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Resilient nations.*

**FUNDING
FACILITY FOR
STABILIZATION
ANNUAL
REPORT 2019**

Sharqiya School for Boys in West Mosul, which has been rehabilitated with the support of UNDP's Funding Facility for Stabilization (FFS).



Funding Facility For Stabilization Annual Report 2019

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PROJECT TITLE:	Funding Facility for Stabilization (FFS)
UNDP PROJECT ID:	00089459 (output ID: 00095684)
PROJECT DURATION:	May 2015 – December 2020
PROJECT RESOURCES:	USD 1,284,871,183.43
UNDP IRAQ FOCAL POINT:	Office of the Prime Minister
UNDAF OUTCOMES(S):	Outcome 1: Government and Communities’ resilience to disasters (man-made and natural) strengthened
UNDP COUNTRY PROGRAMME OUTCOME:	Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas
OUTPUTS:	Output 1: Iraqi Government is supported to address the immediate stabilization needs in newly accessible areas which allows for the return of IDPs
IMPLEMENTING PARTNER	UNDP
RESPONSIBLE PARTNER:	UNDP
PROJECT LOCATIONS:	Newly liberated areas of Salah al-Din, Anbar, Ninewa, Diyala and Kirkuk governorates

CONTRIBUTING PARTNERS





A FFS cash for work team paints murals in West Mosul.

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The analytics department in the Ramadi Maternity Hospital which is being rehabilitated with the support of UNDP Funding Facility for Stabilization (FFS).

ACRONYMS AND ABBREVIATIONS

BoQ	Bill of Quantities
DMA	Directorate of Mine Action Iraq
EH	Explosive hazards
DSRSG	Deputy Special Representative of the Secretary-General
FFS	Funding Facility for Stabilization
FFES	Funding Facility for Expanded Stabilization
FFIS	Funding Facility for Immediate Stabilization
GOI	Government of Iraq
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
MOLSA	Ministry of Labour and Social Affairs
MSA	Municipal Stabilization Advisors
PCCs	Provincial Control Cells
PHCs	Primary Healthcare Centres
PMF	Popular Mobilization Forces
UN	United Nations
UNDP	United Nations Development Programme
VTC	Vocational Training Centre
WHH	Women-headed households
WTP	Water Treatment Plant

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EXECUTIVE SUMMARY

This report provides an overview of the progress achieved by UNDP's Funding Facility for Stabilization in 2019. The 2019 year was one that exemplified the speed and scale of delivery of the FFS, with 2,320 projects completed by the end of the year and 8,510,829 Iraqis (including 4,250,462 women) having benefitted from stabilization activities. By the end of the year, IOM estimated that 4,596,450 Iraqis had returned to their area of origin, thanks in part to the enabling environment created by FFS-supported activities.

The year, however, was not without its challenges. The ever-changing environment, particularly in economic, social and political terms, demanded flexibility to respond quickly to new operational dynamics on the ground. The 21 March 2019 capsizing of a ferry on the Tigris River near Mosul resulted in significant political turnover, and political deadlock following the mass protests that erupted throughout Iraq in October has yet to be resolved. These events and others challenged the FFS and demanded agility, adaptability and flexibility in programming.

Despite these challenges, the year was not without significant successes. The programme worked to strengthen existing partnerships and also forge new ones. The ongoing commitment of the Government of Iraq (GOI) to stabilization was demonstrated in 2019 by the signing of a landmark financing agreement between UNDP and the GOI. This landmark agreement, whereby the GOI will contribute US\$33 million to UNDP for stabilization activities, will serve to strengthen the ongoing partnership between the GOI and UNDP. In 2019, UNDP also reinforced its coordination with humanitarian-development actors through its representation in the Humanitarian Country Team (HCT), as the cluster system has begun to shift from camp to non-camp settings. In the housing sector, participation in the Shelter Cluster has strengthened UNDP's coordination with different housing actors, supporting increased efficiency and effectiveness.

FFS continues to advance gender equality in stabilization activities while also recognizing that gender mainstreaming is a powerful strategy for the attainment of stabilization goals of all kinds. The 2019 year saw the strengthening of the FFS gender team, with the addition of two full-time gender specialists. FFS also continues to enhance social and environmental safeguards in project development, implementation and monitoring. In 2019, FFS hired two dedicated health and safety officers to oversee site conditions and undertake regular inspections. To complement this, monitoring practices were revised in order to include dedicated health and safety components in regular project monitoring reports. Finally, in 2019, all FFS engineers received comprehensive health and safety training.

Highlights were found across all sectors of FFS work. In all governorates, the FFS continued rehabilitating educational facilities, including kindergartens, primary and secondary schools, technical institutes and university buildings. In Ninewa, significant progress was made at Mosul University, with 18 projects on the main campus completed in 2019. In Salah al Din, eight schools were rehabilitated in Baiji (1), Shergat (3), Touz Khurmatu (3) and Suleiman Bek (1).

In Ninewa, a total of 17 major electrical substations were rehabilitated across East Mosul, West Mosul and the Ninewa Plains. In Kirkuk, the completion of a 38.9-kilometre, 132kV overhead transmission line enabled power distribution to towns and villages connected to three 33/11kV substations.

Work in the health sector saw progress both in large-scale hospital rehabilitation projects as well as the rehabilitation of community Primary Healthcare Centres (PHCs). The rehabilitation of two main hospitals in Ninewa, Al Qayarah General Hospital and Hamdaniya Hospital, was completed during the reporting period. In Anbar, the rehabilitation of two additional major hospitals, the Ramadi Maternity Hospital and the Fallujah Teaching Hospital, stood at 96 percent and 90 percent complete, respectively. In Salah al Din, work in the health sector was focused on the rehabilitation of the Tikrit Teaching Hospital (TTH), the single largest FFS project, which was 72 percent complete at the end of the year. In Kirkuk, the rehabilitation of 14 PHCs in Hawija and surrounding villages was completed.

In West Mosul, significant progress was made in the housing sector, with a total of 4,704 housing units rehabilitated in 2019. In addition, 11,812 housing assessments and 9,239 individual vulnerability assessments had been undertaken in West Mosul. In Batnaya, 296 new housing units were rehabilitated, with the first 10 families returning in May 2019 after more than four years of displacement. In Anbar, FFS expanded its housing programme into the western portion of the governorate. Some

642 housing units were rehabilitated in Haditha, 127 units in Al Qaim and 223 units in Anah. The first housing project in Salah al Din began in 2019, which will support the rehabilitation of 364 housing units in Baiji.

In the livelihoods sector, FFS created job opportunities for more than 11,000 workers in 2019 through cash for work (CfW) projects. In Mosul, CfW initiatives cleared rubble from 1,816 houses, repaired 21,155 desks in schools and supported the painting of murals in 238 schools. In Anbar, cash for work projects employed 1,548 people and in Kirkuk three cash for work projects have employed 650 people, including 235 women. Grants to women-headed households were also distributed over the course of the year, with 1,000 grants given to vulnerable women in West Mosul and 3,000 grants distributed in Ramadi.

In Ninewa, more than 70 projects were completed in the municipalities sector, including the rehabilitation of police stations and legislative buildings, municipal offices and directorates, Mayoral offices, buildings housing social protection services, neighbourhood roads, youth centres, sports facilities and public spaces. In Salah al Din, a community centre in Baiji was rehabilitated, which now provides a location for community gatherings, as was the National ID Card Building in Baiji, which now provides critical ID documents to citizens.

By the end of 2019, three new bridges had been rehabilitated in East Mosul (Al Sukr, Sanhareeb and Sueiss Bridges). In Anbar, five bridges were rehabilitated: The Palestine Bridge in Ramadi (the largest FFS bridge rehabilitation in all five liberated governorates), the Japanese Concrete Bridge in Fallujah (the second largest bridge rehabilitated by the FFS in the governorate), the Karma River Concrete Bridge in Fallujah, and in Al Qaim, the Al-Obaidi and Al-Khoor floating bridges.

Significant progress was made in the social cohesion area of work. Four area-specific conflict sensitivity analyses were conducted targeting Tel Afar, Sinjar, Ba'aj and Mosul. Moreover, to promote stability, resolve local conflicts and facilitate the return of IDPs, FFS has, in collaboration with the Government of Iraq and local authorities, supported two community reconciliation initiatives in Touz Khormatu (Salah al Din) and Al Saqra (Anbar). Finally, 59 community-based organizations (CBOs) were trained on the planning and management of local initiatives and 12 organizations were selected to receive grants to start the implementation of such interventions.

In Ninewa, 116 water projects have been completed, including the rehabilitation of Al Qubba Water Treatment Plant (WTP), the largest single WTP in East Mosul that serves a population of approximately 700,000 in 30 neighbourhoods. The largest WTP in West Mosul, the New Right Bank WTP, now provides some 950,000 people with access to water. In Anbar, two major water projects were completed during the reporting period, including the rehabilitation of the Fallujah University Water Complex and the rehabilitation of the Unified Water Plant in Al Qaim. In Salah al Din, the rehabilitation of Baiji's main WTP was completed in December 2018, with phase two of work beginning in 2019. When the rehabilitation of the facility is complete, more than 200,000 people will have more reliable access to water. In Kirkuk, work was completed on the Old Hawija WTP, which benefits some 60,000 people.

Despite these successes, 1.4 million IDPs remain displaced in Iraq, and the risk of secondary displacement remains high. Notwithstanding the significant achievements of FFS, there is much stabilization work that remains to be completed. Looking forward to 2020, UNDP is proposing a second phase of its support to stabilization efforts in Iraq: Stabilization+, which will support the GOI to fulfil its mandated responsibilities in areas liberated from ISIL (see Section 6). Consultations with donors will take place during the first half of 2020 to discuss the rationale for Stabilization+ and to shape the way forward.

While 2020 will undoubtedly be a year of transition for FFS, the programme remains dedicated to its core mandate of supporting the GOI to implement its stabilization priorities across the five liberated governorates of Iraq. With ongoing support from the international community and the GOI, UNDP looks forward to continuing work at speed and at scale and to, ultimately, support IDPs to return home.



2019 YEAR IN REVIEW

TOTAL NUMBER OF PROJECTS

—
3,574

TOTAL NUMBER OF COMPLETED PROJECTS

—
2,320

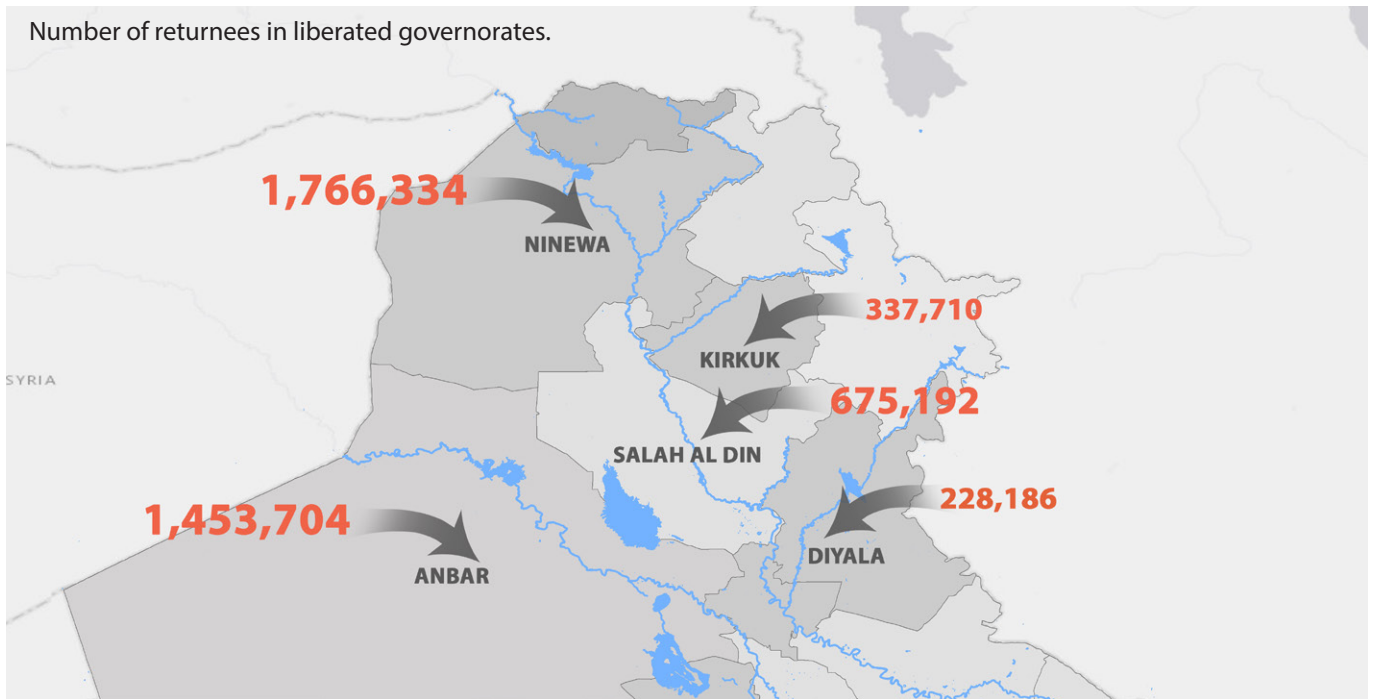
TOTAL NUMBER OF BENEFICIARIES OF COMPLETED PROJECTS

—
8,510,829

TOTAL NUMBER OF WOMEN BENEFICIARIES OF COMPLETED PROJECTS

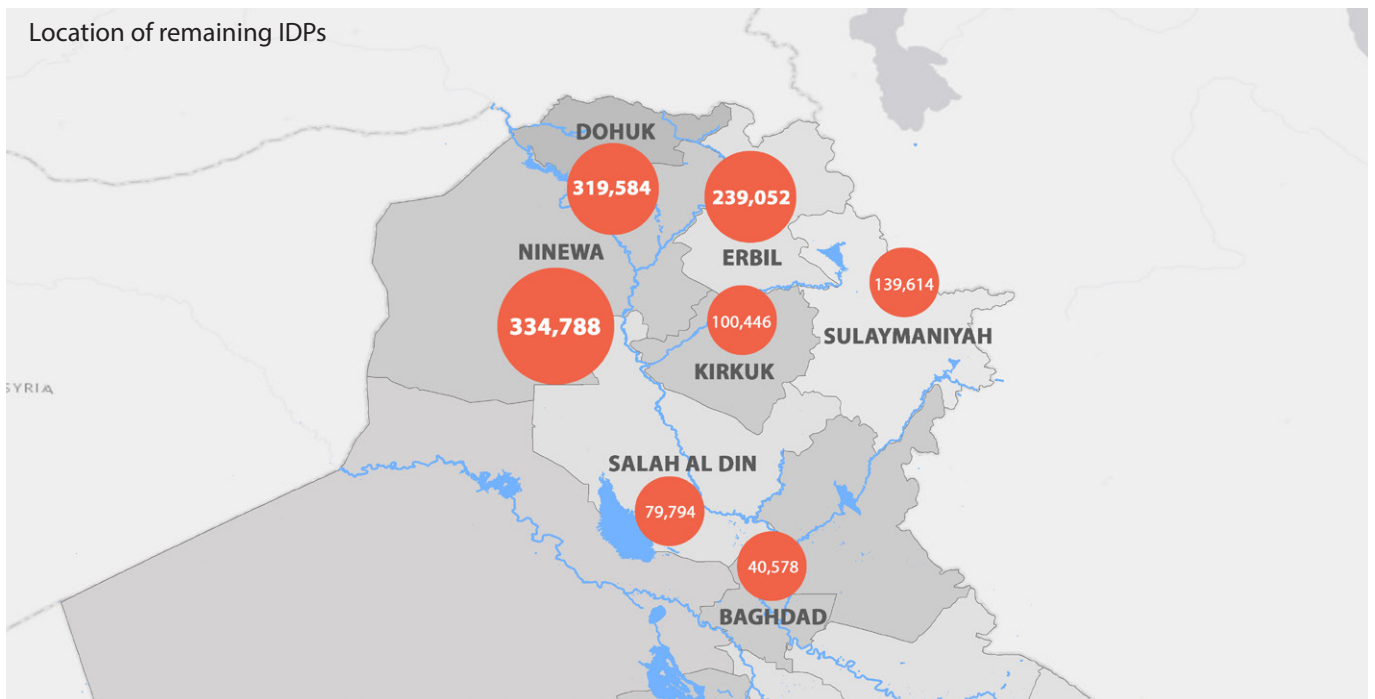
—
4,250,462

Number of returnees in liberated governorates.



At the end of December 2019, IOM estimates that 4,596,450 Iraqis have returned to their area of origin. This is an increase of 246,300 people since the end of August 2019.

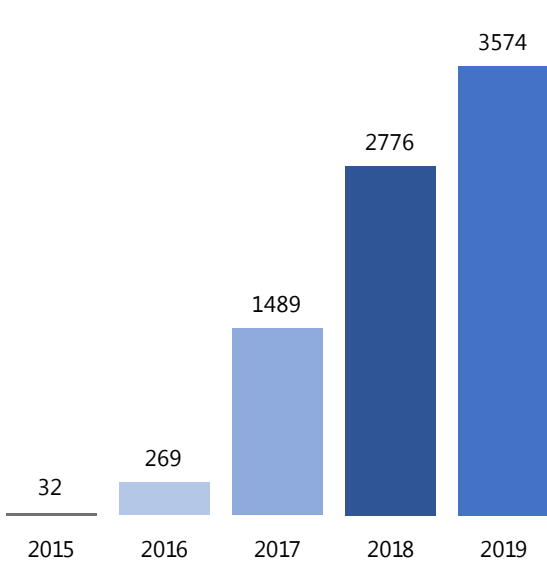
Location of remaining IDPs



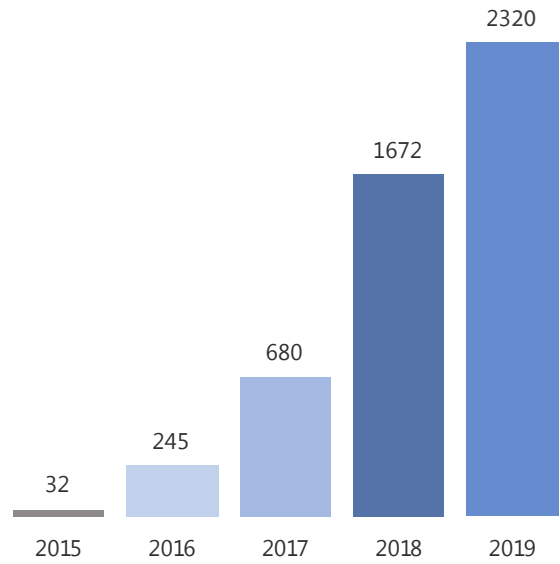
While overall this shows positive trends, as of 31 December 2019 there are still 1,414,632 IDPs.

By the end of 2019, the International Organization for Migration (IOM) estimated that 4,596,450 Iraqis had returned to their area of origin. This includes a total of 431,130 returnees between the end of 2018 and 31 December 2019 (compared with 944,958 for the same period in 2018). Of the total number of returnees by the end of 2019, 1,766,334 individuals had returned to Ninewa, 1,453,704 individuals returned to Anbar, 675,192 returned to Salah al Din, 337,710 returned to Kirkuk, and 228,186 returned to Diyala.

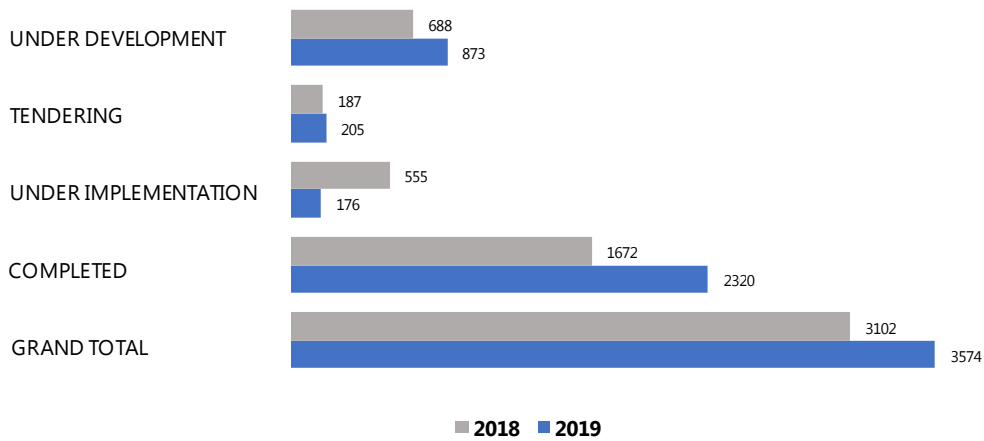
TOTAL NUMBER OF PROJECTS, BY YEAR



TOTAL NUMBER OF COMPLETED PROJECTS, BY YEAR

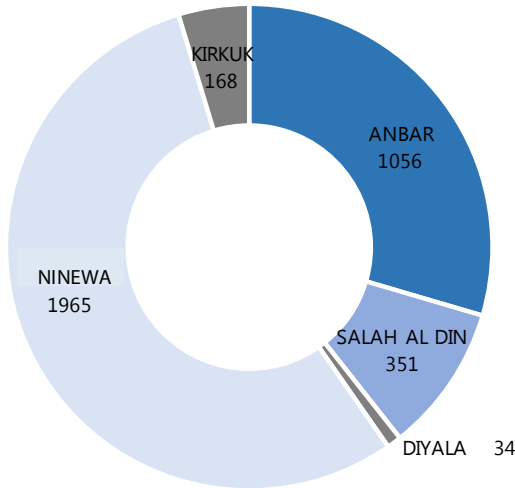


PROJECTS BY MAJOR STATUS 2019 AND 2018

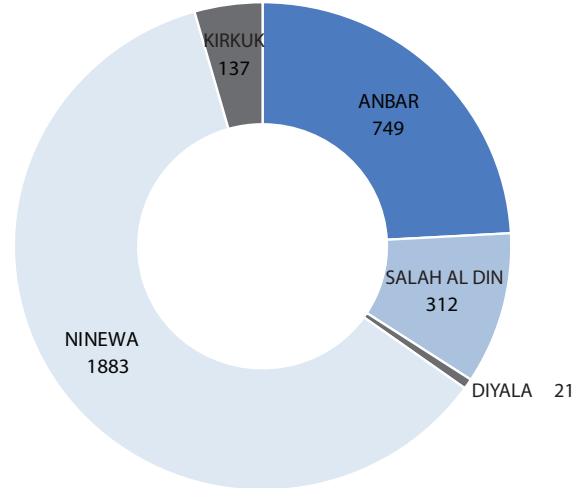


By the end of 2019, FFS portfolio was comprised of 3574 projects, having added 798 projects since the close of 2018. The FFS had completed 2320 projects by the end of the year, 646 more than in 2018. This means that more than the total number of projects that were under implementation last year (555) have been successfully completed. At the end of 2019, 176 projects were under implementation, 205 were being tendered and 873 were being developed.

