

PROJECT DOCUMENT
[UNDP Iraq]



Project Document Revision Cover Page

Project Title: Funding Facility for Stabilization

Project Number: 00089459

Implementing Partner: United Nations Development Programme

Start Date: May 2015 **End Date:** 31 December 2023 **PAC Meeting date:** 26 May 2015

Brief Description
<p>Following the rapid changes in the country context in Iraq, UNDP's assessment of the remaining stabilization needs and consultation with the project stakeholders, a substantive revision is presented in order to:</p> <ul style="list-style-type: none"> 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 operational timeframe of the project. d) Update to the project's financial resource position <p>The justification and detailed changes are provided in attached pages.</p>

<p>Contributing Outcome (UNSDCF/Country Programme Document): CPD 2020-2024 Outcome 1: People in Iraq, civil society and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.</p> <p>Indicative Output(s) with gender marker: Output 1: Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons (GEN 2) Output 2: High impact medium-sized infrastructure projects are rehabilitated to sustain stabilization gains (GEN 2) Output 3: Exit Strategy is drafted in consultation with the Government of Iraq, for the liberated governorates (GEN 2)</p>	Total resources required (USD)	1,880,000,000.00		
	Total resources allocated (USD):	1,288,277,398.00		
		UNDP TRAC:	0.000	
		Donor:	1,255,277,398.00	
		Government:	33,000,000.00	
		In-Kind:		
	Unfunded (USD):	591,722,602.00 ¹		

Approved by

Zena Ali Ahmad
Resident Representative, UNDP Iraq

Date: 10/11/2020



¹ Subject to USD exchange rate fluctuations. Estimate as of April 2020.

SITUATION ANALYSIS

In 2014, the military offensive by the Islamic State of Iraq and the Levant (ISIL) saw large territories of Iraq come under its control. Capture of the major northern city of Mosul and the quick advance of ISIL and its allies towards Baghdad, plunged Iraq into one of the most, if not the most significant, political, social, economic and security crises the country experienced since 2003. However, following several years of intense fighting, an effective military campaign led by the Government of Iraq (GOI) with the support from the Global Coalition, began to progressively regain control of territories captured by ISIL. The liberation of East Mosul in January, West Mosul in July, Tel Afar in August, Hawija in October, and Western Anbar in late November of 2017 were of significance in the final phases of the military campaign that eventually led to the Iraq's official declaration of victory in December 2017.

The occupation by ISIL in the liberated areas led to significant loss of lives, thousands of children being orphaned and many people to be deemed missing. It also resulted in large scale destruction of socio-economic infrastructure and basic service delivery system for services such as water, healthcare, electricity and education, shelter, and impacted roads, bridges, and in the loss of livelihood/income for the people. It was estimated in early 2018 that approximately \$88.2 billion was required to rehabilitate essential infrastructure in the country². Moreover, Iraq is faced with one of the world's largest and acute explosive hazards contamination and large quantities of rubble that impede on the pace at which stabilization and recovery efforts can be undertaken (i.e. efforts which provide basic services, promote local economic development and open schools, health centres, and local security infrastructure, such as police stations).

Since 2014, it is estimated that more than 6 million men, women, boys and girls had been displaced, of which an estimated 4.66 million people have returned to the areas of origin as of February 2020³. The return pace has been slowing down in 2018-2019⁴ and 1.39 million population remain displaced. This slowing return trend reaffirms the complexity of challenges, from the largely damaged housing and basic services infrastructure to the lack of livelihood opportunities in the areas of return⁵, social cohesion and reconciliation issues, and most importantly, the still-volatile security context.

The year 2020 was originally foreseen as the last year of implementation for the United Nations Development Programme (UNDP) support to the post-ISIL stabilization process, but Iraq's political, economic and security (military and public health) situation as of late 2019 and early 2020 continued to face significant stresses, putting the government in a difficult position to respond to ongoing crises while fully taking over the stabilization works in the liberated areas that still have large scale needs⁶. Popular protests that began in October 2019 and continued to 2020, until the global pandemic of COVID-19 that caused the government of Iraq to declare the nationwide curfews and lockdowns, denote underlying problems of the country. The protests demanding substantial political, economic and social reforms attest to the weakened state institutions and the society that remains fractured along the religious, ethnic and political lines. While such mass political protests were not so visible and did not much affect ongoing rehabilitation work in the liberated areas, the national discussions that followed, show that the gap in trust between citizens and state institutions, remains a big challenge.

