communities that may inform beneficiaries' roles and power relations.
Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	Yes, the project will be implemented in Ninewa and Anbar governorates. These governorates are most at risk of destabilisation due to the rising tensions between the 13 thousand IDPs in formal camps, a significant additional number living in out-of-camp settings across those regions, and the host communities in Ninewa and Anbar. Locations of intervention are prioritised through IOM's analysis of a set of factors to assess the relative need in a given area; these include the risk of escalation, eviction faced by the local population and the quality of living conditions and safety in locations of displacement and/or areas of origin, as well as general intentions to return among IDPs in an area.
The proposal justifies the choice of target group and the target group's gender-specific interests and needs.	Yes, IOM will engage populations under this intervention based on its prioritized locations of displacement and IDPs' own decisions to take part in the programme. Depending on their intentions to return and barriers to accessing their preferred solutions, IDPs will be provided different, tailored support to promote their access to a pathway that will enable a solution to their displacement. 36,500 total individual beneficiaries.

	<p>Facilitated movements: 430 households (2,580 individuals) supported through achieving their durable solution and receiving material assistance</p> <p>Services supporting reintegration and social cohesion: 430 returnee households benefit from reintegration and social cohesion services, 15,000 returnees, IDPs, host community benefit from Community Resource Centre services.</p> <p>Quick Impact projects: 40,000 returnees and host community benefit from access to basic services.</p>
The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on its content.	IOM was the leading actor in formulating this proposal, building on a wealth of lessons learned in the implementation of facilitated voluntary return and stabilization programmes. In addition to consultations with key staff from the ground, IOM involved partners (please see the list of partners in answer 2.3) in the drafting process.
A stakeholder analysis (incl. women and young people) has been carried out and the results incorporated into the proposal.	Yes, IOM has carried out inclusive stakeholder mapping and analysis whilst drafting this proposal. In this way, affected communities – including host communities as well as IDPs and returnees – are involved in identifying, planning, and developing preferred solutions. The stakeholder analysis also included mapping of existing community resources that can be utilized during the implementation phase. In this sense, IOM works to avoid duplication of efforts or overlap of activities implemented by other service providers.
<p>Insights and lessons learned from the following sources have been used in formulating the proposal:</p> <ul style="list-style-type: none"> • previous or comparable activities • published evaluations • relevant publications (academic, online, etc.). 	<p>As IOM has been the leading actor in the design and implementation of facilitated voluntary return and relocation programmes, as well as one of the few organisations with programmes purposely designed advancing durable solutions objectives, this project builds on a wealth of lessons learned and programme evidence. Some of the lessons learned translate into specific changes to operational steps in the facilitation of departures, such as the material assistance for IDPs to organise their own transportation to depart their location of displacement. In past projects, IOM used to provide transportation to IDPs from the camps to their areas of origin, however, this process was costly, lengthy, and created additional bottlenecks at checkpoints.</p> <p>As a result of findings from programme monitoring activities, IOM was able to adjust the amount and type of material assistance given to returnees which supports beneficiaries with rent-, non-food item-, and health-related needs. An additional programmatic change IOM has undertaken to enhance operational impact and appropriateness in its returns programming pertains to its community selection</p>

	methodology, which has been adapted to reflect the dynamic nature of IDP returns to areas of origin. Through this new approach, IOM analyses changes in returns or relocation trends and the noted impact of increased arrivals in areas of return or resettlement, utilizing this data to identify specific needs related to these dynamics. This approach enables increasingly targeted responses while still prioritising interventions based on the severity of conditions in affected communities.
<p>In the case of technological solutions:</p> <ul style="list-style-type: none"> the added value and risks associated with the solution(s) have been considered carefully the most efficient technology has been chosen the technology has been developed with the users to reach a diverse user group an analysis of the local digital ecosystem (strengthening existing system, no duplication and not standalone). 	N.A.