NUMBER OF PROJECTS BY GOVERNORATE, 2019

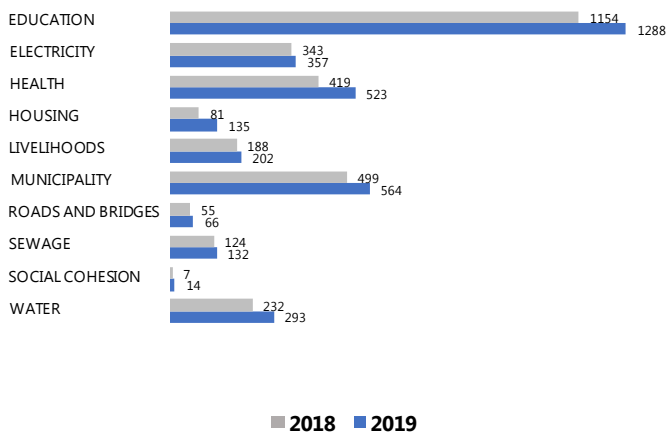


NUMBER OF PROJECTS BY GOVERNORATE, 2018

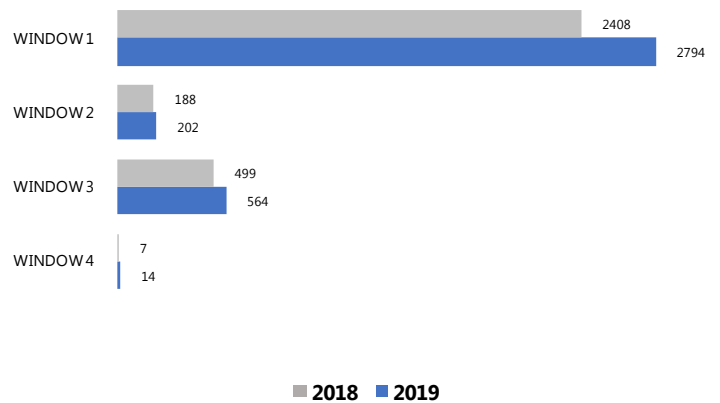


The distribution of projects by governorate remained largely the same as in 2018, with 54% of projects being in Ninewa (60% in 2018) and 29% in Anbar (24% in 2018). In addition, 10% of projects were in Salah al Din (same as in 2018), 5% in Kirkuk (4% in 2018) and 1% in Diyala (less than 1% in 2018).

NUMBER OF PROJECT BY SECTOR IN 2019 AND 2018

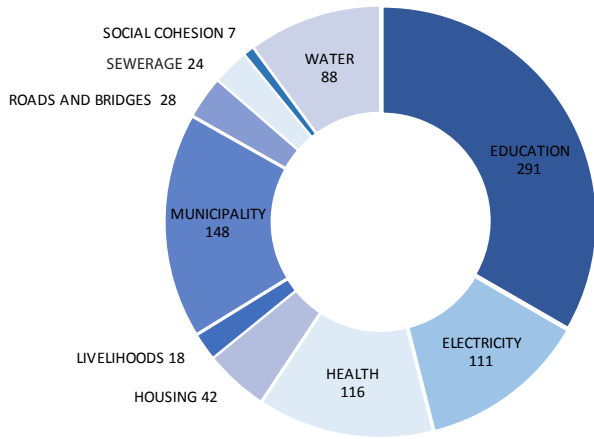


NUMBER OF PROJECT BY WINDOW IN 2019 AND 2018

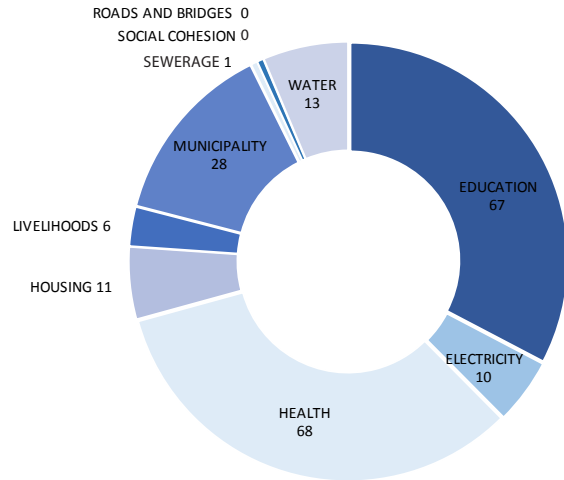


In terms of types of projects, the distribution between sectors and windows, by number of projects, remained largely the same in 2019 as in 2018. Education, municipalities and health continued to be the sectors with the highest number of projects. While Window One remained the largest window, by number of projects, Window Four showed significant growth, doubling the number of projects in the social cohesion area of work during the 2019 year.

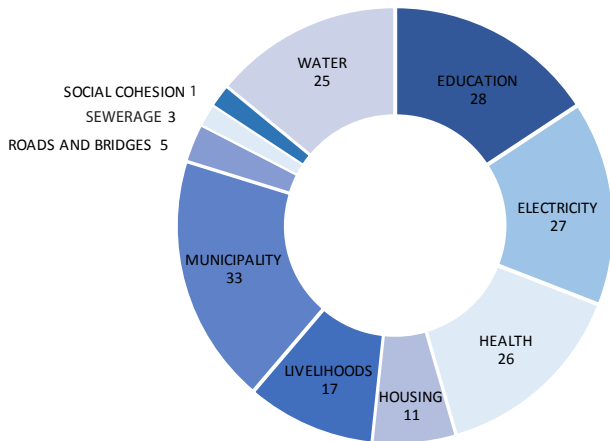
UNDER DEVELOPMENT



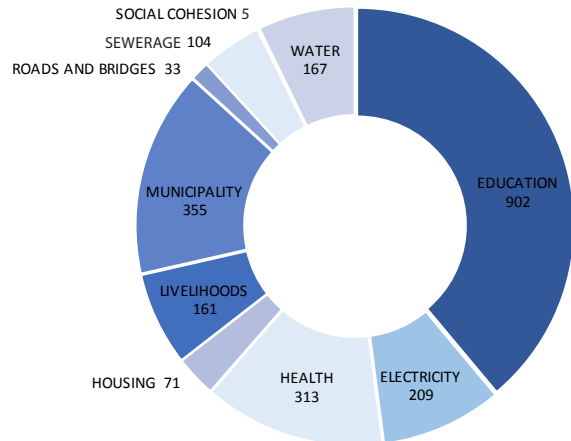
TENDERING



UNDER IMPLEMENTATION

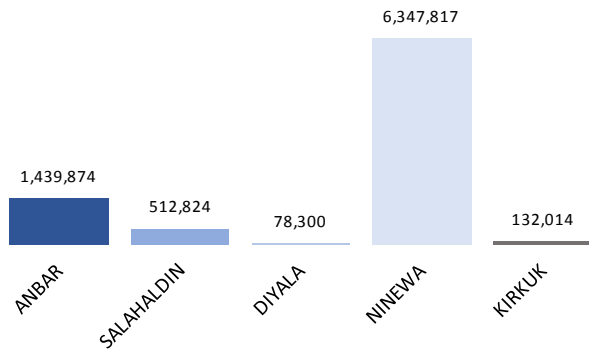


COMPLETED

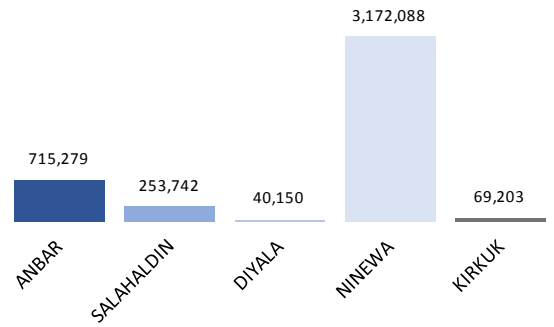


By the end of 2019 the education sector recorded the highest number of completed projects (902), followed by the municipalities sector (355 completed projects) and health (313 completed projects). As demonstrated by the number of projects under development by sector, priority sectors for the 2020 year remained broadly unchanged. The highest number of new projects under development were in the education sector (291 projects under development), followed by the municipalities sector (148 projects under development) and health (116 projects under development).

**NUMBER OF BENEFICIARIES
(COMPLETED PROJECTS)**

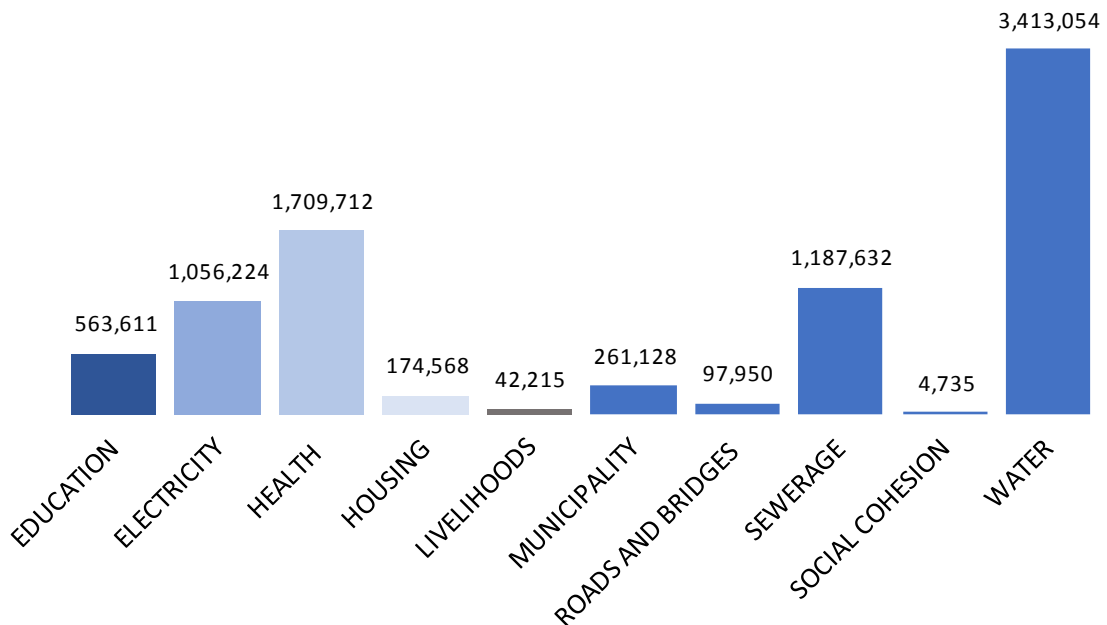


**TOTAL NUMBER OF FEMALE BENEFICIARIES
(COMPLETED PROJECTS)**



In total, by the end of 2019, the FFS had benefitted a total of 8,510,829 people (completed projects) including 4,250,462 women. The highest number of beneficiaries were in Ninewa, which correlates with the high proportional number of projects within the governorate.

TOTAL NUMBER OF BENEFICIARIES BY SECTOR



In terms of sector, the highest number of beneficiaries were in the water sector, followed by health and sewerage sectors.



SECTION ONE: BACKGROUND

Work is ongoing to support the rehabilitation of the Baiji police station.

BACKGROUND

Since 2014, Iraq has experienced political, economic and social turmoil as a result of the conflict with Islamic State in Iraq and the Levant (ISIL). The occupation of approximately one-third of Iraq's territory by the summer of 2014 ultimately resulted in the displacement of millions of Iraqis. UNDP's Funding Facility for Stabilization (FFS) is positioned at the heart of the humanitarian-development nexus, helping to facilitate the return of Iraqis to areas liberated from ISIL. In 2015, the Funding Facility for Immediate Stabilization (FFIS) was established as a vehicle for the members of the D-ISIL Coalition to pool funds and finance stabilization interventions in Iraq, in support of the Government of Iraq (GOI), and implemented by a single entity, UNDP.

UNDP supports the implementation of the GOI's stabilization priorities in liberated areas. The investment in critical services and infrastructure, short-term livelihoods opportunities, municipal capacity support and social cohesion helps to set the stage for recovery and resilience work, as well as long-term reconstruction and development. Since 2015, stabilization has encouraged people to return home, and helped communities rebuild their lives.

When FFIS was established, the working assumption was that longer-term stabilization projects would be undertaken by the GOI using public revenues, as FFIS completed initial immediate stabilization projects. This sequencing did not materialize due to the drastic drop in oil revenue. Therefore, in April 2016, a second channel of the Funding Facility was opened for meeting the "expanded" need for larger projects. These larger projects were identified as those that would be magnets for return, such as hospitals or universities, providing critical services for returning populations. This second channel was named the Funding Facility for Expanded Stabilization (FFES).

Together, FFIS and FFES comprise the Funding Facility for Stabilization (FFS) and are the channels by which donors can support different phases of the stabilization process. The management, implementation and oversight of FFES and FFIS are the same, as are the project selection and prioritization processes.

SECTORAL SCOPE

As illustrated in Figure 1, FFS is organized into “windows” that support four types of activities: (1) Public Works and Light Infrastructure Rehabilitation; (2) Livelihoods; (3) Capacity Support; and (4) Social Cohesion. Work is further broken down by sector: Seven sectors support work under Window 1, and Windows 2-4 are each supported by one sector. This structure was determined to form the most effective stabilization package to address the short- to medium-term impediments preventing and dissuading Iraqis from returning home, and in turn, putting at risk the unstable peace achieved in December 2017.

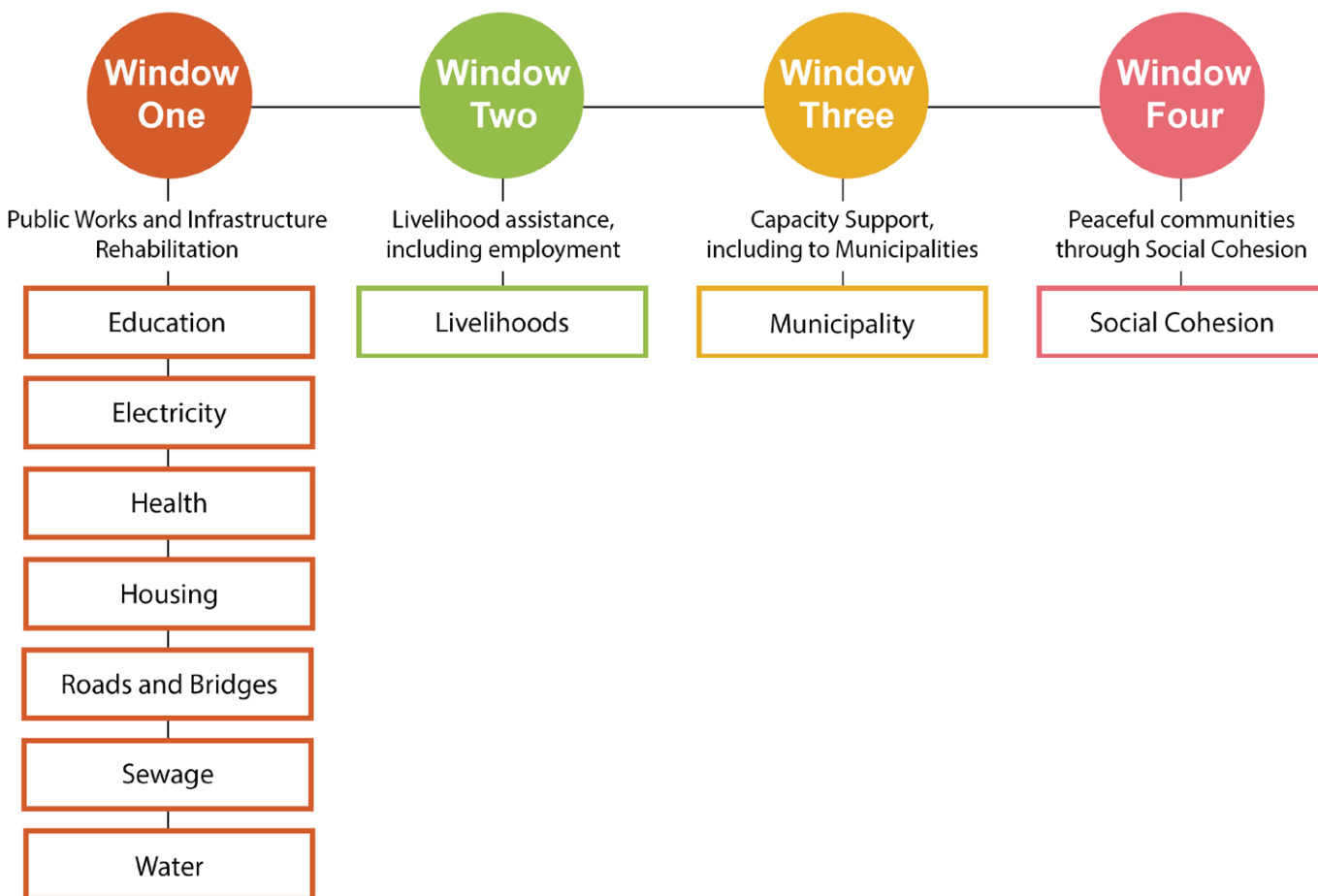


Figure 1: FFS windows and sectors of work

GEOGRAPHIC SCOPE

FFS is mandated by its Steering Committee to work in Iraq’s five liberated governorates: Anbar, Diyala, Kirkuk, Ninewa and Salah al Din. With the addition of the last expansion into three new areas in 2018, FFS now is mandated to work in a total of 31 locations (see Figure 2) within the five liberated governorates.

In 2017, the FFS defined five “red box” Priority Areas: Baiji-Hatra, broader Hawijja, Mosul, western Anbar and western Ninewa. The Priority Areas reflect the geographical areas identified by UNDP as most urgently needing stabilization support. In general, these areas were the last to be liberated and, therefore, longest under ISIL control, with the highest levels of damage and the lowest levels of IDP return. In some cases, they are also those areas where, despite earlier liberation, security concerns, including sectarian and ethnic tensions, have persisted to the point that IDPs are deterred from returning.

Despite the critical need in these areas, operating at scale is heavily contingent on sufficient funding. The needs within the Priority Areas are diverse and cut across the FFS’s four windows of work. Only with adequate resources will FFS continue to be able to deliver remaining stabilization needs, with particular focus on locations in the Priority Areas.

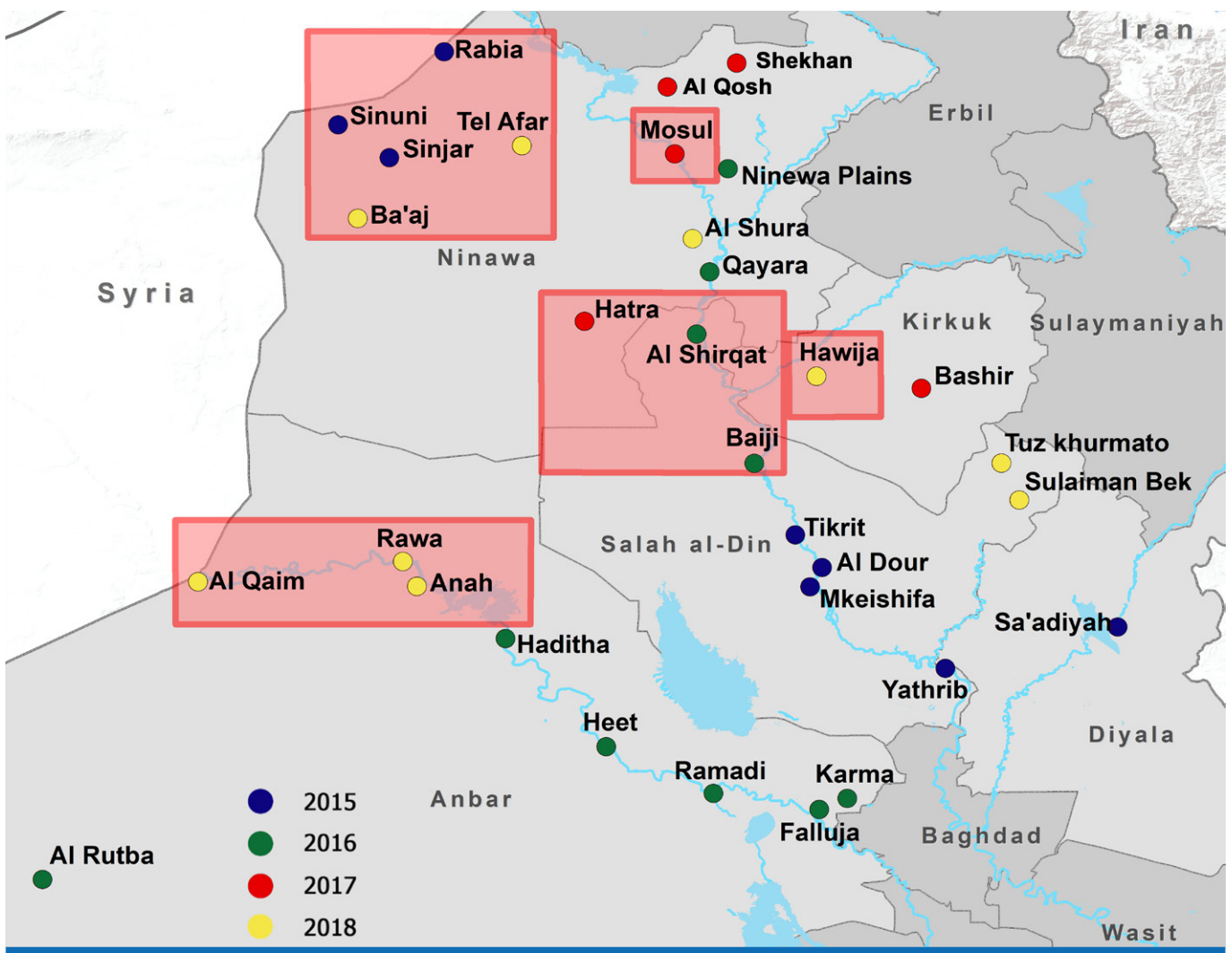


Figure 2: FFS “red box” Priority Areas and locations of work by date of liberation

PROJECT PRIORITIZATION

Stabilization priorities are set by the Iraqi authorities, primarily through the governorate-level Provincial Command Cells (PCCs), which are directly responsible for the oversight of stabilization activities in the governorates. Once an area is declared safe, PCCs assess the needs and, alongside UNDP, identify priorities. To support this process, UNDP works with local authorities to ensure that identified priorities are aligned with actual needs on the ground and are consistent with a Do-No-Harm approach (i.e. they do not invoke communal tensions, use gender-responsive methodologies and stimulate returns across the target communities.).