In reflection of the past four years of stabilization works in the liberated areas, it is acknowledged that the tangible gains of the stabilization process have been crucial to facilitate the return of displaced persons and to support them to resume their living to a standard that is as good or better than that of pre-ISIL. The rehabilitated water plants, electricity stations, health clinics and schools all contribute to the returnees and community-at-large, and reassure them of the peace and security gained. At the same time, it is observed that these achievements have not always been successfully transferred into other aspects of the population's sense of security, the collective belief in the restored rule of law or general understanding that the stabilization process is only at the beginning of the path to sustainable peace and development.

² World Bank, [Iraq Damage and Needs Assessment of Affected Governorates](#), January 2018

³ IOM DTM, [Iraq Master List Report 114](#), March 2020

⁴ 431,130 returns in 2019 compared to 944,958 in 2018

⁵ OCHA Iraq, [2020 Iraq Humanitarian Needs Overview](#), November 2019: The number of people that require emergency assistance has gone down as of 2020, but about 4.1 million people remain identified as the population in need (40 percent decrease from the 6.7 million people identified in 2019). This number is expected to increase following the impact of oil price drop on federal budget, as well as the socio-economic impact of COVID-19.

⁶ UNDP Iraq, Remaining Needs Assessment for Stabilization in Liberated Governorates, April 2020 (available at request).

Latest country assessments also point to the fragility of the current peace and stabilization gains in Iraq⁷. On the one hand, there are uncertainties surrounding broader regional security situation, especially the recent development that led to the Iraqi parliament's decision in January 2020 which called for the end of support from the international coalition and to end the presence of all foreign troops in the country⁸. On the other hand, there are more systemic stressors that challenge or slow the rehabilitation process, which in turn weaken the people's trust in the state. In relation to the mandate and design of the UNDP's stabilization works, the relevant stressors include but are not limited to: i) weak sense or faith in lasting peace and social cohesion, which is closely related to the public's trust in rule of law and ongoing security sector reform process; ii) legitimacy, financial, human and technical capacities, and accountability of state institutions; and iii) environmental, social and other concerns that the rapid stabilization may not be conducive to more sustainable development.

It is against this backdrop and with the aim to ensure sustainability of the stabilization process and its gains that more conscientious mainstreaming of the three principles is proposed for the extended implementation period of the Funding Facility for Stabilization. The main objective of supporting the return of displaced persons to their areas of origin remains unchanged, but UNDP's support to stabilization in 2020-2023 will focus on improving the quality of works across all windows and sectors, by reinforcing its systematic approach while mainstreaming the below-detailed three principles. Development challenges and systemic risks that require longer-term approach will be referred to and complemented through UNDP projects under Governance, Environment and other pillars⁹, as well as relevant projects of partner UN agencies and other organizations.

STRATEGY AND RESULTS

To respond to the early needs of newly liberated areas in 2015, the international community committed its support to provide rapid stabilization assistance. Therefore, the Funding Facility for Stabilization (FFS) was established by the UNDP. FFS was eventually approved to support stabilization efforts of the Government of Iraq (GOI) in 31 locations¹⁰ across the newly liberated governorates of Anbar, Diyala, Salah-Al-Din, Kirkuk, and Ninewa, at its Steering Committee.

The FFS approach to stabilization was designed with the aim of deterring the re-occurrence of violent conflict in Iraq. During the initial consultations with the GOI and at Steering Committee, it was determined that the most effective and efficient way to do so was to expedite the return of the displaced people of Iraq to their homes immediately following liberation, and to support them in moving towards having different facets of their lives return to normal. In turn, the overall desired change of FFS is to also restore trust between government and the people of Iraq, the erosion of which had been a partial cause of the crisis. FFS project prioritization, monitoring and other parts of the process are designed, and have been revised, to support the ownership of government authorities and for them to legitimately represent their population's needs and interests.

Given the scale of destruction, the level of displacement, and rapid changes in context, the FFS adapted its model to include two strategies and channels of implementation between 2015 and 2020, to achieve its aim: **Funding Facility for Immediate Stabilization (FFIS)** and **Funding Facility for Expanded Stabilization (FFES)**.