2.3 Cooperation, harmonisation and added value

<u>Task</u>	<u>Description</u>
<p>Briefly describe:</p> <ul style="list-style-type: none"> whether the proposed activity involves cooperation with, for example, Dutch organisations, EU (EU institutions and member states), other donors, local organisations or other parties; how this cooperation contributes to harmonisation, complementarity, joint financing, strengthened EU-cooperation, delegated cooperation and/or multidonor financing the added value of the activity in relation to other activities by donors, EU, NGOs and local authorities. 	<p>Seeking to increase effectiveness and recognizing the importance of multi-sectoral responses in addressing population needs in targeted areas, the proposed programme promotes coordination with other stakeholders' humanitarian, recovery, and/or stabilisation interventions as well as IOM's own ongoing and past programmes.</p> <p>IOM works with UNHCR on protection assistance, the UNDP on debris removal, infrastructure and shelter rehabilitation; the Cash and Livelihoods Consortium for Iraq (CLCI) on livelihood; the ICRC on durable solutions; and other organisations present in target areas. In the context of this programme, strong synergies and complementarity exist between the proposed interventions and IOM's Community Stabilization programming. Interventions proposed under this project complement CSU's broader agenda as sustainable returns and (re)integration both necessarily depend on and enable successful community stabilization.</p> <p>Moreover, IOM will engage partners working on the Dutch-funded PROSPECTS project (incl. UNICEF, ILO, World Bank and UNHCR) regarding their activities in target areas in Ninewa, seeking to align returns with these targeted areas where possible and appropriate.</p>

2.4 Channel and aid modality (including *alignment*)

<u>Task</u>	<u>Description</u>
<p>Briefly describe:</p> <ul style="list-style-type: none"> • whether the aid modality selected is appropriate and why; • whether the degree of (financial and policy) alignment is substantiated; see the MACS risk analysis; • whether the aid modality/channel has been chosen on the basis of a consideration of the available options; • whether there is any contribution or co-participation from the recipients, and explain the level of co-participation. 	<p>The aid modality and channel is based on a project basis, as this concerns a single, time-constraint, country-specific project. The Netherlands is one of multiple donors contributing to the Facilitated Return program of IOM, which is a part of the bigger Durable Solutions project.</p> <p>The project is an important asset in the Dutch strategy on long-term stabilization in Iraq, thereby working on social cohesion/ reducing social tensions between returnees and local host communities.</p>

4. MONITORING AND EVALUATION

4.1 Monitoring (for details, [see the MEL guidelines](#))

<u>Task</u>	<u>Description</u>
<p>Briefly describe:</p> <ul style="list-style-type: none"> • whether there is sufficient time and capacity available for monitoring and learning; • whether the relevant BZ Theories of Change and results frameworks and results frameworks have been communicated to the implementing organisation and whether these align with BZ standard indicators; • whether the Theory of Change/intervention logic/logframe for the activity has been set out in sufficient detail in terms of inputs, outputs, outcomes, assumptions and context variables; • how the implementing organisation will organise the monitoring and whether the implementing organisation will deliver a separate MEL plan. 	<p>IOM will continually monitor project activities, outputs, and results in alignment with program objectives. IOM will leverage its institutional experience in implementing similar projects, aiming for programme design to incorporate lessons learned and best practices identified when implementing durable solutions interventions, material assistance, and access to basic services.</p> <p>IOM manages the quality of its interventions through a dedicated MEAL unit as well as the use of the IOM Iraq Call Centre that will conduct regular quality verification activities as well as assess progress against the program objectives. IOM's existing customized Management Information Systems (MIS) will promote timely and accurate collection/compilation of baseline data, including information from regular field visits, site observations, and phone call verifications. The MIS has been adjusted over the past 1.5 years to include new data collected on facilitated returns and integrate data in the overall MIS data analysis system.</p> <p>IOM will also bring to bear expertise in anti-money laundering (AML) and combating the financing of terrorism (CFT) policy implementation and compliance. Experts will work to align systems with standards relative to AML/CFT that reflect the legal and regulatory requirements as they appear in the recommendations of the Financial Program Task Force on Money Laundering, FATF, the Basel Committee on Banking Supervision as well as the EU Third Money Laundering Directive of 26 October 2005.</p> <p>The proposal includes a specifically formulated Theory of Change (p. 7), which is set out in concrete objectives, outcomes and outputs.</p>