This work is undertaken through multiple levels of support:

1. At the national level, UNDP coordinates directly with the Secretary-General of the Council of Ministers and the Head of National Operations Command to immediately address areas of concern, especially when security-related issues arise during implementation.
2. At the governorate and local levels, UNDP Stabilization Specialists, Area Coordinators and Municipal Stabilization Advisors work hand-in-hand with Governors, Line Departments, Municipalities and Mayors. These experts also work with community leaders both to communicate the FFS stabilization approach and to identify area-specific needs.
3. At the local level, Area Coordinators and Municipal Stabilization Advisors have a critical role in advising FFS Programme Management of the implications of projects on the community prior to implementation, work hand-in-hand with Local Authorities and Councils to communicate project activities and the prioritization process and advise UNDP of potential risks.

This process of setting and implementing stabilization priorities is undertaken within a context of overwhelming need. The Government of Iraq leads the prioritization process (see Figure 3), and UNDP facilitates project implementation.

Once projects are identified, UNDP uses fast-track procedures to have local contractors on the ground, usually within weeks. More than 95 percent of all stabilization projects under Windows 1, 2 and 3 are implemented through Iraq's private sector, thus employing local labour. This approach is highly effective in that it helps to inject liquidity into the local economy, generating local jobs and reducing overall costs to donors.

Government ownership and leadership at the central and governorate levels are critical to the long-term success of post-conflict stabilization, especially in the decision-making process that identifies priorities through consultation with a wide range of stakeholders as well as the maintenance and running of facilitates following their completion.

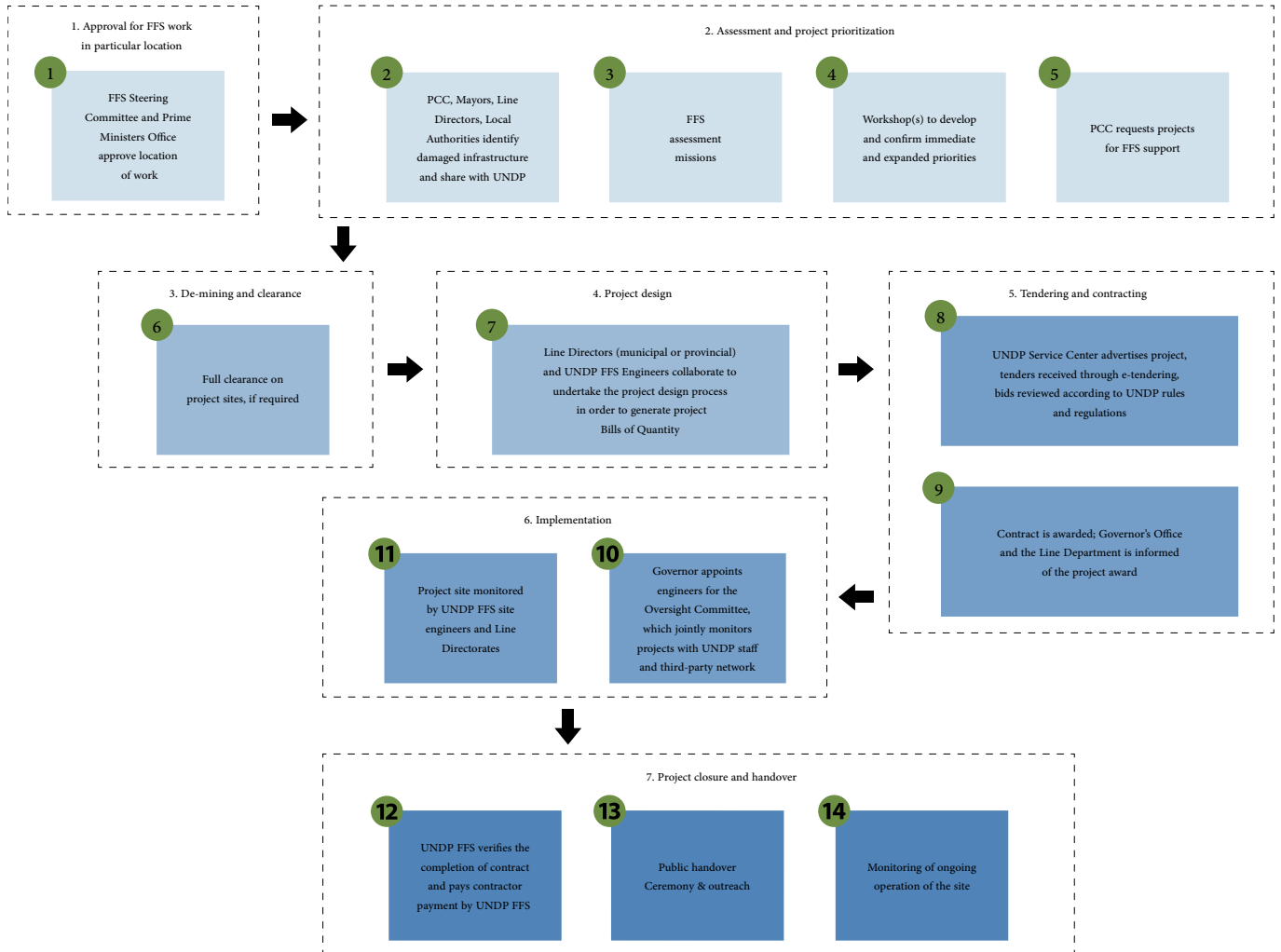


Figure 3: FFS project prioritization and implementation process

CONTEXT IN IRAQ

By the end of 2019, the International Organization for Migration (IOM) estimated that 4,596,450 Iraqis had returned to their area of origin. This includes a total of 431,130 returnees between the end of 2018 and 31 December 2019 (compared with 944,958 for the same period in 2018). Of the total number of returnees by the end of 2019, 1,766,334 individuals had returned to Ninewa, 1,453,704 individuals returned to Anbar, 675,192 returned to Salah al Din, 337,710 returned to Kirkuk, and 228,186 returned to Diyala.

Most of the returns in Ninewa were to Mosul (1,020,336 individuals), followed by Tel Afar (342,972 individuals) and Hamdaniya (164,094 individuals). In Anbar, the highest number of returns was to Ramadi (571,056 individuals), followed by Fallujah (537,024 individuals) and Heet (175,482 individuals). In Salah al Din, the highest number of returns was to Tikrit (171,336), Shergat (156,366) and Baiji (110,130). In Kirkuk, the highest number of returns was to Hawija (159,648), Kirkuk (153,654) and Daquq (17,172). Finally in Diyala, the highest number of returns was to Khanaqin (97,398).

Despite these returns, 1,414,632 Iraqis remain displaced. The highest number of IDPs were residing in Ninewa (334,788), followed by Dohuk (319,584), Erbil (239,052), Sulaymaniyah (139,614), Kirkuk (100,446), Salah al Din (79,794) and Baghdad (40,578).

During the reporting period, several events posed challenges to the stability of the political climate and overall security situation.

In March 2019, a ferry capsized on the Tigris River near Mosul, killing over 100 people, including many women and children. This tragedy triggered the dismissal of then-Governor Nawfal Hamadi Akoub and his deputies and prompted the creation of the Ninewa Crisis Cell. In May, a new provincial Governor for Ninewa was elected. He was replaced in October by Najim Al-Jaboori, who has now taken office and resumed the role of coordination focal point with UNDP, enabling FFS operations to continue without significant disruption.

In October 2019, protests erupted in Iraq, primarily the central and southern governorates. These incidents brought people to the streets to protest against poor governance, corruption, lack of basic services and high unemployment. The demonstrators were primarily young people, who face the most significant employment-related challenges, with an estimated 40 percent of young people unemployed.¹ Moreover, poverty levels within the country continue to increase rapidly, so that the poverty rate within the liberated governorates sits at approximately 41 percent.

Responses to the demonstrations resulted in significant violence and loss of life. Additionally, the internet was shut down throughout the country and widespread curfews were imposed. By the end of 2019, protests continued and the broader situation remains concerning for Iraqis and the international community alike. Amid continued unrest, it is now critical to ensure the trajectory toward stabilization. International support continues to be a vital and essential contribution to these ends.



SECTION TWO: 2019 FFS STRATEGY

The FFS strategy is derived from and driven by the programme's project document, as approved by the FFS Steering Committee, and adapted as necessary to account for external factors that affect the Funding Facility (e.g. political environment, security and levels of funding). In 2018, the FFS project document was revised to account for the rapid changes in the country context since the project design phase in 2015. The revision aimed to:

- a) Elaborate and update the strategy applicable to the project;
- b) Reflect updates to the results and resources framework and management arrangements;
- c) Document the extension of the operation timeframe of the project; and
- d) Update the project's financial resource position.

The FFS remains committed to implementing the programme strategy, as stipulated in the revised project document. During the reporting period, the FFS continued to undertake urgent stabilization efforts in the liberated areas of Iraq to allow the population to return and re-start their lives, thus supporting the effort to decrease the risk of extended and protracted displacement for the approximately 1.4 million Iraqis who have still not returned home. The strategy is rooted in the belief that without this critical stabilization support, local service providers cannot re-establish public service delivery due to the severe infrastructural damage and weakened capacities during the ISIL occupation and subsequent liberation campaigns. The ensuing dearth in public service delivery will limit the motivation and ability of IDPs to return home.

In turn, if immediate stabilization support is provided following liberation, supporting (a) the rehabilitation of critical infrastructure, (b) creation of livelihoods opportunities, (c) capacity support to municipalities and (d) building community-level social cohesion, then displaced persons will have the confidence to return to their areas of origin. Throughout 2019, the FFS continued to complement immediate stabilization efforts with expanded stabilization activities to solidify the rehabilitation response and ensure that returnees can access the services and create opportunities that enable them to carry on with daily life in their areas of origin. With this model, citizens will continue to feel safe to return to liberated areas, thus contributing to improved local economies and the rebuilding of critical services for enhanced local and national stability, and hence creating a 'virtuous cycle' of improved state-society relations. Moreover, if improved services are provided locally through stabilization interventions (including but not limited to FFS activities), then a foundation for national peacebuilding and security efforts in Iraq in the long term can be built.

The FFS strategy, therefore, remains oriented toward delivery at speed and at scale within the five liberated governorates. The year was a success in this respect, with 2019 having been the FFS's year of largest financial delivery, as reflected in Figure 4:

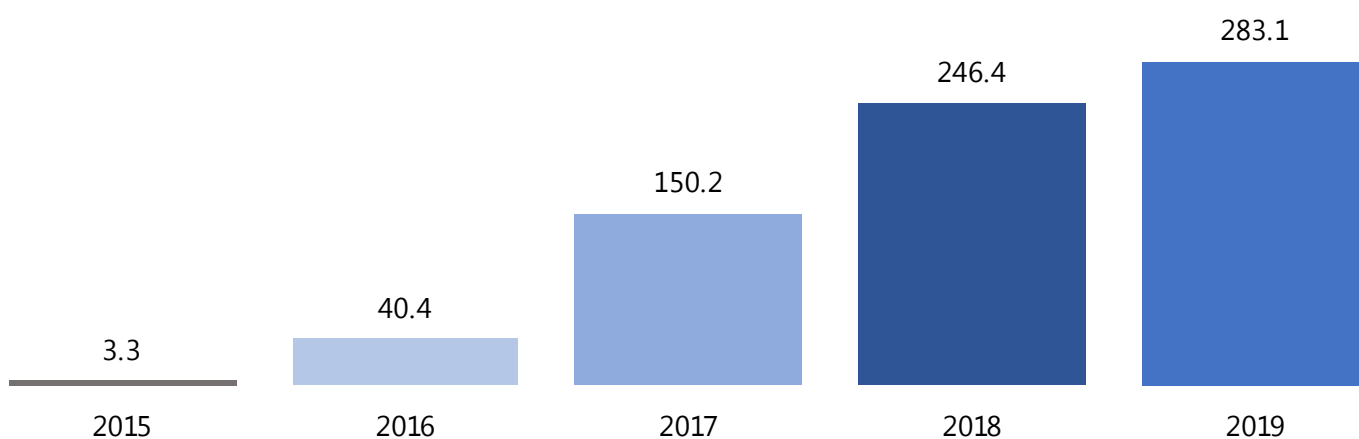


Figure 4: FFS Financial Delivery (US\$ millions per year)²

Moreover, as in previous years, the FFS maintains a zero-tolerance policy for fraud and corruption. The FFS team continues to strengthen fraud mitigation measures and reinforce the implementation of UNDP's Anti-Fraud and Procurement Ethics, Fraud and Corrupt Practices Policies. Because FFS operates in a high-risk environment, specific measures have been put in place to prevent, detect and counteract corruption. These steps are based on a diagnostic of the forms of corruption which most frequently occurs in the newly liberated areas.

UNDP also has one of the most rigorous internal control frameworks in the UN system, based on three core principles:

- Delegation of Authority
- Segregation of Duties
- Procurement Oversight

UNDP has added specific measures to its internal control framework for FFS in Iraq. This includes specific measures for every key function in the operational chain, including measures to:

- Protecting bidding information
- Detecting corruption during implementation
- Detecting corruption in cash for work programmes

As a result, the following process changes have been introduced:

- Checks to ensure the authenticity of the documents submitted by bidders by verifying every document in a bid package, including bid securities from issuing banks and government-issued certificates;
- Protecting bidding information by requiring companies to submit bids on-line through an e-tendering platform, by strictly limiting the number of staff with access to the bids, and by strictly limiting communication between staff and bidders; and
- Protecting against manipulation of the selection process by a contractor by ensuring multiple layers of review by senior procurement staff at the country level before a contract is submitted to the Procurement Review Committee.

The most vulnerable intervention for corruption has been identified as the cash for work teams, whereby large cash transfers are required to pay daily workers. UNDP implements the following processes to mitigate these risks:

- Hiring additional third-party entities, including specialized companies, to monitor every cash for work project;
- Ensuring a ratio of at least one monitor per 15 workers (previously 30) for every cash for work project;
- Conducting random samples of workers by UNDP experts to verify data, including the amount paid;
- Deploying additional UNDP core staff to oversee all weekly payments of workers; and
- Cross-referencing all data from third party monitors, UNDP field observers, and contractors.

UNDP is committed to independent and objective internal oversight to improve the effectiveness and efficiency of its operations. UNDP's Office of Audit and Investigation (OAI) conducts internal audits, and related advisory and investigation services. OAI conducted two Direct Implementation Modality (DIM) audits³ for FFS, first in 2016 (for the period 1 June 2015 to 31 December 2015) and again in 2019 (for the period 1 January to 31 December 2018). A third DIM audit is expected in Q2 2020 for the 2019 financial year. In accordance with Executive Board decision 2012/18 of June 2012, all audit reports issued by OAI since 1 December 2012 are publicly disclosed on their official website, one month after they are issued internally.

³ Projects that are implemented directly by UNDP are known as Direct Implementation Modality (DIM) projects. As the implementing partner of a DIM project, UNDP has overall management responsibility and is accountable for the project implementation. DIM project audits are carried out to provide assurance to UNDP senior management and donors, that resources are being used effectively and efficiently for the purposes intended and in accordance with UNDP policies and procedures. The audit of DIM projects is under the mandate of the OAI that either directly conducts or contracts out the audit of DIM projects.

Further, OAI has hired a dedicated Investigations Specialist for UNDP Iraq to expedite investigations. As of December 2019, 21 cases of possible fraud or corruption reported under FFS were being investigated by OAI. Of the cases that have been closed, 42 were unsubstantiated and 33 were substantiated. Due to the nature of the cases, there have been no implications for funding or reclamation of funds from fraudulent activities.

Although the broad trajectory of FFS strategy remained largely unchanged during the reporting period, a number of influencing factors guided the direction of the Facility:

2019 protests in Iraq

The demonstrations had minimal direct impact on the implementation of FFS projects, as protests were focused on geographical areas outside the liberated governorates. FFS monitoring operations were minimally hampered due to movement restrictions and internet disruptions, resulting from the political unrest and subsequent preventive measures. In addition, the delivery of materials and equipment arriving from the southern ports faced delays due to tensions in those areas. On the whole, however, FFS operations were largely unimpeded.

Most significantly, perhaps, the unrest did prevent the assembly of both the Stabilization Task Force and the FFS Steering Committee, which after having been rescheduled several times, were finally postponed until further notice. Although the FFS Steering Committee was unable to meet, UNDP management continued to liaise closely with GOI counterparts.

Continued partnership with the Government of Iraq

The Government of Iraq has been a leader in Iraq's stabilization and a strong FFS partner since 2015. Without this partnership, UNDP would not have been able to complete more than 2,300 stabilization projects, benefitting more than 8.5 million Iraqis. GOI leadership in the stabilization process continues to be integral to the FFS model. The government demonstrated its ongoing commitment in 2019 by signing a landmark financing agreement with UNDP. This vitally important agreement will see the GOI contribute US\$33 million to UNDP for stabilization activities. Importantly, this agreement signifies the government's trust and confidence in UNDP, and solidifies this important partnership going forward into 2020 and beyond.

Decreased levels of funding

A downward trend in funding levels to the FFS began in early 2018 and persisted into 2019. Despite the generous support of the international community in 2019, the FFS funding gap stood at US\$205 million as of 31 December 2019. Efforts by UNDP, the Government of Iraq and the Global Coalition against Daesh in liberated areas have proven highly effective in achieving the goals of supporting the government and stimulating returns to liberated areas. Despite this, Iraq is currently in a delicate post-liberation period. Substantial stabilization gains notwithstanding, significant, unaddressed needs remain, particularly in the FFS Priority Areas that have received inadequate support relative to those areas liberated within the first 2.5 years of the programme.

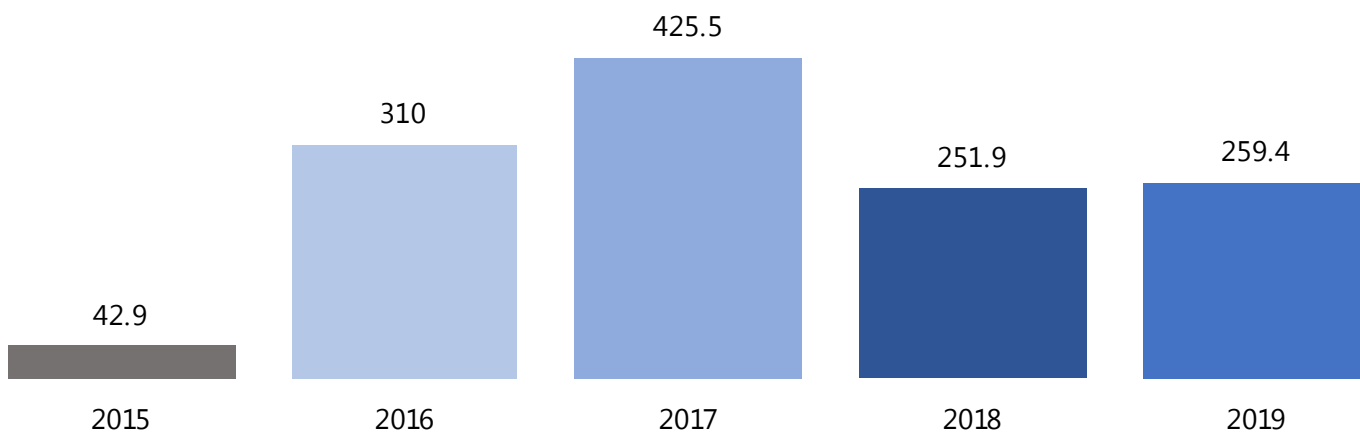


Figure 5: Donor contributions to FFS, by year (US\$ millions)



SECTION THREE: RESULTS OVERVIEW

Jamal, whose house was rehabilitated by FFS, is pictured with his daughters Duaa, 13, and Hala, 10, inside their home in West Mosul.

PART ONE: A REVIEW OF TARGETS

FFS achievements are primarily measured against a suite of targets contained within the FFS Results Framework. Year-on-year targets are determined for the coming year through an analysis of previous achievement trends, consideration of programmatic direction, recognition of likely available funds and progress toward end-of-project targets. FFS targets are designed to be ambitious yet achievable. While FFS endeavours to meet all targets within any given year, the changing environment and the complexity of the operational situation can, at times, mean that priorities are shifted or that previously determined targets may no longer be applicable. The following analysis depicts both progress achieved toward targets in 2019 and the reasons behind any significant deviations from the targets set for the reporting period. The narrative for each indicator reflects on progress made in 2019.