The **Funding Facility for Immediate Stabilization (FFIS)** as initiated in 2015, relies on four (4) primary sets of activities (referred to as 'Windows') to positively influence immediate change in the liberated areas in Iraq. This include

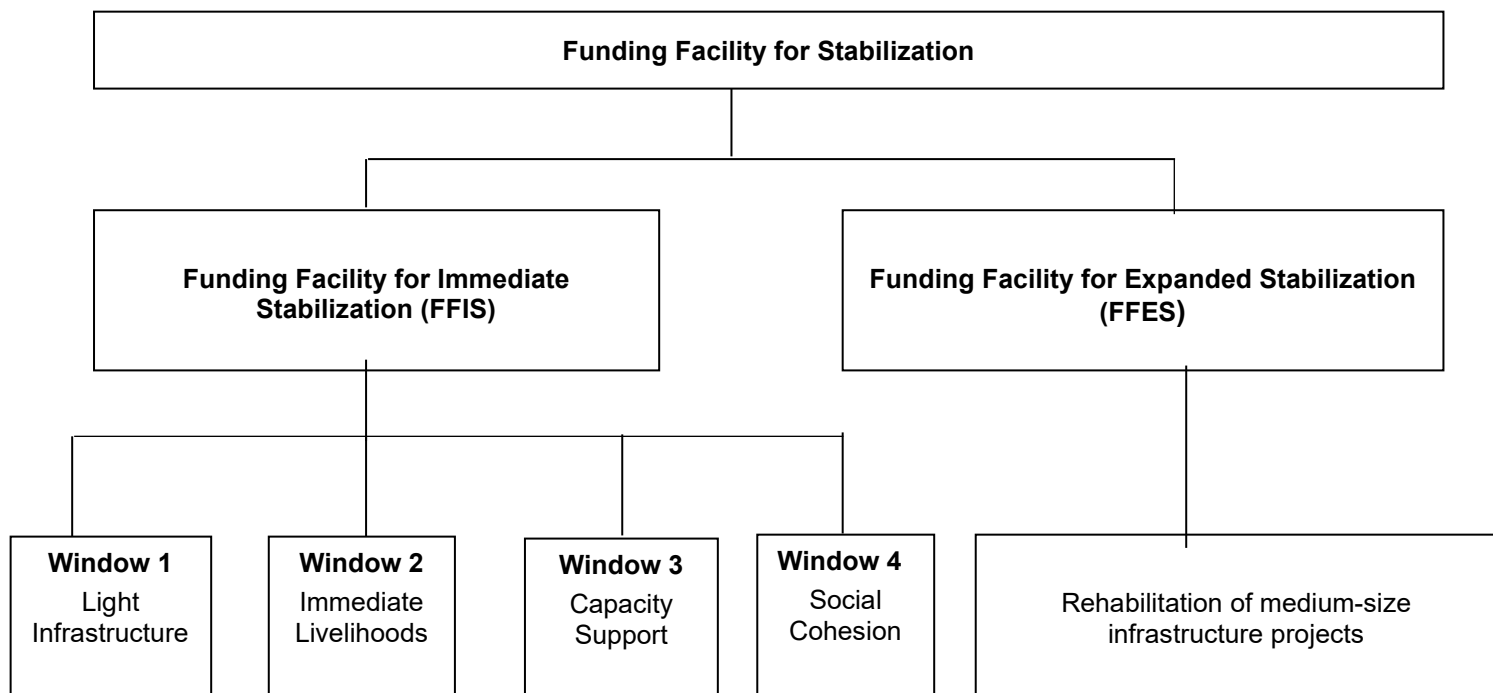
- Window One: Public works and light infrastructure rehabilitation.
- Window Two: Immediate livelihood support for returning IDPs.
- Window Three: Capacity support for local governments, boosting their immediate response capacity to cope with the challenges arising during stabilization.
- Window Four: Promoting social cohesion among the target communities.

⁷ UNDP Iraq, Resilience-based Vulnerabilities Assessment, February 2020 (available at request).

⁸ UN Security Council, Implementation of resolution 2470 (2019): Report of the Secretary-General, [S/2020/140](#), February 2020. While this change is expected to result in force posture adjustment, it should also be noted that the Political Directors of the Global Coalition to Defeat Daesh/ISIS reaffirmed their unwavering commitment to stabilization support in liberated areas, in their [statement issued on 16 April 2020](#).

⁹ UNDP Support to Security and Justice Sector Governance in Iraq, and other projects in the country programme portfolio.

¹⁰ The number of mandated locations increased to 31 in 2018.



The combination of these four (4) “windows” was determined to form the most effective package in addressing short to medium term impediments preventing and dissuading Iraqis from returning home, and in turn, putting at risk the unstable peace that was achieved throughout the areas liberated from ISIL. The immediate impact of the FFIS approach was observed from the first years of implementation (2015-2016), as the project helped large number of returns to the areas that were just liberated, with its accelerated package of restoring water services, electricity grid, and health and education facilities.