***If** internally displaced populations have increased knowledge of and access to durable solutions pathways, **and** formerly displaced people and host communities have improved and inclusive access to basic services in areas of return, relocation, and local integration **and** civil society, local organizations, and affected populations are capacitated in informing and supporting durable solutions alongside Government-led efforts, **then** vulnerable, conflict-affected Iraqis in situations or at risk of protracted displacement will be better supported to sustainably (re)integrate into their areas of return or a secondary location **because** 1) there will be dedicated support to facilitate access to durable solutions for people remaining in displacement, 2) conditions and basic services in areas of return will be able to sustain and support harmonious IDP (re)integration and community stabilization, and 3) stakeholders, including Iraqi authorities, will be capacitated through strengthened planning and coordination mechanisms to promote and sustain durable solutions at the national- and community-level.*

Based on the General Arrangement, the following is included with regard to evaluations:

Evaluation

- 5.9 Monitoring and evaluation to the Government regarding the programmes/projects under this Arrangement will be carried out in accordance with IOM's standard policies and procedures. Monitoring and evaluation costs will be covered by the Restricted Contribution to the programme/project. Representatives of the Government will, where appropriate, be provided with the opportunity to participate in field missions relating to programmes/projects under this General Arrangement at the Government's expense.

4.2 Evaluation ([click here for the quick reference guide](#)) (for details, [see the MEL guidelines](#))

Task	Description
<p>Describe briefly:</p> <ul style="list-style-type: none"> For activities: <ul style="list-style-type: none"> - worth EUR 5 million or more'; or - of strategic importance; or - involving political risks/interests; or - for which evaluation has been agreed with parliament <ul style="list-style-type: none"> whether the implementing organisation has been informed about the MANDATORY FINAL EVALUATION and the procedure BZ follows in this regard; whether it has been agreed to include specific questions in the final evaluation. State the questions here. For all other activities, briefly describe: <ul style="list-style-type: none"> whether an evaluation or mid-term review will take place and, if so, when. 	<p>IOM has been informed about the mandatory final evaluation and the procedure BZ follows in this regard: at the end of the programme, IOM will engage an external evaluator to carry out a summative program evaluation. IOM will work closely with the donor in designing the final evaluation scope.</p> <p>Efforts shall be made to safeguard the inclusivity and engagement of all relevant stakeholders to contribute to the external program evaluation.</p> <p>The evaluation process shall be in line with IOM guidelines, IOM Data Protection Principles, and IOM Code of Conduct and United Nations Evaluation Group (UNEG) norms and standards for evaluations. The process will be technically guided by the IOM Iraq MEAL unit with the support of the IOM Regional Monitoring and Evaluation Officer and the M&E advisor in IOM HQ.</p>

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| <ul style="list-style-type: none"> • whether sufficient budget has been set aside and whether there is a timetable to ensure the evaluation procedure starts on time; • who is going to organise the evaluation - this can be BZ or the implementing organisation that hires an evaluator; • whether it has been agreed to include specific evaluation questions in the final evaluation. | |
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6. IMPLEMENTATION AND AGREEMENTS

6.1 Budget

Involve your colleagues from the Control Unit or FSO in drawing up this section.

6.1.1 Breakdown of costs

This is a difficult section for some people. Be sure to involve your Control Unit, work together and look at the submitted budget carefully. State what the total costs are of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. staff, equipment, etc.) in the columns. If this information has been provided in enough detail as part of the project proposal, this section does not need to be completed. [Click here for the quick reference guide.](#)