Output 1-Funding Facility for Immediate Stabilization

1.a. indicator	Target	Result
% of early needs assessments carried out in FFS targeted liberated areas	100% of assessments in 31 target liberated areas completed	Assessments have been undertaken in all 31 targeted areas.

Progress in 2019: Assessments in all 31 FFS mandated areas of work were undertaken by the end of 2018. Despite meeting this indicator by the end of 2018, FFS continued to review and assess stabilization needs and priorities in 2019, in conjunction with local authorities. Results from these review processes continue to inform stabilization programming.

1.b. indicator	Target	Result
# of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewage and municipal services) which have been restored in target areas	Minimum 2500 projects completed (cumulative)	2,042 projects completed at the end of Q4. The following provides the breakdown by sector: <ul style="list-style-type: none"> • Education: 829 • Electricity: 209 • Health: 298 • Housing: 71 • Municipalities: 355 • Roads and bridges: 11 • Sewerage: 104 • Water: 165

Progress in 2019: In 2019, rehabilitation of public infrastructure⁴ constituted 78 percent of FFS work in terms of the number of projects. The ability of the programme to implement rehabilitation projects depends predominantly on the availability of funding and the need for rehabilitation support as identified by the GOI, through the PCC structure.

By the end of the reporting period, 2,042 projects had been completed. This indicator refers only to Funding Facility for Immediate Stabilization (FFIS) projects in the following sectors: education, electricity, health, housing, municipalities, roads and bridges, sewerage and water.

The target of 2,500 completed infrastructure rehabilitation projects was not met for 2019, mainly due to funding challenges, the completion of a proportionately higher number of FFES projects (see indicator 2.a) which typically have a more extended implementation period and an intensive civil works component, as can be seen in the housing sector (see indicator 1.c), where the rehabilitation of up to 50 housing units can be undertaken in a single 'project'. When operations began in 2015, the subsequent years saw a rapid year-on-year increase in the number of completed projects, as FFS absorbed the rehabilitation needs for a vast amount of light to moderately damaged public infrastructure. The target of 2,500 remains in-place for 2020.

Despite falling short of this indicator, the speed of implementation was maintained during the reporting period and a total of 574 projects were finalized. The maturity of the processes that underpin the FFS, such as procurement processes and the ability to undertake and monitor complex rehabilitation operations, has allowed the FFS to maintain the speed and scale of operations, despite the challenges of increasing project complexity.

1.c. indicator	Target	Result
# of houses rehabilitated in liberated areas	20,000 houses rehabilitated in newly liberated areas	23,346 houses rehabilitated in new liberated areas as of 31 December 2019

Progress in 2019: The importance of housing rehabilitation cannot be overstated. Having a safe structure in which to live contributes to reducing vulnerability and building resilience, particularly for women and marginalized communities. Although post-crisis housing rehabilitation in Iraq has presented enormous challenges, it also provided a great opportunity to improve the wellbeing of communities, foster social cohesion and enable a return to localized economic activity, thus facilitating the return of IDPs.

Based on an internal evaluation of housing projects that have been completed in Ramadi and Fallujah, 98 percent of housing project beneficiaries are returnees to the liberated areas, who can now live safely and with dignity.

Through a neighbourhood-based approach, FFS surpassed the target of rehabilitating 20,000 houses by 16.73 percent. In 2019, the FFS rehabilitated a total of 7,139 housing units, benefitting more than 39,000 people. The target was exceeded in 2019 due to the prioritization of housing projects to support the return of IDPs to their area of origin and the availability of

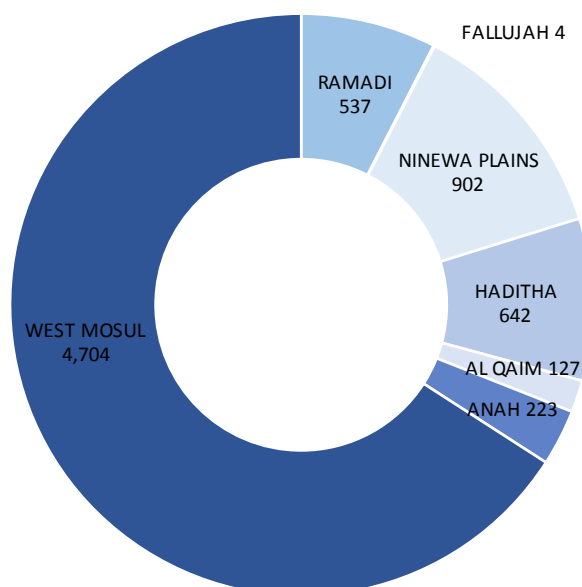


Figure 6: Number and locations of housing units rehabilitated in 2019

funding for work in this sector.

In addition, significant preparatory work in the housing sector was undertaken in 2018, particularly in West Mosul, where housing teams had completed a total of 5,124 individual housing assessments and 3,783 vulnerability assessments by the end of 2018. This groundwork allowed for rapid implementation in 2019, and a total of 4,704 houses were rehabilitated in West Mosul.

1.d. indicator	Target	Result
# of immediate livelihood opportunities created for individuals, including women and youth in the target areas	50,000 people engaged through cash-generating job opportunities (cumulative, 14,000 youth and 4,000 women)	32,516 people engaged through cash-generating job opportunities (4,952 women and 13,794 youth)

Progress in 2019: At the end of 2019, 32,516 people were engaged in cash-generating job opportunities (completed cash-for-work projects only). Of those, 13,794 were youth and 4,952 were women. This is an increase of 11,623 people since the end of 2018 (at the end of 2018, the FFS had engaged 20,893 people through completed cash for work projects).

Despite having made significant progress in the implementation of livelihood-targeted activities, the prioritization of projects in other stabilization sectors meant that funding was not available to reach the targeted 50,000 individuals in 2019. This target had been extrapolated from the experience of the programme in earlier years of operation, where demands for rubble removal and clearance projects constituted a large proportion of the requests received through the Governorate PCCs. In response to that, FFS had mobilized large work brigades to undertake the work and provide immediate cash liquidity projects to vulnerable returnees.

As rehabilitation reached higher stages of completion, the need for rubble removal lessened and government counterparts turned to other priorities when requesting FFS support. With fewer opportunities to provide support through cash for work programmes, the target for 2020 has been revised down to 40,000. This is based on projects that are currently moving toward roll-out with available funding and pipeline contributions that are likely to support cash for work interventions in the coming year.

As elaborated in the final section of this report, the FFS is reviewing its approach to livelihoods interventions in line with the UNDP Iraq Country Programme Document, and will be undertaking more livelihoods opportunities in 2020 focused on facilitating short to medium-term livelihood opportunities, beyond cash for work.

1.e. indicator	Target	Result
# of small business grants provided in the target areas (gender disaggregated)	8,000 small business grants provided (cumulative)	3,481 small business grants provided (2,628 women)

Progress in 2019: Although FFS has already delivered thousands of grants in Tikrit, Ramadi and Sinuni, the programme saw its biggest implementation gap in indicator 1.e. The reasons for this are multi-faceted. Firstly, funding received for the livelihoods sector in 2019 was aimed at either cash-for-work opportunities or small grants to women-headed households. While the programme did not meet its target for indicator 1.d, it succeeded in providing livelihood opportunities for 11,623 people as well as delivering 1,360 grants to women-headed households. Secondly, priorities set by the Government of Iraq in 2019 were overwhelmingly aimed at Window 1 initiatives, meaning a proportionately smaller amount of funding remaining for the provision of small business grants. Finally, these two variables complemented lessons learned by FFS in providing small business grants in the 2016 year, which supported cash for work and grants to women-headed household as more effective means of supporting returnees with cash liquidity. In 2020, the provision of grants to small businesses will be reconsidered using new modalities appropriate to the contemporary context in Iraq. In turn, to reflect the demand for small business grants and the funding levels that are expected to be available for this area of work in 2020, the target has been

lowered for 2020, accounting for planned programming against this line of work.

1.f. indicator	Target	Result
# of small grants provided to women-headed households	4,120 women-headed house-holds provided with small grants (cumulative)	Cumulatively 6,218 small grants provided to women-headed households.

Progress in 2019: Building on the success of projects in Ramadi, Fallujah and Karma, which supported the provision of grants to women-headed households, FFS distributed an additional 1,360 grants to women-headed households in 2019. These grants support women to cover recurring financial commitments like food, medicine and school supplies for their children, but also conflict-related debt, such as rent and home repairs. Both the success of previous projects and a high level of demand for further projects to support the distribution of grants to women-headed households mean that this target will be increased for 2020.

1.g. indicator	Target	Result
# and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities	Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded	3 international Stabilization Specialists and three Area Co-ordinators in place. 7 Municipal Stabilization Advisors embedded in municipal authorities.

Progress in 2019: Technical advisory support continues to provide municipalities with the tools needed to continue providing services to the population. Three Area Coordinators and three Stabilization Advisors are in place to support stabilization planning and communications. Seven Municipal Stabilization Advisors (MSA) were in place at the end of 2019. The recruitment of three additional MSAs was put on hold in 2019 to ensure that adequate funding is available to support the positions. The availability of funding was confirmed at the end of 2019, and recruitment for the three additional MSA positions is now ongoing. There is no change in this target for 2020.

1.h. indicator	Target	Result
# of women and youth engaged in leading/promoting social cohesion in the newly liberated areas	100 youth and 50 women engaged in promoting social cohesion (pilot initiatives)	4,735 individuals were engaged in social cohesion activities as of the end of Q4. Of those, 2,179 were women .

Progress in 2019: Window 4 was reopened at the beginning of 2018, with detailed assessments and pilot initiatives undertaken in each of the target areas. Activities under Window 4 began in 2019, as outlined below, and the FFS exceeded the target set for this indicator. Notably, the FFS scaled up the engagement of women, engaging 2,179 women in social cohesion activities during the reporting period.

Output 2. Funding Facility for Expanded Stabilization

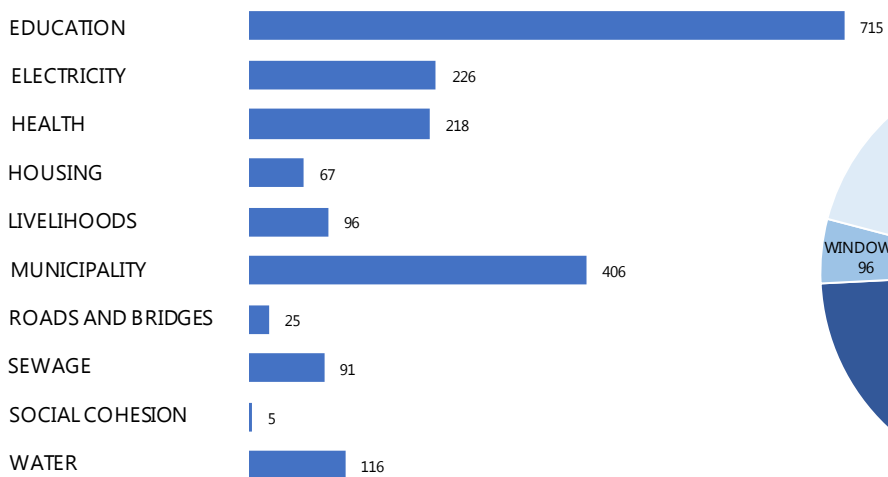
2.a. indicator	Target	Result
# of medium-size infrastructure projects implemented in the newly liberated areas	55 medium-size infrastructure projects implemented (cumulative)	Cumulatively 112 medium-size infrastructure projects completed. 9 projects are under implementation.

Progress in 2019: As the number of completed FFIS projects continues to rise, the demand for larger-scale FFES projects has grown, a prominent trend in 2019. A significant number of large facilities, including hospitals, universities and productive infrastructure facilities (e.g. factories), remain to be rehabilitated in each of the five liberated governorates. The GOI often considers these facilities to be top priorities for FFS support if funding is available. A total of 112 medium-sized infrastructure projects (Funding Facility for Expanded Stabilization, FFES) were completed, surpassing the target of 55. To account for the growing demand from GOI for more complex, large-scale FFES projects, the 2020 target has been increased to 123 projects, based on projected completion rates and available funding.

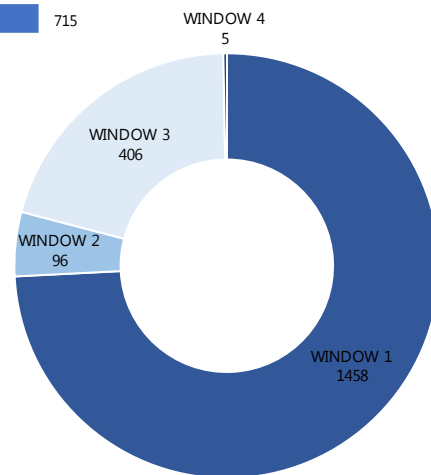
PART TWO: RESULTS BY GOVERNORATE

NINEWA

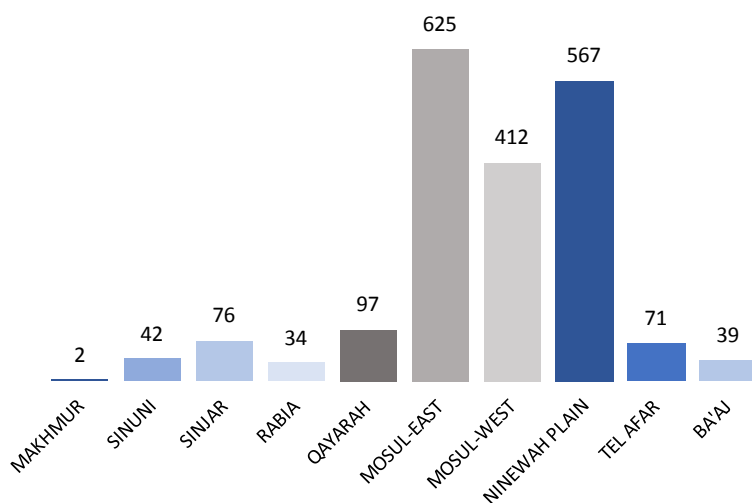
NUMBER OF PROJECTS BY SECTOR



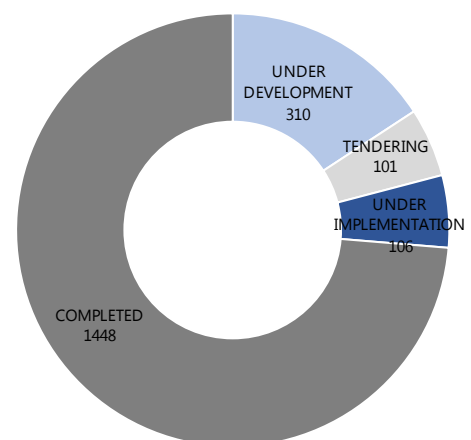
NUMBER OF PROJECTS BY WINDOW




LOCATION OF NINEWA PROJECTS



NINEWA PROJECTS BY MAJOR STATUS





"The work is excellent. We could not have asked for a better job. If UNDP did not rehabilitate this house, we would not be able to live here so comfortably. We would probably still be living in the damaged house."

Nahida (right) is pictured with her daughter-in-law Rihab inside her home in West Mosul which has been rehabilitated by UNDP

The Ninewa governorate has the largest share of the FFS portfolio (55 percent). By the end of 2019, 6,347,817 people in Ninewa had benefitted from FFS interventions. Sustained rehabilitation work in the governorate started to bear fruit, with communities such as Bartela, Bashiqa, Hamdaniyah, Mosul, Talaafar, Sinuni, Rabea and Qayara slowly but steadily returning to normal life. In Bashiqa, for example, a bumper crop of fruit and olives ensured bustling markets. In Tel Afar, early rains resulted in the best grain crop the district had seen in years, leading to lively shops and markets. In East Mosul, streets are abuzz with commerce and universities are again hubs of activity. A renewed sense of optimism has emerged in West Mosul, where economic and social activities are increasing. In other areas of the governorate, however, challenges remain. Highly changeable security environments, destroyed homes and lack of livelihood opportunities coupled with access issues and explosive hazard contamination, mean that returns in some locations are slow and a significant amount of stabilization work remains to be done.

The following are highlights from Ninewa governorate in 2019:

Education

Throughout the governorate, FFS continued rehabilitating educational facilities, including kindergartens, primary and secondary schools, technical institutes and university buildings. By conducting rehabilitation works, supplying and installing generators, equipment, machinery and labs, furnishing education facilities and providing engineering and design services, FFS is supporting the GOI to re-establish educational services to encourage thousands of displaced families to return to their homes in Ninewa.

At Mosul University, 18 projects on the main campus were completed in 2019. They included the rehabilitation of the main campus Student Centre building, the Hydraulic Laboratory Building, the Geography Department, the Chemistry Department, the Quran Science Department, the Biophysics Department, the Livestock Department, the Soil and Concrete Laboratory, the Mechanical Laboratory and more. In addition, three facilities – the Fine Arts College, Ibn Khaldun Library and Sport Hall – were rehabilitated on Mosul University's second campus.

Work at this university continues, with the rehabilitation of the renowned Mosul University Central Library beginning in 2019, as well as the rehabilitation of the Education College and the Women's Education Building, both of which were ongoing. By the end of 2019, there were approximately 45,000 students enrolled, 5,000 students more than at the pre-ISIL time. The University employs approximately 5,000 teaching staff and 3,000 administrative staff.

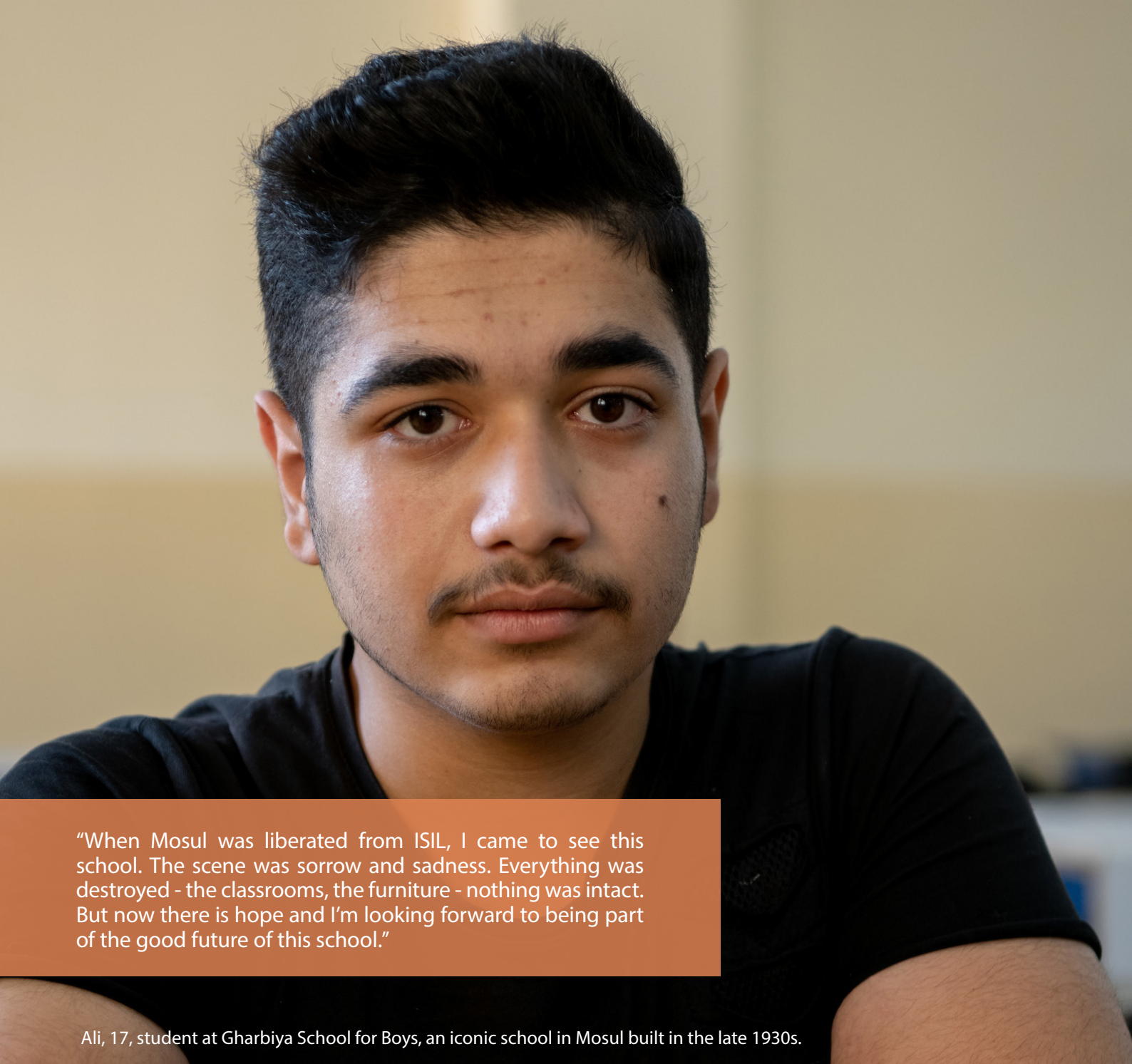
Electricity

More than 65 projects in the electricity sector were completed in Ninewa in 2019. A total of 17 substations were rehabilitated across East Mosul, West Mosul and the Ninewa Plains. Also completed were two projects supporting the rehabilitation of overhead lines in Hamdaniya and Bashiqa, three projects for the rehabilitation of 33kV cables in East Mosul and three projects in West Mosul supporting the installation of cables between substations. Electrical equipment has also been delivered and installed in Mosul, Makhmur, Al-Hamdaniyah, Badush, Bartella, Talaafar, ElEyadhiyah, Baaj, Tal Abtaa, Telkaif, Hama Alaleel, Karamless, Nimrud, Bakufa, Khawaja Khalil, Sallamyah, Al Qosh, Hatra, Telesqof, and Al Shora.