Window One focuses on public works and light infrastructure rehabilitation in newly liberated areas. In the context of Iraq, the focus is to help to kick-start critical public services that have been damaged by the armed conflict. Light to medium rehabilitation of infrastructure is supported in sectors which are critical for meeting basic needs, such as health, water, education, electricity, sewage, housing, roads and bridges and municipality¹¹. Gender considerations are incorporated into Window One activities, drawing attention to the specific needs and roles of women in prioritizing and undertaking infrastructure projects (e.g. Dormitories for female students at universities, girl’s schools, maternity hospital, etc.).

Window Two focuses on livelihood support, aimed at providing immediate cash liquidity and supporting a return to sustained local economic activities. Activities focus primarily on cash for work programmes, regeneration of small businesses, and small grants to women-headed households. The aim is to provide short-term livelihood opportunities (linked to the infrastructure rehabilitation activities under Window One), and a cash injection to the communities, particularly for the families that return to their homes and who are often cash-poor and unable to meet their basic needs in the wake of conflict. This level of support and engagement can also enable returnees who had previously operated businesses or have an artisanal skill, young people and women entrepreneurs – to restart a variety of small enterprises that include such endeavours as food supply and preparation to shops selling and repairing computers and cell phones. Additionally, this window provides women with an opportunity to take an active role in rebuilding their communities, contributing to economic growth, as well as lessening the financial burden on their families.

Window Three focuses on financing capacity support for local governments, boosting their response capacity to cope with the challenges arose after the liberation, and during the stabilization process. Overall, Window Three activities support municipalities to return to their core duties. This capacity support is provided through the deployment and embedding of technical experts to support planning,

¹¹ Municipality includes but is not limited to police stations, court houses, municipal offices, public spaces, etc.

implementation, communications, coordination and monitoring functions, and incorporation of gender considerations. The expectation is that these deployments will be for a limited term, until government funding comes to absorb these staff or transition them. Secondly, complemented through Window 1, support is provided by outfitting the municipalities with priority assets that enable the local governance systems to become operational, for instance by the provision of heavy machinery and vehicles in addition to rehabilitation of municipal buildings, roads, police stations and the furnishing of municipal offices, etc.

Window Four focuses on promoting social cohesion in the newly liberated areas. The aim is to strengthen the process of stabilization in the liberated areas by empowering the women, men and youth in the target communities, and strengthen their capacities to resolve existing, and mitigate emerging conflicts. This Window seeks to facilitate a bottom-up approach through community level and community-led initiatives which are informed by the specific context in each location, to promote co-existence, build inter- and intra-community relations and trust. FFS aims to primarily leverage the capabilities of women and youth to influence change in their communities. The fragility of inter-community and intra-community relationships is a common concern in post-conflict situations, and one in which problems can readily be aggravated by incongruous collective memories of the conflict and its antecedents. This factor is, therefore, a key consideration for FFS to facilitate return of the remaining IDPs.

The **Funding Facility for Expanded Stabilization (FFES)**, introduced in April 2016, is a fast-track instrument but the distinctive role of the FFES lies in its concentration on medium to large-scale infrastructure projects such as bridges, major power plants and power distribution lines, and reflecting the crucial importance for IDPs of education and health care, the rehabilitation of universities and hospitals. FFES focuses on all 5 Governorates; Anbar, Diyala, Kirkuk, Ninewa and Salah-Al-Din based on the assessed needs.

While the longer-term dimension of the rebuilding process was not seen as a direct responsibility of FFS, with its FFIS and FFES primarily focused on effecting immediate remediation, it is unarguable that FFS works should contribute to laying down the foundation for continued growth.

As the established process and gains of FFS would be handed over to the government authorities by the end of the project, FFS will focus on improving the quality of works across all windows and sectors, by reinforcing its systematic approach while mainstreaming the below three principles¹² in the extended period of 2020-2023.

First, a more consolidated **mainstreaming of gender and human rights-based approach** in all windows and sectors of work. While this has always been the core principle of UNDP FFS, the gap in people's trust of state and state institutions has not narrowed sufficiently after more than four years of implementation. This is critical, as such a gap manifests as one of the key obstacles for returns where the displaced persons are reluctant to return in fear of their security. It is thus required that all works should be achieved in a manner to clearly communicate to the public that the peace gained after conflict is worthy, and the stabilization process backs the public to trust the system to be fully functional, in protection and promotion of all their human rights and wellbeing¹³. In other words, FFS will ensure that the stabilization process is inclusive and participatory, considering the vulnerabilities, and with the objective of empowering all individuals. Furthermore, coordination with UNDP programmes that address the security and justice sector reforms, anti-corruption and other broader and longer-term challenges will be strengthened for the complementarity and synergy.