BUDGET 30 months					
Item	Unit	No of Units	Percentage	Unit Cost (USD)	Sub-total (USD)
A. Staff costs					
International Programme Staff	Month	30	55%	15,000	247,500
National Programme Staff	Month	30	100%	5,000	150,000
Core International Support Officials (RMD, HR, PSU, IT, P&L)	Month	30	45%	15,000	202,500
Core National Support Staff (IT, Admin, Finance, HR, SSU, P&L, PI, JM)	Month	30	100%	6,750	202,500
				<i>Total Staff costs (A):</i>	802,500
B. Office costs					
Office Rent, Utilities, Maintenance	Month	30	100%	1,700	51,000
Travel and Subsistence	Month	30	100%	1,200	36,000
Communication	Month	30	100%	1,200	36,000
Vehicles running cost	Month	30	100%	1,400	42,000
IT Equipment	Month	30	100%	1,200	36,000
Office furniture & equipment	Month	30	100%	1,200	36,000
Office supplies	Month	30	100%	2,000	60,000
Security	Month	30	100%	1,500	45,000
Other office costs	Month	30	100%	1,500	45,000
				<i>Total Office Costs (B):</i>	367,000
C. Operational costs					
and/or settlement in new locations					
Output 1.1: IDPs have increased capacity to identify preferred solutions pathways and make voluntary and informed decisions					
Sensitization campaigns on durable solutions	Community	20	100%	1,000	20,000
Go and see and come and tell visits	No. of Person	430	100%	70	30,100
destination, liaison with authorities, and targeted assistance					
IDP return support field team	Month	90	100%	4,000	360,000
IDP return support team - vehicles	Month	60	100%	1,200	72,000
Output 1.3: IDPs have increased access to services that enable their safe and dignified movements and sustainable reintegration					
IDP return package material assistance	No. of Person	430	100%	1,700	731,000
of IDP return, local integration, or relocation					
response planning					
Community engagement and Assessment cost	Community	20	100%	1,000	20,000
Output 2.2: IDPs, returnees, and host communities have increased access to basic services through quick impact projects (QIPs)					
Quick impact projects	Project	8	100%	50,000	400,000
Technical team for assessment and quality control	Month	30	100%	3,260	97,797
Technical team for assessment and quality control - vehicles	Month	30	100%	1,200	36,000
Output 2.3: Residents in target locations have increased access to services and assistance via community resource centres (CRCs)					
Community resources centres	Month	24	100%	12,000	288,000
interventions					
Consultants for Research, data analysis and	Month	30	100%	1,600	48,000
Consultant for post-return data analysis	Month	30	50%	5,000	75,000
OUTCOME 3: Local Government and civil society have increased capacities to support durable solutions					
Output 3.1: Civil society has enhanced capacity to contribute towards the achievement of durable solutions for affected populations					
Grants for local organizations for durable solutions programming	Item	4	100%	120,538	480,000
Partnership officer	Month	30	100%	5,000	150,000
Output 3.2: Conflict-affected populations have enhanced capacity to contribute to social cohesion and sustainable returns through community-led activities					
Development of community-led initiatives through engagement costs (Focus Group Discussions, government workshop,	Each	15	100%	500	7,500
Community led initiatives (small rehabilitation and repairs, IT rooms, cultural rooms, etc.) through IOM, NGOs (BSF) and/or CSDs	Item	15	100%	6,800	102,000
Community engagement field team	Month	60	100%	3,000	180,000
Output 3.3: Government and local authorities have increased durable solutions coordination, advocacy, and technical assistance					
Coordination and government liaison teams	Month	60	100%	3,500	210,000
Workshops with Government on durable solutions	Item	6	100%	3,000	18,000
Output 3.4: Relevant Government counterparts have increased technical capacity in coordinating and developing national DS policies					
Coordination and government liaison teams	Month	30	100%	3,500	105,000
Workshops with government on technical policies and DS policies	Item	6	100%	3,000	18,000
Other operational costs					
Monitoring and Evaluation	Lump Sum	1	100%	25,000	25,000
Public Information and Visibility	Lump Sum	1	100%	10,000	10,000
				<i>Total Operational costs (C):</i>	3,463,397
Total A+B+C					4,672,897
IOM Overhead (7%)					327,103
TOTAL COSTS					5,000,000

6.1.2 Financing

The aim of this section is to provide better insight into the activity's financing. Indicate the total costs and envisaged inputs of the activity. Use the overview below. If there are multiple donors, state each donor's contribution.

Total budget in USD		5,000,000
Implementing organisation's and partners' own contribution		
Firm commitments by other donors (itemise by donor)		
Dutch contribution		5,000,000
Still to be financed		0
Soft commitments by other donors		0
Uncovered balance		0
Evaluation costs If you are planning to carry out an evaluation on the activity, provide an estimate for these costs.		