Health

In the health sector, 12 primary healthcare centres (PHCs) were rehabilitated in 2019. Of those, nine are located in the Ninewa Plains, one in East Mosul, one in West Mosul and one in Sinjar. The rehabilitation of two main hospitals, Al Qayarah General Hospital and Hamdaniya Hospital, were also completed. The 132-bed Al Qarayah General Hospital is the largest between Mosul and Tikrit, serving the entire southern Ninewa and northern Salah al Din populations. Hamdaniya Hospital is the main health facility in peri-urban Mosul and the only large health centre in the Mosul-Al Qayarah corridor, serving about 500,000 people.

Furthermore, work began at Ibn Al Atheer Paediatric Internal Medicine and Hematology Pathology Hospital in East Mosul. Built in 1969 and set over approximately 10,000 square meters, this hospital specializes in paediatrics, serving Mosul and surrounding areas in the Ninewa governorate. In West Mosul, work started on the rehabilitation of the Radiology Unit, Fertility Clinic and Blood Bank at the badly damaged al-Shifaa hospital complex. The FFS is focusing on rehabilitating specialized care hospitals, while other UN partners are setting up temporary general hospitals. This work will be complemented by the rehabilitation



“When Mosul was liberated from ISIL, I came to see this school. The scene was sorrow and sadness. Everything was destroyed - the classrooms, the furniture - nothing was intact. But now there is hope and I’m looking forward to being part of the good future of this school.”

Ali, 17, student at Gharbiya School for Boys, an iconic school in Mosul built in the late 1930s.

of two other critical healthcare facilities in West Mosul, the Oncology Hospital and the al-Batool Maternity and Gynaecology Hospital, both of which are also located in the al-Shifaa hospital complex. Work on these two facilities will begin in 2020.

Housing

Significant progress was made in the housing sector in West Mosul in 2019, with a total of 4,704 housing units rehabilitated. In addition, a total of 11,812 individual housing assessments had been undertaken in West Mosul as well as 9,239 individual vulnerability assessments. Based on data drawn from the housing vulnerability assessments, UNDP’s housing projects will support approximately 1,400 women-headed households and more than 3,600 persons with disabilities. Of the 11,812 houses assessed, approximately 20 percent had damage levels up to 20 percent, 48 percent had damage levels between 20 and 50 percent, and 23 percent had damage levels between 50 and 60 percent.

In Batnaya, 296 new housing units were rehabilitated, with the first 10 families moving back in May 2019 after more than four years of displacement. This milestone was marked by a vibrant community celebration in the town, attended by the local religious leaders, the Mayor of Batnaya and representatives from UNDP.




“Art is my passion, so I was really happy to hear about this job opportunity. It’s the first job that I’ve had related to my field of study, so it’s really important to me.”

Manal, 22, who was a mural painter through an FFS cash for work project in Mosul.

Livelihoods

In the livelihoods sector, by the end of 2019, FFS has created job opportunities for more than 20,000 workers, including 3,400 women, through cash for work projects in Ninewa. In Mosul, more than 18,000 people were employed through diverse projects such as rubble clearance, mural and curbstone painting and desk repair projects. As a result of this work in Mosul, 1,816 houses were cleared of rubble, 21,155 desks have been repaired in schools and murals have been drawn in 238 schools. Outside of Mosul, one project in Hamdaniya District employed 217 workers, a project in Sinjar district employed 180 workers and one project in the Tel Afar district employed a total of 180 workers.

Another project in the livelihoods sector supported the provision of grants to women-headed households. Through discussions with the Ministry of Labour and Social Affairs (MOLSA) it was agreed that the grants would focus on women living in West Mosul, where needs are greatest. Women targeted include divorced women, widows and women living with a disability or a chronic disease. In some cases, they were married women whose husbands are disabled, unemployed, imprisoned or missing. MOLSA nominated 2,900 women-headed households as potential candidates for this project. The candidates were assessed through a rapid needs assessment developed by UNDP’s livelihoods team. Starting in August

A man with dark hair, wearing a tan and navy blue work suit splattered with yellow and white paint, stands on a paved street. He is holding a paintbrush in his right hand. The background shows a residential area with buildings, trees, and a yellow car parked on the street under a clear blue sky.

"I love painting, it has an artistic element to it. I will use the money I earn from this job to pay for some basic needs for my family, and also to pay the rent."

Father-of-two Raad, 30, member of a cash for work team painting curbstones in Mosul

2019, UNDP undertook door-to-door visits to assess every family. Of 2,900 households, 1,000 grants were issued between 26 September and 3 December 2019. Finally, in Mosul, a key project in the sector is the rehabilitation of the Waladi Textile Factory. Built in the 1980s, the Waladi Textile Factory was one of the largest employers in Mosul until 2003, employing some 5,000 people (95 percent women) on 26 production lines. By the end 2019, detailed designs were finalized and construction works will begin in 2020.

Municipalities

More than 70 projects were completed in the municipalities sector in 2019, including the rehabilitation of police stations and legislative buildings, municipal services offices and directorates, mayoral offices, social protection services, neighbourhood roads, youth centres, sports facilities and public spaces. The nature of the projects varies according to local needs and priorities. In Batnaya, municipal shops were rehabilitated during the reporting period, and now house functional businesses including a bakery, two general stores and a hardware shop. In the security sector, three police stations in Sinuni, Rabia and Hamdaniya were completed (seven remain under implementation).

Roads and bridges

By the end of 2019, three new bridges had been rehabilitated in East Mosul, namely the Al Sukr Bridge, the Sanhareeb Bridge and the Sueiss Bridge. All three bridges stretch over East Mosul's Khosar River and are critical to allow the free movement of people through the city.

Sewerage

In the sewerage sector, three sewerage pumps were rehabilitated in Al-Habdaa, Al-Shurta, and Al-Kharazi neighbourhoods in East Mosul. The Sewerage Directorate buildings in Hamdaniya and Bashiqa were successfully rehabilitated and furnished in Ninewa Plains, and the rehabilitation of the sewerage pipe network in Al Entisar (Bashiqa) was completed.

Social cohesion

Significant progress was made under Window 4 in Ninewa governorate. Four area-specific analyses were conducted targeting Tel Afar, Sinjar, Ba'aj and Mosul. The analyses were conducted to help design FFS Window 4 activities and inform overall FFS projects and implementation. Additionally, FFS engineers and 31 government counterparts were trained on conflict sensitivity and do-no-harm approaches, allowing them to assess the impact of FFS projects on social cohesion in the communities served by FFS.

Finally, 23 community-based organizations (CBOs) from Mosul (21), Bashiqa (1) and Tel Afar (1) were trained on the planning and management of local initiatives such as creative art, community theatre, music, poetry and folklore that support social cohesion and community peace. Following the training, 6 CBOs from the governorate were given grants to start the implementation of such community interventions.

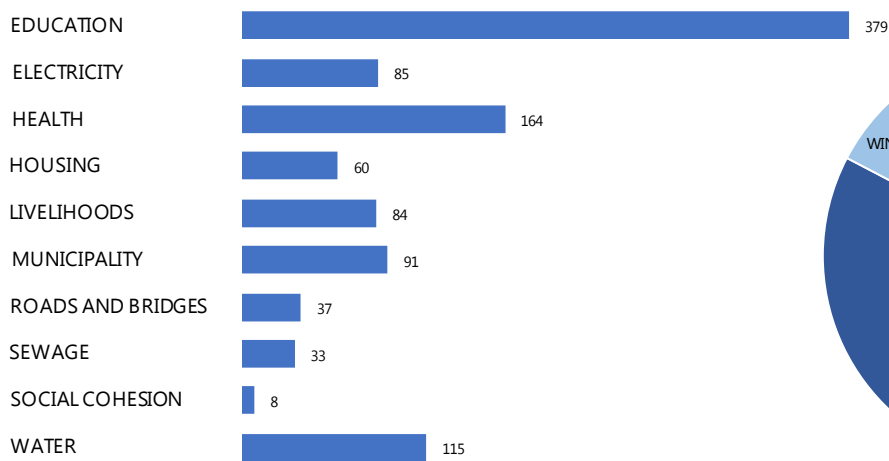
Water

By the end of the year, 116 water projects had been completed in the governorate. A significant achievement in this sector is the rehabilitation of Al Qubba Water Treatment Plant (WTP), the largest single WTP in East Mosul, with a full operating capacity of 12,000 cubic meters per hour and serving a population of approximately 700,000 in 30 neighbourhoods. It was inaugurated in November 2019 after completing building repairs, supplying cargo trucks, installing valves and finishing electrical works. Also completed in 2019 was West Mosul's New Right Bank WTP in Al-Jadedda district. The largest WTP in West Mosul, the New Right Bank WTP pumps 16,000 cubic meters per hour. This important facility now ensures that some 950,000 people have access to clean, safe water.

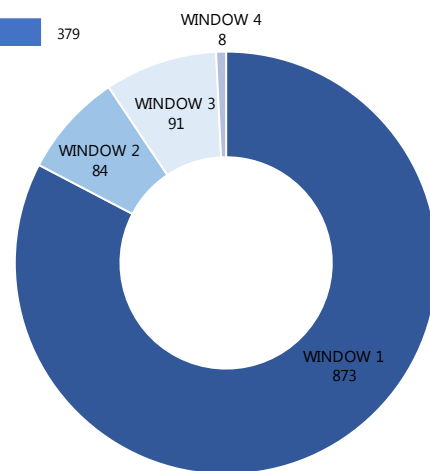
Success in the water sector was not limited to Mosul. Sixteen projects in the Ninewa Plains were completed in 2019. These projects were diverse and included the rehabilitation of the water network in Batnaya, the rehabilitation of the Al Qosh Pumping Station, the rehabilitation of the water network in Karamless, and the rehabilitation of Abu Maria Al Jadeed and Abu Maria Al Qadeem pump stations in Tel Afar.

ANBAR

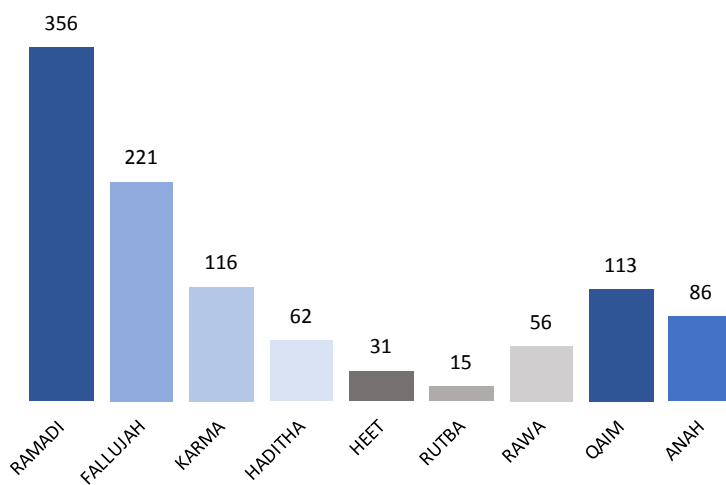
NUMBER OF PROJECTS BY SECTOR



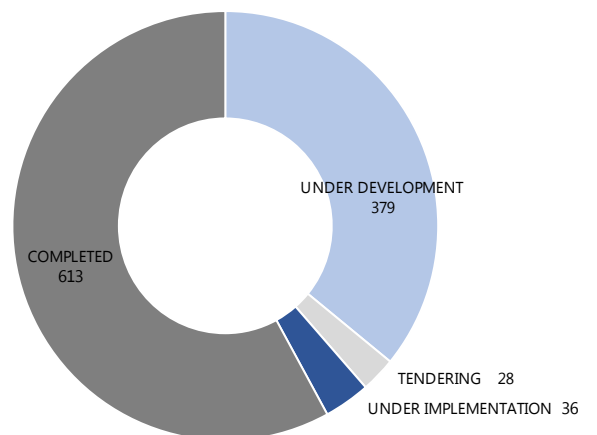
NUMBER OF PROJECTS BY WINDOW



LOCATION OF ANBAR PROJECTS



ANBAR PROJECTS BY MAJOR STATUS





"The biggest impact I can make as a doctor working in Iraq is on women. That's why I chose to specialize in this field. With the prevalence of issues like early marriage, multiple pregnancies, the health risks are higher, particularly in an area like Anbar that has been subjected to years of violence. It's my duty to help."

Dr. Tamadher, who works at the Ramadi Maternity Hospital which is being rehabilitated by the FFS.



"I chose to study law after the ISIL conflict. I wanted to find a way to bring peace and justice to my community."

Buschra Isa, who is a student of the Law College at Fallujah University. The Law College was rehabilitated by the FFS.

Of the FFS portfolio, by number of projects, 30 percent are located in the Anbar governorate. By the end of 2019, 1,438,374 people in Anbar had benefitted from FFS interventions. As in Ninewa, the situation in the Anbar governorate varies by location. Both Ramadi and Fallujah have seen significant progress since their liberation, with almost all of the population returned to each city. In other locations, particularly in the western Anbar communities of Anah, Rawa, Al Qaim and Al Rutba, significant stabilization work remains to be done, due to their relatively late liberation dates.

Education

The FFS has undertaken 18 projects on the Anbar University campus since the initiation of the programme, rehabilitating facilities such as the library, five women's departments (History, English, Geography, Arabic language and Quranic Science) and the theatre hall. One project, the rehabilitation of the Management Department of Civil Engineering College, was ongoing and completed in 2019. Rehabilitation work at the University of Fallujah also continued, and work was completed at the Veterinary, Islamic Science and Law Colleges. In Karma, the rehabilitation of three schools was completed during the reporting period, benefiting 774 pupils (415 girls and 359 boys).



“There is a strong disrespect about women who are studying in Iraq. This thinking is primitive. Girls deserve an equal chance at education. In future, I want to see more female engineers in Iraq.”

Noor, 26, studying a Masters of Highway Engineering at Anbar University

Electricity

Rehabilitation work in the electricity sector in 2019 focused on Karma, Rawa and Al-Qaim, where the provision of electrical items helped restore power networks and complemented major rehabilitation works in Anbar's electricity sector. Around 17,926 people in the governorate already have access to improved energy sources, including 8,755 women and girls.

Health

Significant success in 2019 was attained in the health sector in Anbar governorate, with the rehabilitation of two major hospitals, the Ramadi Maternity Hospital and the Fallujah Teaching Hospital, ongoing. While some work commenced in late 2018, the bulk of rehabilitation efforts for the Ramadi Maternity Hospital occurred in 2019, with the completion of work on three out of four phases. At the end of the year, the hospital was 96 percent complete. When finished, the Hospital will provide maternal and paediatric health care services for 432,000 people in Ramadi, as well as those living in the greater Anbar governorate. Work at Fallujah Teaching Hospital, the largest FFS project in the Anbar governorate which will ultimately serve more than 350,000 people, also progressed well and was 90 percent complete at the end of the year. Once finished, the

Hospital will host numerous speciality departments and facilities including 17 operating theatres, a radiology department, an oncology unit and other subspecialties such as dialysis, urosurgical and neurosurgical units.

Housing

Success in the housing sector in 2019 built on the significant progress made by the end of 2018, when a total of 9,293 housing units had been rehabilitated in Ramadi and 4,939 in Fallujah. In 2019, an additional 537 housing units were rehabilitated in Ramadi and four additional units in Fallujah. In 2019, FFS expanded its housing programme into western Anbar and, following extensive assessment processes, 642 housing units were rehabilitated in Haditha, 127 units in Al Qaim and 223 units in Anah. At the end of the year, four additional projects were under implementation, three in Al Qaim and one in Anah. Altogether, these projects will support the rehabilitation of 1,444 additional housing units.

Livelihoods

Livelihoods activities focused mainly in the western Anbar portion of the governorate, with ten cash for work projects completed by the end of the year. In total, these projects employed 1,548 people. Projects designed specifically for women, such as the restoration of public spaces and parks in Haditha, Anah and Rawa, were piloted with great success in western Anbar. These projects have been welcomed by participants as well as by their families and the community, helping to change stereotypes associated with women's employment. In the past, the provision of cash grants to women-headed households by FFS has proven hugely popular and impactful in Anbar, supporting women to cover reoccurring costs such as school fees or to undertake larger essential projects, such as home repairs. Building on the success of previous cash grant projects in Anbar, which facilitated the distribution of more than 1,500 cash grants in Fallujah and Karma, 2019 saw the distribution of 3,000 grants to women-headed households in Ramadi.

Municipalities

In the municipalities sector, nine projects were completed this year, which involved supplying equipment to various municipality buildings, rehabilitation of public spaces, and restoring sports facilities in Ramadi, Fallujah, Karma, Haditha, Heet, Rutba and Al-Qaim.

Roads and bridges

This was a significant year for the roads and bridges sector in Anbar, with five bridges completed. The Palestine Bridge in Ramadi, the largest FFS bridge rehabilitation in all five liberated governorates, was completed at the end of 2019. This large, two-span bridge is a critical connector along the main road from Baghdad to western Anbar. The Japanese Concrete Bridge in Fallujah, the second largest bridge being rehabilitated by the FFS in the governorate, was also completed, as were the Karma River Concrete Bridge in Fallujah, and the Al-Obaidi and Al-Khoor floating bridges in Al Qaim. These developments would not have been possible without extensive project preparation and procurement of detailed engineering designs, which were all initiated and managed ahead of construction work.

Social cohesion

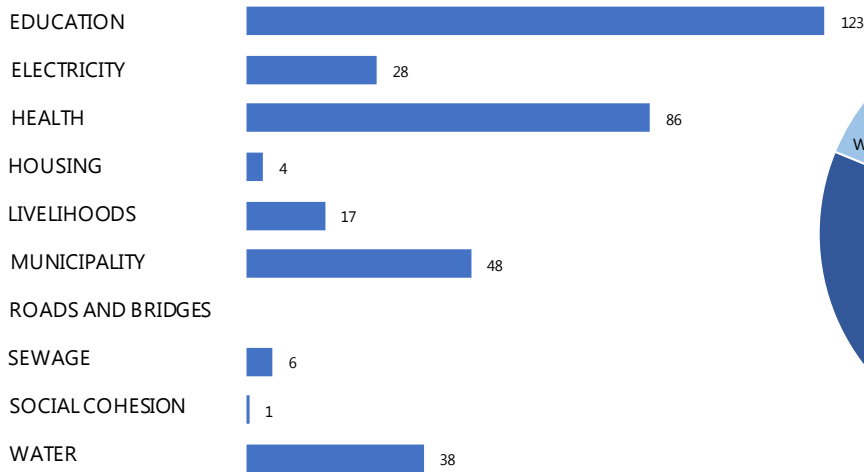
To promote stability, resolve local conflicts and facilitate the return of IDPs, the FFS has, in collaboration with the Government of Iraq and local authorities, supported a community reconciliation initiative in Al Sagra (Anbar). Following several dialogue sessions between different groups in these areas, a written agreement was signed that facilitated the return of 270 people to Al Sagra, out of 1,500 who are expected to return. In addition, 31 civil servants were trained on conflict sensitivity and do-no-harm practices to help them apply conflict sensitivity and assess the impact of FFS projects on the social cohesion of the communities that they are serving.

Water

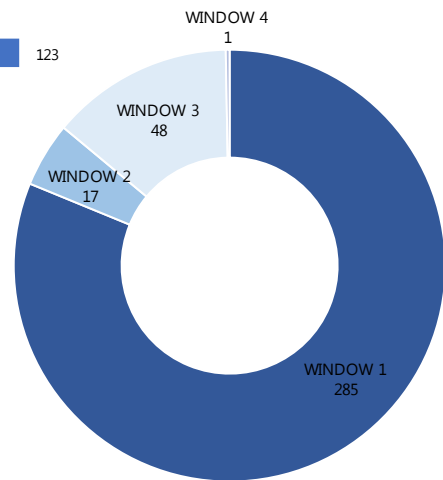
In the water sector, two major projects were completed during the reporting period, including the rehabilitation of the Fallujah University Water Complex and the completion of the rehabilitation of the Unified Water Plant in Al Qaim. The Fallujah University Water Complex is expected to provide around 3,410 individuals on campus with clean water. The Unified Water Plant in Al Qaim will serve various districts which are home to approximately 50 percent of the population of Al Qaim.

SALAH AL DIN

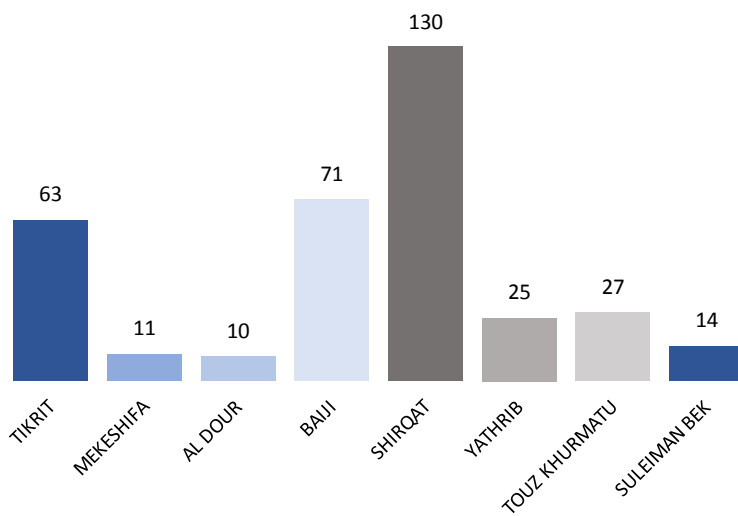
NUMBER OF PROJECTS BY SECTOR



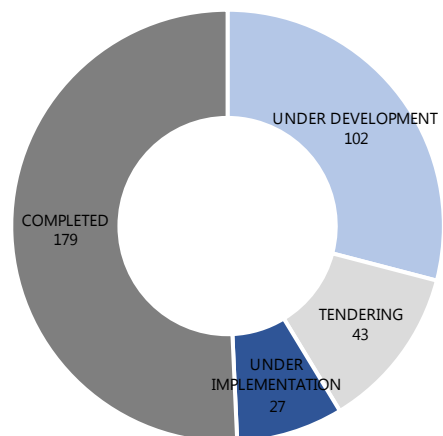
NUMBER OF PROJECTS BY WINDOW



LOCATION OF SALAH AL DIN PROJECTS



SALAH AL DIN PROJECTS BY MAJOR STATUS





Work is ongoing at the Tikrit Teaching Hospital in Salah al Din.