Second, a **conflict sensitive approach** will be taken from a broader, more systematic perspective, to ensure that not only all the work under FFS (across the four windows of FFIS, and FFES), but also the related works of other UNDP programmes and partners are complementing one another, with minimum negative impact on the country as a whole. Specifically, this means that the stabilization gains made in the mandated locations of the liberated governorates would be publicly perceived and accepted as a stepping stone to long-lasting peace and development, which will benefit the population of the liberated governorates but also the whole of Iraq.

¹² Same principles of the original project design but strengthened, more conscientious mainstreaming.

¹³ It should also be noted that UNDP support to overall governance and rule of law with more longer-term approach will take place under its Governance pillar, such as through the Support to Security and Justice Sector Reform projects, as per the newly realigned programme priorities of the [UNDP Iraq Country Programme Document \(2020-2024\)](#).

Third, the **sustainability of stabilization activities** will be reviewed from environmental, community and public accountability perspectives to ensure that the gains made under FFS and broader stabilization process will continue to serve the communities in liberated governorates and the country as a whole. Iraq's weak regulatory framework and institutions, coupled with lack of capacities in natural resources and environment management, and urban planning leave the rehabilitated infrastructure highly vulnerable to disasters, natural hazards and other impact of climate change. Furthermore, the disparity between urban and rural areas is a contributing factor to urbanization and its consequent problems such as poverty and exacerbation in inequality, that all hinder and challenge further return of displaced persons and/or prevention of secondary displacement¹⁴. For increased accountability in state institutions and public services, FFS will work more proactively to engage the communities in project validation and implementation processes, as they are part of the process and as they could hold the responsible authorities accountable for the outcomes. Lessons learned and best practices from 2015-2019 will be reviewed and communications will continue to be strategic, to further improve community engagement and to ensure wider public awareness of stabilization works. Additionally, capacity building support to the relevant end-user government staff will also stress on the importance of community engagement and transparency.

The Steering Committee mandated FFS to work in 31 locations of the five liberated governorates¹⁵. As per latest assessments and data available, the areas where the return rate is lower than others are the districts where FFS has yet to scale up its operations due to the blocked or challenged access because of security concerns, or the areas with explosive hazards, housing damages, social cohesion concerns or the lack of livelihood opportunities¹⁶. The review of the project areas among the mandated 31 locations will continue regularly, with reference to partner humanitarian agencies' latest datasets and assessments, to inform programming decisions accordingly, and to respond to emerging needs. The prioritization process of FFS remains unchanged as described in detail further below, and continues its close collaborative relationships with the governorate offices and local authorities that enable FFS to access the locations and continue the work despite volatile security and operational context of these areas¹⁷.

FFIS activities will continue under the same four windows over the period 2020-2023 with the new targets as outlined in the results framework section, which are based on the recently completed needs assessments. For these remaining needs that are assessed at early-2020 and to be addressed in 2020-2023, below points will also be taken into account, to strengthen the mainstreaming of the above-mentioned principles¹⁸:

Window 1: conflict-sensitive and sustainable approach in the assessment/prioritization, with a view of full functionality for not just the structure that is rehabilitated, but also from the perspective of whole grid of the service sector (ex. water, electricity, health, education), based on Build Back Better (BBB) principles. The whole network will be examined to assess where potential loss occurs (ex. old water piping and damaged pipes) and to ensure efficient and effective delivery including strengthened network redundancy. Gender and human rights-based approach, as well as environmental considerations will be more consciously incorporated in project design and implementation, based on the past experience and lessons learned. Where and when possible, green building technology and disaster-preventive design that take into account the special needs of target beneficiary population would be applied for rehabilitation, and related government and other partners would be supported with relevant capacity training for operations and maintenance. In addition to the experience of having been directly engaged in the process of FFS project prioritization, validation and monitoring,

¹⁴ IOM Iraq, [Integrated Locations Assessment \(IV\)](#), June 2019

¹⁵ The Government of Iraq established an inter-ministerial emergency taskforce in February 2020, to respond to COVID-19 pandemic. In support of the government response and under the overarching strategic plan of the UN Country Team, and in coordination with WHO, UNDP Iraq prepared a rapid response package that focuses on strengthening the governorates' health systems along with other priorities. UNDP Iraq's support to COVID-19 response is set as a separate output under the existing framework of FFS, as some of the initial funding was from the repurposed resources originally committed for FFS, and given its exigent nature. At the same time, it should be noted that the resources allocated for and activities implemented under the COVID-19 response are tracked and reported separately from the FFS project, and that this is for a limited time until the 31 March 2021. It is also noted that COVID-19 response is implemented in 12 governorates including Babylon, Basra, Dohuk, Karbala, Missan, Najaf and Thi Qar that are outside FFS areas, as of June 2020.