6.1.3 Other contributions

<u>Task</u>	<u>Description</u>
State what other – non-financial – contributions are relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.	N.a.

6.1.4 Budgetary risks

<u>Task</u>	<u>Description</u>
If there is an uncovered balance, state how this will affect implementation of the activity (e.g. proportional reduction in outputs or omission of regions) and how this will affect the decision whether to fund this activity.	N.a.

6.1.5 Statement on the budget presented

The budget presented does/does not satisfy the following requirements:

Budget is arithmetically correct	YES
Overheads are proportional to the outputs to be delivered. Please note: What is included? What is recharged? Are costs entered twice (e.g. as indirect costs and in the administrative cost allowance)?	YES
Are the other amounts/rates in the budget acceptable in relation to the activity?	YES
Is the budget suitable as a management tool (linking of outputs – budget)	YES
Implementation is conditional on budget being amended*	NEE

*** Specify the requirements that the budget must satisfy and the date by which the budget must be amended.**

Task	Description
Briefly describe any anomalies that were identified when assessing the budget and any changes made to the budget as a result.	n.a.

6.2 Prepayments

6.2.1 Earmarking multi-donor activities

Task	Description
<p>Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why.</p> <p>Are other donors' contributions earmarked? If so, explain how this will affect reporting.</p>	<p>The Dutch contribution is specifically intended for this programme "Contribute to Durable solutions through sustainable returns and reintegration in Iraq" and is therefore earmarked.</p>

6.2.2 Prepayment/no prepayment

Task	Description
<p>Using the prepayment decision tree, assess whether the payments need to be entered as prepayments and give reasons for this. Give the outcome of this assessment along with a brief explanation in this section.</p> <p><i>In the case of lump sum funding, assess this against the applicable criteria and give the reasons for your choice.</i></p>	<p>Prepayment</p> <p>Based on the prepayment decision tree, prepayments will be made to IOM for this earmarked contribution.</p>

6.2.3 Grant with a repayment obligation, loans, equity investment or guarantee

Task	Description
<p>Does the Dutch contribution take the form of a grant with a repayment obligation, a loan, an equity investment or a guarantee (either in whole or in part)?</p> <p>Are there revolving funds? What will happen to any residual funds?</p> <p>If so, briefly set out the consequences for accounting and how correct processing in the financial records will be ensured.</p>	<p>N.a.</p>

6.2.4 Accounting for prepayments

Task

Set out the reporting obligations on the basis of which the prepayment can be closed, such as an audit report (if applicable) or a financial statement issued by the organisation itself.

Choose an item.

Description

According to the General Arrangement with IOM, a yearly certified financial statement will be submitted, together with a yearly narrative report, based upon the prepayments will be settled.

6.2.5 Payment schedule

Use the [payment schedule decision tree \(click here for the quick reference guide\)](#) to determine the required payment frequency for this activity. Give the outcome of this assessment along with a brief explanation in this section.

Milestone payment date	Milestone payment currency and amount
On December 1 2021, based on the sent Arrangement for the year 2022	USD 2,000,000
On December 1 2022, based on a payment request including a liquidity forecast for the year 2023	USD 2,000,000
On December 1 2023, based on a payment request including a liquidity forecast for the year 2024	USD 1,000,000
TOTAL	USD 5,000,000

6.3 Monitoring

For activities that fall under a framework agreement (UN, IFI) or when a multi-donor arrangement is in place, the activity analysis decision tree and the decision tree for determining the type of audit opinion can be skipped.

6.3.1 Narrative and financial reports**Task**

Use the [activity analysis decision tree \(click here for the quick reference guide\)](#) to determine the required reporting information for this activity. Give the outcome and a brief explanation in this section.

Task

Set out any issues requiring special attention in terms of monitoring.

Description

Based on the general Arrangement with IOM, the following reports should be submitted on restricted contributions (article 5):

- A narrative report
- A certified financial report on revenue and expenses of the programme prepared by IOM
- A final narrative report and a final certified financial report on revenue and expenses for the specific programme, including a statement of unused balances prepared by the IOM management

Recipients of grants up to EUR 125,000 that fall under the Uniform Grant Framework (USK) must submit activity completion statements (P statements) rather than narrative reports.