Of the overall FFS portfolio, 10 percent of projects are located in Salah al Din. The FFS has made a significant impact in Tikrit, which was home to the very first FFS activities in 2015 and where almost all of the pre-ISIL population has now returned. Challenges persist in other areas, however, such as in Baiji where a significant level of destruction and high level of explosive hazard contamination has caused challenges for rehabilitation efforts. Despite these challenges, the FFS continued to implement a range of stabilization activities in 2019. Selected highlights of work in Salah al Din are detailed below.

Education

In the education sector, eight schools were rehabilitated in Baiji (1), Shergat (3), Touz Khurmatu (3) and Suleiman Bek (1). Furniture was also provided to two schools in Shergat and one in Suleiman Bek. As a result, at least 6,522 children, including 2,288 girls, have now returned to class.

Electricity

In the electricity sector, 70 critical transformers were delivered to Yathrib, providing vital support to the electricity distribution network, which requires transformers to function. Moreover, FFS supplied Yathrib, Touz Khurmatu and Suleiman Bek with electrical materials that will support the rehabilitation and maintenance of electricity networks in these districts. Finally, heavy equipment (e.g. cherry picker trucks and cranes) was delivered to the Electricity Directorates in Baiji, Touz Khurmatu, Suleiman Bek and Yathrib to support Directorates with routine tasks such as maintenance, ultimately helping to provide better services in the electricity sector for these cities.

Health

Work in the health sector in Salah al Din focused on the rehabilitation of the Tikrit Teaching Hospital (TTH), the single largest FFS project. When rehabilitation started in 2016, it was the first major Expanded Stabilization project in the country. A 400-bed facility, the hospital is a crucially important institution for the governorate. It is the principal medical facility for about 1.6 million people living not only in Tikrit but also in surrounding towns and villages of Salah al Din. In 2019, an Automated Blood Collection System was delivered and installed in the TTH Blood Bank. This system facilitates faster treatment for patients allowing for rapid separation of different blood components, like red blood cells, platelets and plasma, which then facilitates further testing. Rehabilitation work on the main TTH building has been carried out in stages, reaching 72 percent completion by the end of 2019. Work on the hospital was temporarily delayed, particularly following the 2019 protests, when necessary equipment and materials were stuck at the ports.

In addition to the TTH, rehabilitation work was completed at the Main PHC in Baiji, which now serves more than 10,000 people. Work was ongoing at Baiji General Hospital, with the rehabilitation of the operating theatre and the blood bank. At the close of the reporting period, progress was at 58 percent. Finally, a contract was awarded for the rehabilitation of the Al Shat secondary healthcare centre in Baiji, which will provide healthcare services for a catchment area including 35,000 people when complete.

Housing

The first housing project in Salah al Din began in 2019. The project will support the rehabilitation of 364 housing units in the Al Resala neighborhood in Baiji. Work was just getting started at the end of the year, and significant progress is expected in 2020.

Livelihoods

In the livelihoods sector, one project was underway in Touz Khormatu during the latter part of the year, supporting rubble removal from public spaces in the town. This project provided immediate livelihood opportunities for 160 people.

Municipalities

The municipalities sector saw extensive progress in priority locations in the governorate. In Baiji, the completion of the mayor's building early in 2019 brought a stable office capacity to municipal authorities. Later in the year, four other major Baiji projects reached completion: the community centre, which now provides a location for community gatherings and CBOs, the main police station, the National ID Card Building which now is fulfilling the critical service of providing official

ID documents to citizens and the Baiji municipality building and workshop. Meanwhile, projects in Yathrib, Touz Khormatu, Suleiman Bek and Baiji were focused on the provision of essential municipal equipment, such as garbage compactor trucks, a cargo truck with crane, backhoes, tipper trucks and forklifts. In Shergat, 2019 saw the completion of the Council Building, which now serves as the main administrative headquarters for the town. Ongoing work to rehabilitate the municipal Asphalt Plant and Stone Crusher was 10 percent complete by the end of the year. These facilities are essential to repave roads in the municipality.

Social cohesion

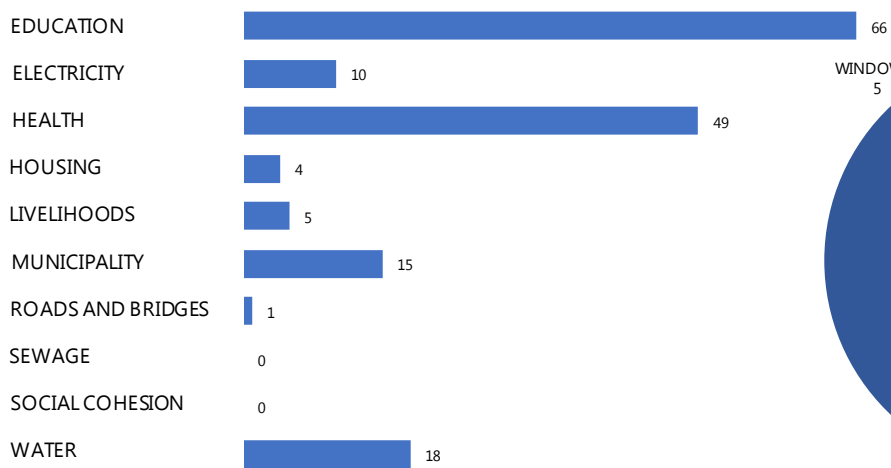
In 2019, a UNDP-led community reconciliation initiative was undertaken in Touz Khormatu. Following several mediated discussions, an agreement was signed to support the return of 500 families to Touz Khormatu. Sixteen community organizations from Baiji, as well as five from Tikrit and six from Shergat, participated in a training for CBOs. Following the training, six CBOs in Salah al Din received grants to implement community-based activities such as creative art, community theatre, music, poetry and folklore, all of which can help to support social cohesion and community peace.

Water

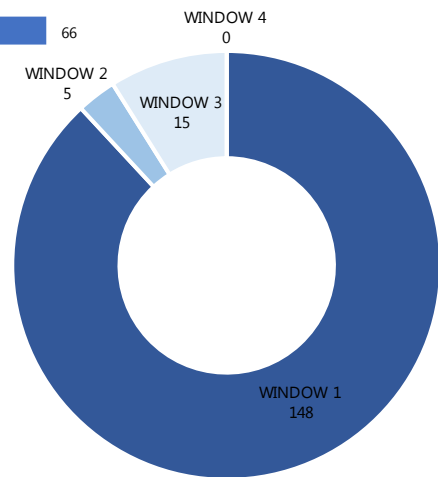
Work in the water sector was geographically widespread across the governorate. In Baiji, the rehabilitation of the city's main water treatment plant was completed in December 2018, with phase two of work beginning in 2019. Once phase two is complete, more than 200,000 people will have more reliable access to water. The rehabilitation of two additional water treatment facilities in Baiji, the Hay Alkahrbaa Compact Unit and the Al Mazra'a WTP, was also ongoing at the end of the year. In Yathrib, generators were supplied for four WTPs to ensure continuity of service, providing power to the facilities in the case of power cuts to the national power grid. Heavy equipment, such as dump trucks and truck-mounted cranes, was also delivered to the Water Directorates in Touz Khormatu and Baiji. In Shergat, the rehabilitation of three WTPs (Al Sahan, Al Hechal and Al Baajah) and one compact unit (Al Sweedan) were ongoing through 2019. When completed, these facilities will support the provision of water to more than 25,000 people. Finally, in Touz Khormatu, the rehabilitation of the Al Touz Kifry water station was ongoing and was 43 percent complete at the end of the year.

KIRKUK

NUMBER OF PROJECTS BY SECTOR



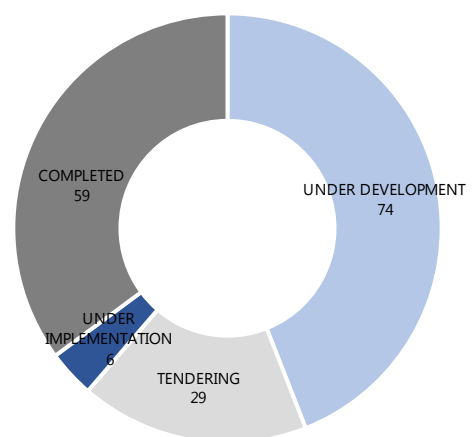
NUMBER OF PROJECTS BY WINDOW



LOCATION OF KIRKUK PROJECTS



KIRKUK PROJECTS BY MAJOR STATUS





A worker uses a piece of heavy equipment supplied to the Hawija asphalt factory.

A broad range of FFS projects were initiated and completed in Kirkuk in 2019. While most stabilization activities in Kirkuk were broadly comparable with those implemented elsewhere, a particularity in Kirkuk is the importance of restoring productive agriculture capacity. Hawija and its surrounding areas have traditionally supported a significant proportion of Iraq's grain production, but the ISIL occupation and associated conflicts caused critical damage, notably to irrigation canals and other agricultural infrastructure. Thus, the proper functioning of this infrastructure has emerged as a priority for FFS, reflected particularly in the water and livelihoods sectors.

Education

Here as elsewhere, the education sector was a priority area of work. Work focused on the rehabilitation of the male student dormitory for the Hawija Technical Institute, which, when completed, will house 270 male students and 6 male lecturers.

Electricity

In the electricity sector, a major achievement in 2019 was the arrival of a reliable power supply to Hawija and nearby rural areas. This was accomplished in part by providing electrical equipment for the immediate distribution system in the area, but a crucial turning point was the completion of 38.9 kilometres of 132kV overhead transmission from the Mulla Abdulla substation in Kirkuk to the Al Hawija substation in Hawija. The work was complex and hazardous because of explosive contamination along the route, but clearance and engineering teams worked effectively together. Hawija has no power generation capacity of its own, so the completed line enabled power distribution to three 33/11kV substations and thus to towns and villages.

Health

In a governorate with extensive rural areas, Primary Healthcare Centres (PHCs) have particular importance. In 2019, a total of 14 PHCs in Hawija and surrounding villages were rehabilitated. In all cases, essential structural stability was ensured, along with roofing, tiling, electrical work and other essential repairs.

Municipalities

In support of the local municipal authorities, the rehabilitation of the asphalt factory and municipal stone crusher were completed during the reporting period, enabling the factories to produce the asphalt needed to repave local roads. Nine specialized vehicles were provided to the asphalt factory and a further 14 vehicles to the Hawija local authorities.

Livelihoods

Work in the livelihoods sector in Kirkuk has also been largely devoted to agriculture, with the cleaning and repairing of canals around Hawija, Riyadh and Abbasi taking priority. One project was completed and two remain under implementation. In the Abbasi area at the outskirts of Hawija, 105 women were employed to clean the irrigation canals. Hawija is an area where women traditionally do not work, let alone undertake labour-intensive jobs. The success of this project is therefore a testament to the importance of continuing to engage women in all facets of stabilization work. Altogether, when complete, these three projects will have employed 650 people, including 235 women.

Social cohesion

As part of ongoing Window 4 activities in 2019, two CBOs from Hawija participated in training led by UNDP.

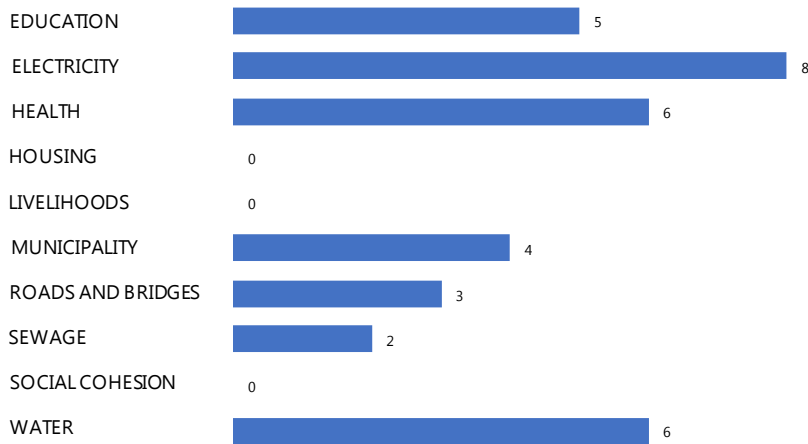
Water

In the water sector, major localized projects reached varying stages of completion in 2019. Work was completed on the Old Hawija Water Treatment Plant (WTP) which now benefits some 60,000 people. Work was also completed at the Al Gazia WTP, which is complemented by the completion of the water pipeline to Al Gazia village. Together, these two projects have restored a reliable water supply to this village. One additional project, the pipeline extension for Tal Ali village, also outside of Hawija, was completed during the reporting period. Work on the Nagrat WTP was 10 percent complete at the close of the year. A water pipeline extension was also ongoing for the village of Riyadh, close to Hawija, and was 38 percent complete at the end of the year.

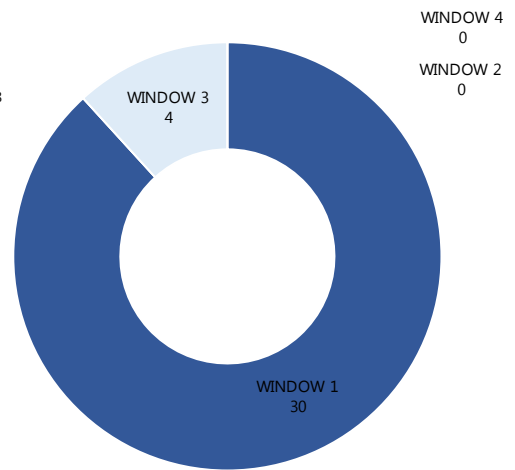
More broadly, the early design and engineering planning for an essential large-scale project was also carried out during the year. Thousands of farmers in Kirkuk depend upon irrigation for the productivity of their growing operations, and a crucial water source is the R1 irrigation canal, supplied by water from the Dibbis Dam and distributed into four branches by the R1 river regulator, located some 21 kilometres southwest of Kirkuk City. Rehabilitation of the R1 regulator, which was heavily damaged by fighting, will restore effective irrigation to many villages and secure community water supplies to areas in Kirkuk and reaching into Salah al Din and Diyala. As a result of the foundational planning work in 2019, the project is poised for tendering in early 2020.

DIYALA

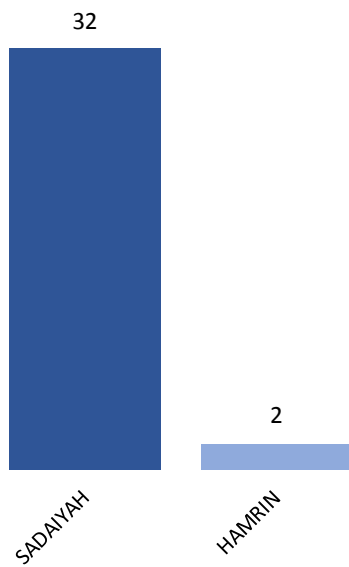
NUMBER OF PROJECTS BY SECTOR



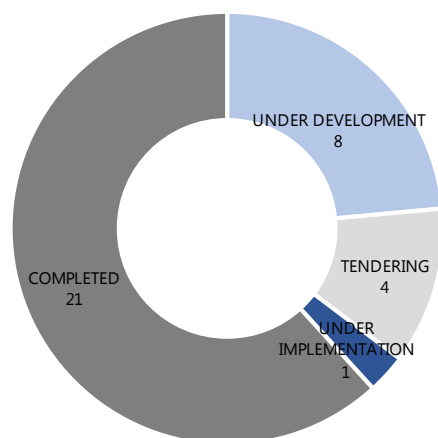
NUMBER OF PROJECTS BY WINDOW



LOCATION OF DIYALA PROJECTS



DIYALA PROJECTS BY MAJOR STATUS



Rehabilitation of the Hamrin Dam side slopes was put on hold during the second quarter of 2019 because of challenges that had originated during the first quarter, with earthquakes taking place upstream. The project was ultimately cancelled during Q3. Hamrin Dam is a part of the country's water resources management system, situated at the far end of Sirwan River. In Q1 of 2019, the main dam for this river system, Darbandikhan Dam, was affected by earthquakes which damaged and weakened its foundations. It was therefore necessary to lower the capacity of Darbandikhan Dam's reservoir to 50 percent capacity to alleviate pressure on the dam and ensure that damage to the foundations did not result in a breach. The released water entered the Hamrin Dam reservoir, making it the main water storage reservoir and raising its water level to 105.9 meters. Subsequently, adverse weather conditions, including heavy rainfall and strong winds, caused the water level to continue to rise and substantially erode the side slopes, causing significant damage that impeded the project's implementation. Owing to force majeure, it was decided to cancel the project.

With this project brought to an end, there are currently no other projects ongoing in Diyala Governorate. A total of 21 projects were completed in Diyala and 12 projects are under development.



***SECTION FOUR: GENDER MAINSTREAMING
AND ENVIRONMENTAL AND SOCIAL
SAFEGUARDS***

Hawija overhead transmission line, which is being rehabilitated with the support of UNDP Funding Facility for Stabilization (FFS).

GENDER MAINSTREAMING

FFS continues to recognize that, just as women and girls are especially vulnerable in conflict situations, they also bear a disproportionate burden in the process of community rebuilding. Stabilization activities, therefore, must necessarily seek to advance gender equality in itself while also recognizing that gender mainstreaming – the process of assessing any planned action to ensure that the benefit to women and girls is equal to that experienced by men and boys – is a powerful strategy for the attainment of stabilization goals of all kinds.

FFS has implemented measures to ensure gender-responsive programming and will continue to build on lessons learned under all four windows. The programme addresses gender as a cross-cutting issue for its programmatic activities and uses gender-disaggregated data for performance indicators to monitor and measure the impact of programme interventions on women and girls. The September 2018 project document revision reflects these indicators as part of the overall FFS Results Framework. FFS has also developed a gender strategy with operational annual work plans. These work plans are developed in coordination with programme teams to operationalize the gender strategy and ensure mainstreaming of gender approaches into FFS programming. The FFS gender team was strengthened in 2019 with the addition of two full-time gender specialists.

As a result of continuous efforts to improve gender mainstreaming in stabilization, nearly 2.75 million women are beneficiaries of FFS projects. In livelihoods, FFS has supported thousands of women with grants and income-generating opportunities, even in remote or conservative areas such as western Anbar and Mosul. Designed to allow women to earn an income through projects tailored to covered or enclosed spaces, female-focused cash for work projects in western Anbar and Mosul have been hugely popular.

FFS works to facilitate gender mainstreaming in Window 1 projects by adopting two key mechanisms: (1) women's participation is ensured in the planning, prioritization and implementation of infrastructure projects; and (2) a high priority is given to rehabilitation projects specific to women and girls, including women/girls educational and healthcare facilities, and community and/or vocational training centres. The FFS housing programme pioneered women's inclusion in the engineering teams in Fallujah and Ramadi, a principle which has subsequently been applied in West Mosul and is now beginning to be introduced in housing projects in western Anbar and Baiji. In health, FFS has almost completed the rehabilitation of its first major maternity hospital, located in Ramadi, and is currently tendering an additional maternity hospital in West Mosul. Women's dormitories, schools and higher education faculties have been completed across all liberated governorates and will continue to expand as funding allows. FFS has also seen increased participation in the number of women on-site as engineers for companies and local authorities. This has been documented in Tikrit, Fallujah, Mosul and the Ninewa Plains, meaning that women engineers can access dignified jobs through Window 1 activities.

Similarly, under Window 4, attention was focused on women's participation and gender mainstreaming in social cohesion and peacebuilding programmes by targeting women and girls and ensuring their participation in consultations and capacity development programmes.

FFS programming adheres to UNDP's regulations against sexual exploitation, abuse and harassment. This is particularly important in cash-for-work opportunities where women are employed and in housing programmes. Implementing partners – especially contractors – are sensitized to UNDP's regulations on sexual exploitation and gender discrimination during project kick-off meetings, which are led by UNDP. Rigorous, multi-layered monitoring is in place and strongly executed in all areas where cash for work and housing projects are implemented to ensure adherence to UNDP regulations and policies. UNDP requires additional training for staff through two courses: the Prevention of Sexual Exploitation and Abuse (PSEA) of the Local Population and the UN Course on the Prevention of Harassment, Sexual Harassment and Abuse of Authority. All FFS staff have completed these courses. In addition, the FFS team of field-based engineers have been trained explicitly on gender awareness and gender-sensitive approaches to project implementation.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS

The FFS continues to recognize the critical importance of environmental safeguarding and conservation. As a programme that experiences rapid growth and change, the FFS always endeavours to identify and incorporate lessons learned and, in that way, continues to seek opportunities for further incorporation of environmental dimensions as the programme evolves into new operating contexts. As such, environmental and climate risks are considered as part of UNDP's overall assessment of risks and impacts, which is documented in the FFS Risk Analysis.

UNDP has two guiding policies that inform programmatic decisions relating to environmental sustainability:

UNDP's Social and Environmental Standards (SES) underpin the organization's commitment to mainstream social and environmental sustainability in all programmes and projects, based on the fundamental principles of human rights, gender equality and environmental sustainability. The standards aim to strengthen the social and environmental outcomes of programmes and projects; avoid adverse impacts to people and the environment; minimize, mitigate and manage adverse impacts where avoidance is not possible; strengthen UNDP and partner capacities for managing social and environmental risks; and ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people.

At the project level, there are seven standards that are foundational to an environmental and social protection plan for UNDP projects. The standards embrace the following key areas:

- Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management
- Standard 2: Climate Change Mitigation and Adaptation
- Standard 3: Community Health, Safety and Working Conditions
- Standard 4: Cultural Heritage
- Standard 5: Displacement and Resettlement
- Standard 6: Indigenous Peoples
- Standard 7: Pollution Prevention and Resource Efficiency

UNDP's Social and Environmental Screening Procedure (SESP) integrates the overarching SES principles (human rights, gender equality and environmental sustainability); identifies potential social and environmental risks and their significance; determines the Project's risk category; and determines the level of social and environmental assessment and management required to address potential risks and impacts.

In 2019, UNDP endeavoured to augment the number of projects that are subject to a dedicated environmental impact assessment, which would be completed for large-scale infrastructure works undertaken by FFS to identify any specific risks to the environment/natural resources, and accordingly identify required mitigation measures. In these selected cases, UNDP may request the particular project contractor responsible to develop an Environmental Mitigation Plan. Such a plan would include the measures required to mitigate environmental and social risks and would be monitored by UNDP engineers. In addition, in 2019, FFS hired two dedicated health and safety officers to oversee site conditions and undertake regular inspections. To complement this, monitoring practices were revised to include dedicated health and safety components in regular project monitoring reports. Finally, in 2019, all FFS engineers received comprehensive health and safety training.



SECTION FIVE: CHALLENGES AND LESSONS LEARNED

Residents of Batnaya celebrate the return of the first families back to the town

Over the course of 2019, the FFS has faced numerous challenges and, from those challenges, drawn valuable lessons learned. Both the challenges and lessons learned are elaborated below:

Flexibility in programming is critical

This year was one where the ever-changing environment, particularly in terms of social, economic and political changes, demanded flexibility and the capacity to respond quickly to new operational dynamics on the ground. Due to the scale of the programme, it is essential for the success of the FFS to have regular access to project sites and potential locations for future projects in order to conduct assessments. Consistent oversight of project progress by the network of different teams (e.g. engineering, monitoring and evaluation, communication, reporting) continues to be a priority to ensure the timely and quality implementation of projects. UNDP has a team of security personnel who facilitate missions for project staff to project locations. In total, the UNDP Country Office undertook 646 long-range, self-supported missions in 2019. Of those, 90 percent came under the FFS, meaning that staff from the Facility took 581 missions during the year. Particularly in situations of unpredictability and volatility, this model has been highly effective in allowing UNDP to rapidly assess conditions and mitigate emerging risks as necessary.

Overall, Iraq has witnessed the rapid escalation of public protests in various cities across the country during the fourth quarter period, and the consequential tightening of security. Although the protests mostly took place in territories which were not occupied by ISIL and are therefore not areas of operation for FFS, the trend of escalation was noteworthy. Although these events have not resulted in stoppages to work or large-scale project delays despite volatile conditions, nevertheless, enabling the continuity of operations and steady access to project locations has required programmatic agility in order to overcome a changeable security context, as well as close coordination with government counterparts. FFS has updated its Risk Matrix in line with anticipated/associated risks and threats to delivery.

2019 was also one of significant political turnover and instability, both at the governorate and national levels. This required the programme to remain proactive in forging new relationships with counterparts to ensure continued collaboration and cooperation. Even following the changes in 2019, the FFS maintains excellent relationships with all its GOI counterparts.

The need for flexibility in programming was all the more evident in the context of other external challenges faced by the programme. For example, heavy rains over the winter months, particularly in Mosul, at times required some work to be put on hold, both in the case of infrastructure rehabilitation sites and cash for work projects. In other cases, FFS projects implemented in 2019 have required a range of complex works which have been further complicated by the need to keep parts of the facilities operational even while rehabilitation work is ongoing. This can impose constraints on work schedules and must be accommodated in creative and adaptable ways. Close coordination with the end-users of the facilities is necessary to ensure that work can continue while portions of the facility remain functional.

Finally, challenges arose during the year due to the inherently complex and unpredictable nature of large-scale rehabilitation work. At the Mosul University Central Library, for example, following extensive debris and rubble removal, the FFS engineering team suspected additional, more extensive structural damage than was originally found during the initial design and assessment process. This necessitated the hiring of a new consulting company to conduct a reassessment of the site, and for the scope of work ultimately to be revised. The extent of the damage and, often, the level of rubble and debris, make assessments of large-scale infrastructure difficult. With a flexible and adaptable approach to programming, however, these types of project-related challenges can be addressed and solved.

Partnership and coordination facilitates implementation

One of the strengths of FFS is that it is government-led, putting the Government of Iraq front-and-centre in the stabilization effort. While UNDP enjoys excellent relationships with government officials at the provincial and national levels, one of its most impactful partnerships is with local authorities – including mayors, mukhtars and other local community leaders. This is especially applicable to FFS housing projects, where priority neighbourhoods are identified in partnership with municipalities and local leaders. Frequently included are areas which have suffered extensive damage, where local populations may be in particularly vulnerable situations, and where IDP returns are limited. For rehabilitation to work effectively, local community knowledge becomes indispensable. Similarly, under the cash grants for vulnerable women project, UNDP's partnership with MOLSA was effective in successfully establishing the parameters of the project and identifying potential candidates.

Coordination and collaboration within the UN system remain a priority for the FFS. This year saw the programme's strengthened participation in the humanitarian cluster system and attendance at Humanitarian Country Team meetings. This facilitates knowledge exchange, particularly in a period where humanitarian work has begun to shift from camp to non-camp settings. UNDP participation in the Shelter Cluster, the Health Cluster and the Emergency Livelihoods Cluster has strengthened coordination between different actors in the housing, health and livelihoods areas of work, enabling all engaged partners to complement one another's work, resulting in increased efficiency and effectiveness.

Productive partnerships are also crucial in other areas of FFS work. At the Waladi Textile Factory, for example, UNDP worked alongside another UN implementing agency, IOM, which rehabilitated one of the Factory's administrative centres, converting it into a temporary production hall for almost 1,000 employees, the majority of whom were women. This meant that employees could continue working while UNDP was clearing debris and assessing the site for rehabilitation. Thus, overall, the positive results of effective coordination with a variety of partners have become clearly evident.

Partnerships are also critical when it comes to the clearance of explosive hazards from project sites. During the 2019 year the Government of Iraq's de-mining authority, the Directorate for Mine Action (DMA) took an active role in the coordination of the explosive hazard clearance of FFS project sites, in partnership with UNDP and UNMAS. The importance of the partnership between UNDP and UNMAS remained, particularly regarding the provision of explosive hazard awareness training which is provided to all cash for work hires.

Complementarity between windows and sectors of work and functionality of facilities is paramount

FFS endeavours to implement at-scale in approved areas of operation. In Iraq, a multi-sector approach is most effective to meet stabilization objectives. In 2019, FFS sought to ensure that all opportunities for coordination between different areas of work were capitalized. For example, the Window 2 area of work provided direct support for UNDP's work under other stabilization windows. Cash for work projects are vital for supporting FFS work in different sectors but, perhaps most significantly, the housing rehabilitation work which has started in West Mosul. Without the clearance of rubble from a significant number of streets through the cash for work projects, it would have been difficult for FFS assessment teams to access as many houses, and equally difficult for homeowners to return to their homes while the assessments were being undertaken. Cash for work projects elsewhere, such as on the premises of water treatment plants, Mosul University and the Waladi Textile Factory, helped to ensure that rehabilitation teams had access to full project sites.

During the reporting period, the FFS also worked to ensure that the functionality of rehabilitated facilities was at the top of the stabilization agenda. It was recognized that despite FFS mechanisms to ensure end-users are ready to return to service provision, cases were encountered where the return to service was challenged by outstanding equipment needs (albeit a small sample overall). The FFS has worked through 2019 to mitigate against this by targeting 'last-mile' needs, such as furniture or equipment, where projects will help to ensure a rapid return to service.

More frequent needs assessment are required

As new remote areas have become more reliably accessible and other development, humanitarian and government partners assume some of the remaining stabilization needs, the FFS has identified that it is necessary to undertake more frequently iterative reviews of the stabilization needs in each governorate, in order to ensure a broad understanding of the remaining needs through 2020. An initial review was started in 2019 and will continue into 2020.

In addition, as the number of completed rehabilitation projects grows, there is a greater degree of reliance on government capacity to support the running and maintenance of rehabilitated infrastructure. To understand the capacity needs of government partners, particularly local authorities, when it comes to the running and maintenance of FFS rehabilitation facilities, the FFS has planned to undertake more robust capacity assessments in 2020.

Internal Evaluation exercises continue to inform programme strategy

This year saw the FFS begin internal evaluations in locations where the programme has had extensive experience of implementation within a specific sector. These sector-specific evaluation exercises allow FFS to gather valuable insights on the conditions faced by beneficiaries, the effectiveness of delivery modalities and the impact of efforts to support

that specific sector, that are of high applicability to inform future FFS programming. In 2019, internal evaluation exercises targeting the livelihood and housing sectors in Central Iraq were finalized.

The evaluation of cash for work activities in Central Iraq consisted of 1,093 interviews (approximately 10 percent women) with former cash for work beneficiaries. Responses were notably positive overall, with 72 percent reporting that their participation in the cash-for-work project had helped to address their most emergent livelihoods needs at the time of their participation. Furthermore, 97 percent reported that they felt that their daily work and wage had been fair and reasonable. Responses also showed that the programme had been successful in targeting returnees, with 95 percent of respondents self-identifying as “returnees”. Moreover, the majority of respondents remained once they returned, with 99 percent of respondents saying that they plan to stay in their cities following their return. One point of improvement came from the ability of cash for work beneficiaries to report challenges or concerns during implementation. Some 13 percent of respondents reported that they felt it would not be easy to raise complaints or concerns during the implementation. Further measures will be initiated in 2020 to ensure ease of providing feedback and raising concerns for cash for work participants.

In the housing sector, 2,200 interviews were conducted (44 percent women) with people whose homes had been rehabilitated by FFS. Overall, 81 percent of respondents indicated that having repairs to their home was the sector that had mattered the most to them (in comparison to electricity, water, health and education) since their return. Moreover, 99 percent of respondents indicated that they were planning to stay in Ramadi/Fallujah. A total of 35 percent of respondents said that the rehabilitation work done to their home had been “very helpful” for rebuilding their life after the conflict, and an additional 47 percent indicated that it had been “somewhat helpful”. 97 percent of people reported that they had understood the project well before work began and 77 percent indicated that they were either very satisfied or somewhat satisfied with the service provided. Finally, 65 percent of respondents said they were aware of others in their community who had returned to the city from their areas of displacement upon hearing about the housing rehabilitation programme. When asked what area of the project needs the most improvement, 78 percent of people indicated that the scope of work should be reviewed. As has been previously reported, before work begins, an upper limit of rehabilitation costs per unit is set and items for rehabilitation are selected from the Bills of Quantity (BoQ) by the homeowner, in consultation with UNDP engineers. Because of the ceiling cost per unit, not all items on the BoQs can be included in the rehabilitation, but the ceiling cost allows for all work that is needed to ensure the structural soundness of the home.

Finally, each evaluation exercise included questions regarding the overall circumstances of the individual and factors that had influenced their decision to return home. The data from these questions will inform the monitoring of the programme’s supplementary outcome indicators. Reporting on the supplementary outcome indicators will be included in the FFS Q1 report for 2020.



SECTION SIX: NEXT STEPS

Students at the Izzdin al Qassan Mixed Primary School in East Mosul sing and recite poetry during a weekly flag raising routine.

Since the inception of the stabilization project in 2015, challenges have evolved, and priorities have been refined in tandem with the progress of implementation. Thanks to the vital and far-reaching support of the international community and the strong partnership with the Government of Iraq, stabilization initiatives, as of the end of 2019, have contributed to the return of approximately 4.6 million Iraqis to their areas of origin. The FFS team and its network of partners have reached a level of maturity and flexibility in the operations that has enabled the FFS to deliver while adapting to new constraints and revised priorities. At the same time, 1.4 million IDPs remain displaced and the risk of secondary displacement remains high. The closure of many IDP camps across the country in 2019 has also increased the stress on often-depleted basic services in areas of origin.

Notwithstanding the major achievements of FFS, there is stabilization work that remains to be done. In that context, UNDP is proposing to continue support to the stabilization of Iraq through the launch of a second phase of its stabilization efforts in Iraq: Stabilization+ which will continue to support the GOI to fulfil its mandated responsibilities in areas liberated from ISIL.

Consultations with the donor community will take place during the early-to-mid months of 2020, to discuss the rationale for of Stabilization+ and to shape the way forward. The proposed parameters of Stabilization+ are as follows:

- 1) **Mandate duration:** Proposed extension of FFS until December 2023.
- 2) **Geographic scope:** Consolidate stabilization gains by continuing work within the five liberated governorates of Iraq, with focus on fulfilling the stabilization needs across all four Windows of work in the 31 locations where the FFS is mandated to work including the FFS Priority Areas of the Baiji-Hatra corridor, Hawija, Mosul, western Anbar and western Ninewa.
- 3) **Sectorial scope:** The comprehensive approach of the FFS, across four Windows and ten sectors, will remain the same, with the following nuances:
 - a. **Livelihoods sector:** Maintain cash for work and grant programmes in locations that still require immediate support. In addition, increase support to sustainable livelihood initiatives that promote job creation, skills development, job placements, access to microfinancing and business counselling for unemployed IDPs, youth and women and support to productive infrastructure.
 - b. **Capacity support:** Complement the current approach to capacity support with more emphasis on building GOI capacity to adopt the FFS processes that have been crucial to the success of stabilization programming to-date, such as corruption mitigation, procurement and social and environmental standards. This will be complemented, where needed, with support to build the capacities of end-users to use and maintain FFS-rehabilitated facilities and provided equipment to ensure the sustainability of rehabilitated infrastructure.
 - c. **Social Cohesion:** UNDP proposes to place additional focus on mainstreaming conflict sensitivity, social cohesion and peacebuilding in all FFS windows.
- 4) **Implementation parameters:** the foundation of UNDP's approach to Stabilization+ will be the tried and tested process which has underpinned the success of UNDP's approach to stabilization to-date. Processes such as a Service Centre to manage and enforce specialized anti-corruption measures, a full-time procurement oversight committee and multi-layered monitoring at all stages will ensure that the next phase of stabilization will stay true to the approach honed over the past four years of UNDP stabilization implementation. Within this existing system, a focus will be given to considerations of resilience within infrastructure systems as a whole (including, for example, reduced service interruption time, improved time for recovery, improved performance under natural hazards).
- 5) **Mainstreaming sustainability considerations:** UNDP proposes increased emphasis on mainstreaming social and environmental sustainability through the following programming principles:
 - a. Environmental safeguarding
 - b. Gender driven and human rights-based approaches
 - c. Occupancy, land and property rights
 - d. Conflict sensitivity
 - e. Community participation



Father of seven Mishal Mohammed Hassan, 80, is pictured with his grandchildren inside their family home in West Mosul, which is being rehabilitated by FFS.

In order to inform Stabilization+, at the end of 2019, UNDP began an assessment process to identify and validate the remaining stabilization needs in the five liberated governorates. This assessment forms an evidence base to inform the conversation on Stabilization+ and, more broadly, in terms of remaining stabilization needs in the liberated governorates. Such assessments are expected to become recurrent to understand emerging needs in UNDP's areas of operation. The findings from the assessment process, which is being undertaken for all four Windows of FFS work, will be presented to the international community and the GOI in 2020.

While 2020 will undoubtedly be a year of transition for FFS, the programme remains dedicated to its core mandate of supporting the GOI to implement its stabilization priorities across the five liberated governorates of Iraq. With the ongoing support of the international community and the GOI, UNDP looks forward to continuing work at speed and at scale and to, ultimately, support IDPs to return home.

ANNEX ONE: RISK ANALYSIS Q4 2019

DESCRIPTION	TYPE	PROBABILITY (P) AND IMPACT (I)	COUNTER MEASURES / MANAGEMENT RESPONSE
Mass protests that began in Q4 of 2019 caused curfews and internet shutdowns with a minimal impact on FFS operations. Continued protests and resulting political instability may have further impact on FFS activities.	Political Operational	P 3 I 3	Ensure strong relationships are maintained across all political levels, in addition to PCC partners and municipal officials. Frequently liaise with counterparts from municipal, Governorate and national Government to ensure consistent messaging on the expectations of GOI support and collaboration in order to successfully deliver activities.
The proposed priority projects channeled to FFS for support, do not correspond with priorities of returnees/local populations.	Strategic Operational	P 2 I 4	Conduct targeted workshops with respective Provincial and Municipal officials, to identify and agree the most critical needs towards supporting stabilization objectives Provide regular guidance and support to local and provincial government, technical directorate and end user counterparts on FFS processes to validate, verify and prioritise support for requests in line with the most critical needs of returning populations. Routinely assess the drivers and obstacles to sustainable returns and returnees on priorities as additional inputs to final decisions.
A lack of GOI commitment to support FFS operations or capacity to operationalize FFS-rehabilitated structures may impact FFS delivery and sustainability of impact.	Political Financial Operational	P 2 I 4	Regular liaising with GOI counterparts via UNDP senior management meetings at COMSEC or at governorate level, the Steering Committee and other established channels to coordinate with GOI for security guarantees and necessary operational support in areas of FFS operation, and to strengthen capacities to maintain and operate completed rehabilitation projects. Monitoring and evaluation of completed FFS projects to capture incidents of operation and maintenance/staffing challenges. Monitoring of access restrictions for FFS field teams, programme staff and contractors in FFS approved locations due to security related concerns.
A perceived lack of political will to support stabilization activities on the part of the GOI, leading to reduced donor confidence and funding to support stabilization activities.	Strategic Political Financial	P 2 I 4	Strengthen partnership with the Government of Iraq with an established mechanism through which the GOI can demonstrate ownership and contribution to the stabilization process. Maintain a strong relationship with Government of Iraq counterparts throughout project cycles, positioning Government representation at the heart of FFS activities. Highlight the in-kind support of the Government of Iraq in shoring-up stabilization gains with further investment, staffing, operation and maintenance etc.
A lack of basic services and livelihood opportunities outside of the liberated governorates, gives rise to tensions and grievances causing a new wave of instability affecting Iraq as a whole.	Political Security	P 3 I 3	Conflict-sensitive approach in project planning, implementation, monitoring and communication to ensure that there is no harm caused by FFS works in the mandated locations of the liberated governorates. Share UNDP experience and technical expertise with other actors working on related activities (livelihood support, provision of basic services, etc.) in the non-FFS covered areas, to support stabilization across the country.
Worsening security situation across the Middle East region generates new stabilization challenges and undermining security guarantees in areas where FFS is operating, impeding implementation of projects and activities.	Security Operational	P 2 I 4	Indications of a deterioration in security related to regional conflict and tensions to be closely monitored and raised to the PM and NOC via RC/HC and other existing UN mechanisms where such deterioration threatens stabilization gains and/or continuity of activities. Robust field teams in place to ensure continuity of localized activities to the best degree possible when wider movement of FFS teams may be restricted due to insecurity.

DESCRIPTION	TYPE	PROBABILITY (P) AND IMPACT (I)	COUNTER MEASURES / MANAGEMENT RESPONSE
			<p>FFS field missions to be conducted with additional support of police escorts when/where necessary.</p> <p>Where possible, locally sourced equipment to be used in place of materials which need to be imported, reducing the risk of port-delays in cases where security increases around areas of ports/ customs control.</p>
A lack of IDP returns to areas where FFS is operating, due to the reasons beyond FFS, may have impact on overall outcome achievement	Operational Strategic	P 2 I 4	<p>Conduct targeted workshops with respective Provincial and Municipal officials, to identify and agree the most critical needs towards supporting stabilization objectives</p> <p>Provide regular guidance and support to local and provincial government, technical directorate and end user counterparts on FFS processes to validate, verify and prioritise support for requests in line with the most critical needs of returning populations.</p> <p>Routinely assess the drivers and obstacles to sustainable returns and returnees on priorities as additional inputs to final decisions.</p>
IDPs resettle in host cities within the liberated areas, despite stabilization support to their areas of origin. The resulting strain on existing basic services in host cities does not fall within FFS scope for support, but has potential negative consequences for FFS impact and the 'stability' of host cities.	Operational Strategic	P 3 I 3	<p>Maintain a solid understanding of IDP/returnee dynamics and trends within areas receiving FFS support.</p> <p>Routinely investigate and analyse the stabilization needs in 'host' locations within the liberated governorates to ensure additional displacement related stresses are accounted for in needs assessments and prioritization processes.</p>
Involuntary or coerced returns due to camp closures leading to increased stresses on depleted basic services and heightened tensions in areas of origin – have impact on project prioritization and implementation.	Political Security	P 3 I 3	<p>Regular liaising with Humanitarian Country Team (HCT) colleagues and interfacing with OCHA coordination architecture to ensure late-stage returnees are anticipated as much as possible within FFS programming, and new vulnerabilities are accounted for in FFS lines of work.</p>
Sectarian, ethnic and/or tribal tensions increase, and violent conflict breaks out in geographical locations where FFS provides support/ implements projects.	Political Security	P 2 I 4	<p>Ensure FFS interventions are designed and implemented in a conflict sensitive manner, so that it does no harm/does not contribute to further community level tensions/mistrust. Maintain a commitment to implement projects in approved areas that have a reasonable potential for sustainable stability.</p> <p>Engage transparently with Government at all levels to ensure FFS activities are conducted in a manner that promotes fair distribution of support on the basis of need, mitigating the risk of perceived preferential support to one group over any other.</p> <p>Engage with relevant stakeholders via established mechanisms to raise and address the concerns at high level.</p>
Human rights violations, unresolved property issues and other grievances beyond the scope of FFS may result in secondary displacement or return to violence/violent extremism.	Political Security	P 2 I 4	<p>UNDP will document concerns relating to the protection of the people of Iraq and community reconciliation in the areas in which FFS provides supports and communicate the same to the Government of Iraq (directly), the international community including through the Steering Committee, as well as relevant UN mechanisms including DCO-led UNCT and OCHA-led HCT for complementarity in ongoing programmes and projects.</p> <p>UNDP will continue to work with partners in facts finding/ assessment, programming, knowledge sharing, and coordination to improve these issues outside FFS but within the Country Office mandate and portfolio.</p>

DESCRIPTION	TYPE	PROBABILITY (P) AND IMPACT (I)	COUNTER MEASURES / MANAGEMENT RESPONSE
Possibility of recapture of newly liberated areas by ISIL leading to displacement and further destruction of infrastructure.	Security	P 2 I 4	Strict monitoring of the security situation. Where possible, work with control centers to develop extraction plan for critical FFS staff and assets in case of rapid deterioration in security context.
Risk of looting of (FFS supported) assets during stabilization phase or thereafter.	Security	P 3 I 4	Close monitoring on the ground and possibly delay delivery of equipment in case there is identified risk of looting. Deployment of liaison officer on the ground to support regular communications between FFS and local authorities where such concerns can be raised. Raise any security incidents immediately with PMO and Governor. Continued close consultation and coordination with relevant stakeholders via established mechanisms including Steering Committee to ensure accountability.
Delays in tax and customs clearance relating to imported equipment, materials, vehicles etc. have impact on timely delivery of FFS	Operational Financial	P 3 I 4	Focal points are designated to liaise and coordinate with NOC and special measures to be established with Prime Minister's Office to fast-track imported goods and equipment for stabilization. Where possible, locally sourced equipment to be used in place of materials which need to be imported, reducing the risk of port/ customs clearance delays
Mass infestation of improvised explosive devices (IEDs) and other explosive hazards (EH), requiring clearance, presenting threats to the communities and personnel.	Security Operational	P 3 I 4	Explosive hazard removal actors, through the coordination of the Directorate for Mine Action (DMA) to conduct rapid threat assessments, undertake the issuance of contracts for EH clearance and others, in areas where FFS are active. Threat assessments for neighborhoods and sites use classification with Low, Medium and High risk to better sequence FFS activities and advise on IDP returns to safe areas. FFS to maintain on-the-ground coordination with actors who are undertaking explosive hazard removal activities in all areas. FFS works with available explosive hazard removal capacities including DMA, ISF, NGO and sub-contractors to priorities site clearance at FFS project locations. FFS to continuously advocate for donor community support to explosive hazard removal as a necessary accompaniment to FFS activities.
FFS women beneficiaries may be subject to sexual harassment, exploitation or assault due to their participation in gender focused projects (i.e. livelihood and/or cash grant projects), and may have impact on meeting FFS gender-specific targets	Security Strategic	P 2 I 4	All FFS staff are fully trained on the prevention of sexual harassment, exploitation and assault through a suite of mandatory courses; dedicated gender unit staff and annual work plan specially designed for gender mainstreaming and protection will be strictly adhered. Conscientious design of programme and staffing, and gender-mainstreamed implementation and monitoring. Ensure wide communication relating to the various means of reporting incidents or threats of sexual harassment, exploitation of assault. Special measures introduced to ensure comfort and safety of female participants in targeted Livelihood sector interventions, including regular one-on-one liaising during project implementation and after project completion.
FFS women staff and contracted staff may be subject to sexual harassment, exploitation or assault in undertaking their tasks and responsibilities (particularly in the field).	Security Strategic I	P2 I 4	Undertake periodic internal surveys targeting FFS women national staff who are field-based or regularly travel to project sites to assess their comfort levels, perceptions of safety and the ease of reporting mechanisms when it comes to matters of gender-based harassment, exploitation or abuse. Reflect the findings to improve staff safety measures and internal guidances, work plan and other relevant policies and procedures.