In the event of additional criteria: specify what conditions must be set (e.g. greater payment frequency, substantive criteria, etc.). Indicate whether there is another way of gaining insight into the activity's implementation (e.g. participating in the board or the donor committee).

6.3.2 Audit opinions

<u>Task</u>	Description
<p>Use the type of audit opinion decision tree (click here for the quick reference guide) to determine whether an audit opinion is required for the activity. Briefly give the reasons in this section, along with the outcome of the decision tree. Will the auditor provide additional reports? Check the risks you set out in the risk section above. It may be desirable to have the audit opinion accompanied by an additional auditor's report on the risks set out above. You should ask your Control Unit for advice.</p> <p>If the organisation itself also makes prepayments you should ask the organisation's auditor to report on effective monitoring that the organisation carries out on prepayments.</p>	<p>According to the General Arrangement with IOM, a yearly certified financial statement will be submitted, together with a yearly narrative report, based upon the prepayments will be settled.</p>

6.3.3 Annual plans and other reports

<u>Task</u>	Description
<p>State whether any other reports (annual plans, management assertions) are required in addition to the above narrative and financial reports.</p>	<p>The UN does not provide annual plans</p>

6.3.4 Reporting obligations

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement. Use the [activity analysis decision tree \(click here for the quick reference guide\)](#) to determine the required reporting information for this activity

Type	Period	Submission
Narrative report**	January 1 2022 until December 31 2022 January 1 2023 until December 31 2023 January 1 2024 until June 30 2024	July 1 2023 July 1 2024 July 1 2025
Certified Financial statement	January 1 2022 until December 31 2022 January 1 2023 until December 31 2023 January 1 2024 until June 30 2024	July 1 2023 July 1 2024 July 1 2025
Final narrative report	January 1 2022 until June 30 2024	July 1 2025

* An IATI publication in accordance with the IATI standard, as set out in the BZ publication guidelines.⁶ The IATI Standard recommends data to be updated at least once a quarter. The ministry appreciates it if IATI data are regularly kept up to date. Legally, partners are required to update their IATI publication at least once a year, in order to allow for the annual assessment of the progress of the activities.

⁶ <https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>

If applicable: describe any specific requirements or documents that should be added to the IATI publication (e.g. short narrative reports, Theory of Change, program documents, evaluation report, ...), certain results or standard indicators.

*** Narrative report: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget. If the partner provides a full IATI publication on the activity, the narrative report can be limited to those elements that cannot be availed in public, or cannot be expressed in the IATI standard. Please indicate whether the narrative report is submitted as a document in IATI or by email.*

**** See also the results given in section 6.3.1; if any additional criteria are desirable, insert them here. Please indicate whether the final narrative report is submitted as a document in IATI or by email.*

***** Only include evaluation report as a reporting obligation if responsibility for carrying out the evaluation falls to the business partner. In that case, BZ must approve the ToR in advance. Evaluations costs should be part of the activity budget. Please indicate whether the evaluation report is submitted as a document in IATI or by email.*

Task

In case a waiver is given for an IATI narrative report for activities worth EUR 250,000 or more ([click here for the quick reference guide](#)), explain why. Also describe what has been agreed with the organisation in terms of implementation and what needs to be included in the contribution agreement or grant decision in this regard.

Description

Based on the General Arrangement with IOM, the following is stated in accordance with IATI:

5.2 IOM is, since 1 March 2017, a member of the International Aid Transparency Initiative (IATI) and works towards applying the IATI standards with a view to publishing information incrementally through the IATI platform, to the extent possible and subject to its privileges and immunities. In line with the Participants commitment to transparency, the Government will hereby give consent for IOM to publish data related to Contributions under this General Arrangement via the IATI platform and associated financial transfers via its website and via the IATI platform. IOM gives consent for data related to this Arrangement (and any subsequent amendments) and associated financial transfers to be published on the Government's website and via IATI.

IATI Publisher Identifiers:

IOM: XM-DAC-47066

Government: XM-DAC-7.

When references to the Government are made concerning programmes/projects, IOM will make use of the Government's activity number. This will be done in the following way: XM-DAC-7-PPR-XXXXXXXXXX.