DESCRIPTION	TYPE	PROBABILITY (P) AND IMPACT (I)	COUNTER MEASURES / MANAGEMENT RESPONSE
Grievances between local communities and perceived ISIL-affiliated families in the selected FFS project area may hinder the project implementation process or deter achieving the original objective of facilitating the returns	Security Operational	P 2 I 4	<p>Ensure comprehensive communication to all FFS staff and project partners that FFS relies on GOI-led vetting procedures and criminal investigations to hold those accountable for ISIL crimes to justice. Communities in liberated areas that need basic services and livelihood support are supported irrespective of religion, ethnicity, tribal or perceptions of affiliations.</p> <p>Adopt conflict-sensitive measures to ensure that the areas with social cohesion and reconciliation needs are also supported with relevant activity (under window 4 and other).</p>
The environment and/or natural resources are negatively impacted through stabilization projects.	Environmental Strategic	P 2 I 4	<p>FFS will undertake UNDP's Social and Environmental Assessment, and regularly review the same to identify risks pertaining to the environment.</p> <p>Dedicated environment impact assessments to be conducted for large scale infrastructure works undertaken by FFS to identify any specific risks to the environment/natural resources, and accordingly identify required mitigation measures.</p> <p>FFS engineering, monitoring and site management teams to be trained on environmental and social safeguarding and to report on environmental and social measures as part of regular site monitoring practices.</p> <p>FFS to incorporate specifications for more environmentally sustainable materials within rehabilitation related procurement processes.</p> <p>FFS to avail of the expertise of the Environment Team of the UNDP Country Office.</p>
Corruption or corruption related threats made by various stakeholders (internal and external) during project procurement, planning and implementation.	Operational Financial	P 2 I 4	<p>A zero-tolerance policy in terms of dealing with corruption, which is practiced transparently and without exception in all cases where corrupt or fraudulent activities are encountered.</p> <p>Communication to all staff and contractors regarding how to report instances of threats, blackmail etc. Clear response mechanisms built into overall management structures for cases of threats towards staff or contractors.</p> <p>FFS staff involved with procurement processes to be given full briefings and training in relation to standard protocol to ensure non-leakage of procurement related information, identification and reporting of attempts to undermine protection of procurement documentation and guidance on conduct and reporting if encountering a threatening situation.</p> <p>Use of e-tendering system and relevant training to potential bidders and partners</p>
Poor quality contracting work leading to ineffective results and reputational risk for UNDP/FFS.	Strategic Operational	P 2 I 4	<p>A strong, multi-layered monitoring mechanism to be in place on the ground during the implementation phase to closely supervise contracted work and ensure (i) progress against timeline (ii) quality of work and (iii) adherence to BoQ standards and specifications. The monitoring mechanism to include FFS engineers, specialized monitors, government/end-user oversight and third-party in-depth monitoring to ensure a multi-layered approach and diversity of perspectives.</p> <p>Monitors are recruited to oversee progress, quality of work and adherence to project goals for particularly complex projects (hospitals etc.).</p>

ANNEX TWO: FFS RESULTS MATRIX

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

Conditions improved for safe return of internally displaced persons in newly liberated areas⁵

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets⁶ :

Increase in percentage of internally displaced persons returning to liberated areas

Baseline: 10% (2015) Target: 80% (2020)

Applicable Output(s) from the UNDP Strategic Plan⁷:

UNDP 2018-2022 Strategic Plan Outcome 3: Strengthen resilience to shocks and crises

UNDP 2018-2022 Strategic Plan Output 3.1.1: Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities

Output Indicators: 3.1.1.2. Displaced populations benefitting from durable solutions, disaggregated by target groups

3.1.1.3. Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics

Supplementary Outcome Indicators proposed⁸ (to be further refined before applying to the Project)

- % of returnees (disaggregated by gender) in the FFS target locations that report the basic urban services available are enough to enable them to stay in their places of origin and begin to rebuild their lives
- % of immediate livelihood support recipients who report an ability to meet immediate personal/family needs with the cash liquidity provided
- Feedback from the Government of Iraq (GOI) beneficiaries on the capacity support provided to the GOI through FFS efforts to enable a return to core services (qualitative analysis)
- Level of community engagement (with an emphasis on women and youth) in promoting social cohesion in the newly liberated areas, as assessed/observed by relevant proxy indicators

5 UNDAF 2015-2019 was under revision at the time of UNDP CPD 2016-2020 was finalized. Draft Outcome statement relied upon.
6 Reporting against the Country Programme Outcome Indicator is undertaken annually as part of UNDP's end-year reporting.
7 Reporting against the UNDP 2018-2022 Strategic Plan, is undertaken annually from 2018, as part of UNDP's end-year reporting.
8 Reporting against the Project outcome level indicators is expected to begin in early 2020.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
<p>Output 1- Funding Facility for Immediate Stabilization</p> <p>Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons</p> <p>Output indicators:</p> <p>a. % of early needs assessments carried out in FFS targeted liberated areas</p> <p>b. # of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewage and municipal services) which have been restored⁹ in target areas¹⁰</p> <p>c. # of houses rehabilitated in liberated areas</p> <p>d. # of immediate livelihood opportunities created for individuals, including women and youth¹² in the target areas</p> <p>e. # of small business grants provided in the target areas (gender disaggregated)</p> <p>f. # of small grants provided to women headed households</p>	<p>Targets (2019)</p> <p>a. Not applicable</p> <p>b. Minimum 2000 projects completed (cumulative). b. Minimum 2500 projects completed (cumulative).</p> <p>c. 20,000 houses rehabilitated in newly liberated areas</p> <p>d. 50,000 people engaged through cash-generating job opportunities (cumulative, 10,000 youth and 4000 women)</p> <p>e. 8,000 small business grants provided</p> <p>f. 4,120 women headed households provided with grants</p> <p>g. Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded.</p> <p>h. 100 youth and 50 women engaged in promoting social cohesion</p>	<p>Activity 1.1 (Assessments) Carry out local assessments to identify immediate stabilization needs</p> <p><u>Indicative activities</u></p> <p>- Develop methodology to conduct rapid stabilization and recovery assessments in the newly liberated areas.</p> <p>- Provide advisory support to Local Authorities with regards to conducting the rapid assessments</p> <p>- Organize prioritization workshops, engaging relevant stakeholders and undertake verification missions where relevant.</p> <p>- Deploy expertise (where required) to coordinate the assessment exercise</p> <p>- Finalize the assessment reports, including translation and dissemination.</p> <p>Activity result 1.2 (Window 1) Rehabilitate priority light infrastructure in newly liberated areas</p>	<p>a. Assessments have been undertaken in all 31 targeted areas.</p> <p>b. 2,042 projects completed at the end of Q4. The following provides the breakdown by sector:¹¹</p> <ul style="list-style-type: none"> • Education: 829 • Electricity: 209 • Health: 298 • Housing: 71 • Municipalities: 355 • Roads and bridges: 11 • Sewerage: 104 • Water: 165 <p>c. 23,346 houses cumulatively rehabilitated in new liberated areas as of the end of Q4.</p> <p>d. Cumulatively, 32,516 people engaged through cash-generating job opportunities, including 4,952 women and 13,794 youth¹³.</p>

9 Restored, includes renovation/rehabilitation and/or provision of equipment and furniture officially accepted by Government of Iraq counterparts.

10 The number of women's need-based infrastructure projects restored will be factored when reporting.

11 For further analysis of why this target was not reached, see Section Three.

12 Aged under 30

13 For further analysis of why this target was not reached, see Section Three.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
<p>g. # and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities</p> <p>h. # of women and youth engaged in leading/ promoting social cohesion in the newly liberated areas</p> <p>Baseline:</p> <p>a. No assessments conducted in the newly liberated areas (May 2015)</p> <p>b. Zero (0) FFS supported light infrastructure rehabilitation work in the newly liberated areas (May 2015)</p> <p>c. Zero (0) houses rehabilitated in liberated areas (May 2015)</p> <p>d. Zero (0) job creation supported by FFS (May 2015)</p> <p>e. Zero (0) small business grants provided (May 2015)</p> <p>f. Zero (0) small grants provided to women headed households</p> <p>g. Limited capacity in place to implement stabilization activities. (May 2015)</p>		<p>Indicative activities</p> <ul style="list-style-type: none"> - Undertake consultations with the partner institutions from the Government of Iraq, including the Provincial Control Cells, relevant line Ministries and line Directorates, in the newly liberated areas, to identify the infrastructure rehabilitation priorities - Develop designs and Bills of Quantity for priority infrastructure projects, including for the health, education, water, electricity, municipality, sewage, roads and bridges and housing sectors and other critical services in the target newly liberated areas - Ensure the placement of the required procurement service capacities and undertake the required procurement processes to identify qualified goods and service providers. - Rehabilitate priority infrastructure units which meet the immediate stabilization needs in the newly liberated areas 	<p>e. 3,481 small business grants provided, including 2,628 women¹⁴</p> <p>f. Cumulatively 6,218 small grants provided to women headed households.</p> <p>g. Three international Stabilization Specialists¹⁵ and three Area Coordinators are in place. Seven Municipal Stabilization Advisors are embedded in municipal authorities.</p> <p>h. 4,735 individuals were engaged in social cohesion activities, of those 2,179 were women included.</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
<p>h. Zero (0) women and youth engaged in leading/ promoting social cohesion activities in newly liberated areas (May 2015)</p>		<ul style="list-style-type: none"> - Provide priority furniture and/or equipment required to deliver basic services. - Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance of the rehabilitation work, to ensure high quality results and timely completion of work. - Undertake monitoring visits to project locations. - Handover of completed infrastructure units to the end-user, to operate and maintain in support of the people <p>Activity result 1.3 (Window 2) Support immediate income generation opportunities</p> <p>Indicative activities</p> <ul style="list-style-type: none"> - Identify location-specific quick employment projects which provide critical access to financial resources among the returnees in the newly liberated areas, enabling them to meet their basic needs -Develop the terms of reference and/or Bills of Quantity and undertake the required procurement processes to identify qualified goods and service providers/ responsible parties. 	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
		<p>- Based on identified needs;</p> <p>a) Create cash for work opportunities for returnees, including through support for renovation and rehabilitation of infrastructure. Identify opportunities for engaging women through cash for work activities; and/or</p> <p>b) Provide cash grants to support small businesses; and/or</p> <p>c) Provide cash grants for women headed households, where relevant and deemed suitable</p> <p>- Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance of the rehabilitation work, in order to ensure high quality results and timely completion of work.</p> <p>- Undertake monitoring visits to project locations in the newly liberated areas.</p> <p>-Provide technical support to NGO partners (2015-2017)</p> <p>Activity result 1.4: (Window 3) Capacity development of Government authorities to facilitate stabilization</p> <p>Indicative activities</p> <p>- Identify the capacity support requirements in the Governorate and Local Administration level, in the newly liberated areas</p> <p>- Provide capacity support to the Government institutions, through the placement of</p>	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
		<p>complementary national and international technical advisory support capacities (for example, Area Coordinators, Stabilization Advisors, Municipal Stabilization Advisors, Liaison Officers, etc.)</p> <ul style="list-style-type: none"> - Provide other additional capacity support based on identified needs of the Governorate Offices and Local Authorities (i.e. communications, livelihood) - Gender advisory support dedicated for the Funding Facility for Stabilization in place, to strengthen gender equality and women's empowerment programming, and monitoring - Provide support to conduct priority workshops, trainings and consultations - Undertake monitoring visits to project locations in the newly liberated areas. <p>Activity result 1.5: (Window 4) Design and implement initiatives to promote social cohesion</p> <p>Indicative activities</p> <ul style="list-style-type: none"> - Conduct local level conflict analyses to identify the triggers of conflict, in targeted newly liberated areas - Conduct field visits and interviews with the local population, including IDPs, 	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
		<p>local authorities, civil society, and other stakeholders to deepen the project's understanding/analysis and identify specific concerns</p> <ul style="list-style-type: none"> - Identify partners and implement small projects to engage different communities in shared projects such as social work in community, educational programs, intercommunity rehabilitation projects with the aim to slowly rebuild social fabric. -Strengthen the capacities of women and youth, and civil society, including community-based organizations to engage in/ lead in promoting social cohesion <p>Activity result 1.6: Set-up Project Management and Operations support teams</p> <ul style="list-style-type: none"> - Effective and efficient project management systems in place, including through the placement of required management, and operations support capacities - Effective monitoring and evaluation systems in place - Timely reporting of progress/results, document lessons learned, and ensure public/stakeholder outreach on the project's work - Required administrative and operational support infrastructure for the project are in place (i.e. work space, office equipment, security and security vehicles, etc.) 	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PROGRESS UPDATE- Q4
<p>Output 2: Funding Facility for Expanded Stabilization</p> <p>High impact medium-size infrastructure projects are rehabilitated to sustain stabilization gains</p> <p>Output indicators: a. # of medium-size infrastructure projects implemented in the newly liberated areas</p> <p>Baseline: a. 0 (zero) medium-size projects implemented in the newly liberated areas (2015)</p>	<p>Targets (2019) a. 55 medium-size infrastructure projects implemented (cumulative)</p>	<p>INDICATIVE ACTIVITIES</p> <p>Activity Result: 2.1 Rehabilitation of priority, medium-size infrastructure projects</p> <ul style="list-style-type: none"> - Through the planning stage of Activity Results 1.2 identify the medium- size infrastructure rehabilitation priorities - Develop designs and Bills of Quantities for priority infrastructure projects, including for the health, education, water, electricity, and other critical services in the target newly liberated areas - Ensure the placement of the required procurement service capacities and undertake the required procurement processes to identify qualified goods and service providers. - Rehabilitate priority infrastructure units which meet the expanded stabilization needs in the newly liberated areas - Provide priority furniture and/or equipment required to deliver basic services. - Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance of the rehabilitation work, to ensure high quality results and timely completion of work. - Undertake monitoring visits to project locations. - Handover of completed infrastructure units to the end-user, to operate and maintain in support of the people 	<p>a. Cumulatively 112 medium-size infrastructure projects completed. 9 projects are under implementation.</p>

ANNEX THREE: FINANCIAL OVERVIEW

Donors	Contribution (signed agreement)		Received as of December 2019		To be received (currency of agreement)	To be received (signed agreement) USD
	(Currency of Agreement)	(USD)	(Currency of Agreement)	(USD)		
Australia	AUD 22,000,000	\$ 16,308,854.42	AUD 16,000,000	\$ 11,773,707.03	AUD 6 million	\$4,535,147.39
Austria	EUR 6,000,000	\$ 6,697,025.93	EUR 6,000,000	\$ 6,697,025.93	0	0
Belgium	EUR 7,124,774 + USD 3,000,000	\$ 10,867,204.45	EUR 5,124,774 + USD 3,000,000	\$ 8,635,061.59	EUR 2,000,000	\$2,232,143.00
Bulgaria	EUR 200,000	\$ 227,272.73	EUR 200,000	\$ 227,272.73	0	0
Canada	CAD 30,000,000.00 + USD 1,200,000.00	\$ 24,107,487.37	CAD 22,500,000.00 + USD 1,200,000.00	\$ 18,395,378.00	CAD 7,500,000	\$ 5,712,110.00
Czech Republic	CZK 35,000,000.00	\$ 1,522,747.05	CZK 35,000,000.00	\$ 1,522,747.05	0	0
Denmark	DKK 296,000,000	\$ 45,816,451.46	DKK 278,000,000	\$ 43,064,157.88	DKK 18,000,000	\$ 2,752,293.58
Estonia	EUR 25,000	\$ 29,411.76	EUR 25,000	\$ 29,411.76	0	0
European Union	EUR 64,000,000	\$ 73,341,240.83	EUR 64,000,000	\$ 73,341,240.83	0	0
Finland	EUR 9,000,000	\$ 9,941,184.65	EUR 9,000,000	\$ 9,941,184.65	0	0
France	EUR 5,500,000	\$ 6,234,739.72	EUR 5,500,000	\$ 6,234,739.72	0	0
Germany	EUR 311,903,294	\$ 353,386,912.91	EUR 300,903,294	\$ 341,872,376.05	EUR 10,121,278	\$ 11,514,536.85
Government of Iraq	USD 33,000,000	\$ 33,000,000.00	0	\$ -	USD 33,000,000	\$ 33,000,000.00
Italy	EUR 11,800,000	\$ 13,267,138.20	EUR 11,800,000	\$ 13,267,138.20	0	0
Japan	USD 30,506,131	\$ 30,506,130.97	USD 30,506,131	\$ 30,506,130.97	0	0
Korea	USD 18,950,000.00	\$ 18,950,000.00	USD 14,000,000.00	\$ 14,000,000.00	USD 4,950,000.00	\$ 4,950,000.00
Kuwait	USD 2,000,000	\$ 2,000,000.00	USD 2,000,000	\$ 2,000,000.00	0	0
Malta	EUR 30,000	\$ 34,285.71	EUR 30,000	\$ 34,285.71	0	0
Netherlands	EUR 72,000,000.00	\$ 82,149,154.24	EUR 72,000,000.00	\$ 82,149,154.24	0	0
New Zealand	USD 3,000,000	\$ 3,000,000.00	USD 3,000,000	\$ 3,000,000.00	0	0
Norway	NOK 409,200,000.00	\$ 48,514,303.13	NOK 409,200,000.00	\$ 48,514,303.13	0	0
Poland	PLN 8,455,950.00	\$ 2,264,807.32	PLN 8,455,950.00	\$ 1,888,330.19	PLN 1,455,950	\$ 376,477.13
Slovakia	EUR 100,000	\$ 113,125.79	EUR 100,000	\$ 113,125.79	0	0
Sweden	SEK 314,000,000.00 + USD 4,000,000.00	\$ 38,755,274.48	SEK 314,000,000.00 + USD 4,000,000.00	\$ 31,456,765.46	SEK 70,000,000	\$ 7,298,509.02
Turkey	USD 750,000	\$ 750,000.00	USD 750,000	\$ 750,000.00	0	0
UAE	USD 60,000,000	\$60,000,000.00	USD 56,000,000	\$ 59,000,000.00	USD 1,000,000	\$ 1,000,000.00
USA	USD 363,300,000	\$ 363,300,000.00	USD 363,300,000	\$ 363,300,000.00	0	0
United Kingdom	GBP 30,510,000.00	\$ 39,786,430.31	GBP 30,510,000.00	\$ 39,786,430.31	0	0
Total		\$1,284,871,183.43		\$ 1,211,499,967.22		\$ 73,371,216.97

Actual expenses incurred by year (USD)	
2015	\$3,207,121.30
2016	\$40,449,217.48
2017	\$150,255,824.67
2018	\$246,390,549.73
2019	\$283,158,770.86

Financial status, 2019 ¹⁶	
2019 Budget (USD)	2019 Expenditure (USD)
\$269,631,787.00	\$283,158,770.86

United Nations Development Programme in Iraq



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