¹⁶ IOM Iraq, [Return Index Findings Round Eight](#), March 2020; UNDP Iraq (April 2020), op. cit.,

¹⁷ UN SC Report of the Secretary-General (February 2020), op. cit., UNDP FFS was granted access and able to continue operations during November 2019-January 2020, unlike access challenges imposed on humanitarian partners.

¹⁸ Detailed activities will be finalized in the annual work plans and presented to the Steering Committee.

strengthened capacity building support to the government counterparts for operations and maintenance will facilitate the handover upon completion of the project in 2023. Gender considerations will be especially made on land and property right issues with conflict-sensitive approach, and UNDP will proactively engage with its partners from all sectors to find solutions. Community representation during prioritization and validation process as well as public advocacy will be strongly encouraged and promoted, to improve public awareness on the works taking place and to increase public accountability.

Window 2: in recognition of the fact that lack of livelihood opportunities hinder further returns and contribute to secondary displacement, more conflict-sensitive and sustainable approach will be taken in project planning and design. While the main modality of livelihood support under this window will continue to be cash for work and small grant support, the link between such livelihood support and the rehabilitation of productive economic infrastructure under Window 1 will be more consciously looked at, in consideration of longer term needs of the whole community. For instance, in rural areas of return, cash for work will be linked to the rehabilitation of agricultural infrastructure that is expected to create more jobs and business opportunities in the medium to long-term. The systemic risks that are interconnected across food, water, energy, transport and other considerations, will also be taken into account. Support to build relevant skills (i.e. agriculture, transport, machinery repair, etc.) through vocational and business development trainings along with the grants to start related small businesses (i.e. home-based food manufacturing business) would be provided, as the returnees and host communities need viable livelihood options in addition to the immediate cash liquidity. For such trainings, partnership with NGOs and CSOs will be explored in addition to contracting private sector (local companies), and this is also expected to build the capacities of NGOs, CSOs, Iraqi companies and contractors. Noting that about 10 percent of the households are female headed in Iraq¹⁹, while only 12.4 percent of women participate in the labour force²⁰, gender-sensitive approach will continue to be mainstreamed while promoting the potential capacities of and opportunities for women, especially in rural and peri-urban areas.

Window 3 activities will continue to support municipalities with technical capacities, to rehabilitate and equip relevant municipal structures, and to provide trainings to the end-user government personnel to ensure sustainable operations and maintenance. Increased support to build government staff and partners' capacities in project management, operations and maintenance of critical equipment and structures, environmental and social safety measures, and effective community engagement, will all be based on a conflict-sensitive approach that consolidate gender and human rights considerations. Furthermore, various ways to cascade the knowledge and skills gained (e.g. through training-of-trainers programme, creating experts roster at governorate level for continued learning and training, etc.) and to institutionalize expertise and professionalism will be explored and supported when and where possible (e.g. agricultural engineers' association, institute of engineers and other professional bodies would be engaged in retaining and sharing knowledge and skills, etc.). Related operational guidance and others will be compiled and included as the first part of the Exit Strategy²¹, based on the sector-specific needs and capacity assessment of each government counterpart.

Window 4: the activities will continue to facilitate peace dialogues while engaging local mechanisms such as Local Peace Committees (LPCs), women, youth, persons with disabilities, and other special needs groups, as well as the Community Based Organisations (CBOs) that work to forge reconciliation and social cohesion. More broadly, the goal and importance of social cohesion will be mainstreamed in all activities under FFS (in line with the overarching UNDP Iraq Social Cohesion Programme), to ensure that all stabilization works are sustainable. Conflict-sensitive analyses and assessments based on gender and human rights will be conducted, and the results will be shared across the windows to ensure that the identified special needs are taken into consideration when prioritizing and designing projects. Similar to Window 3, ways to cascade knowledge and skills among relevant local groups and organisations through training-of-trainers programme and others will be explored and supported, to extend the public outreach and strengthen local capacities.

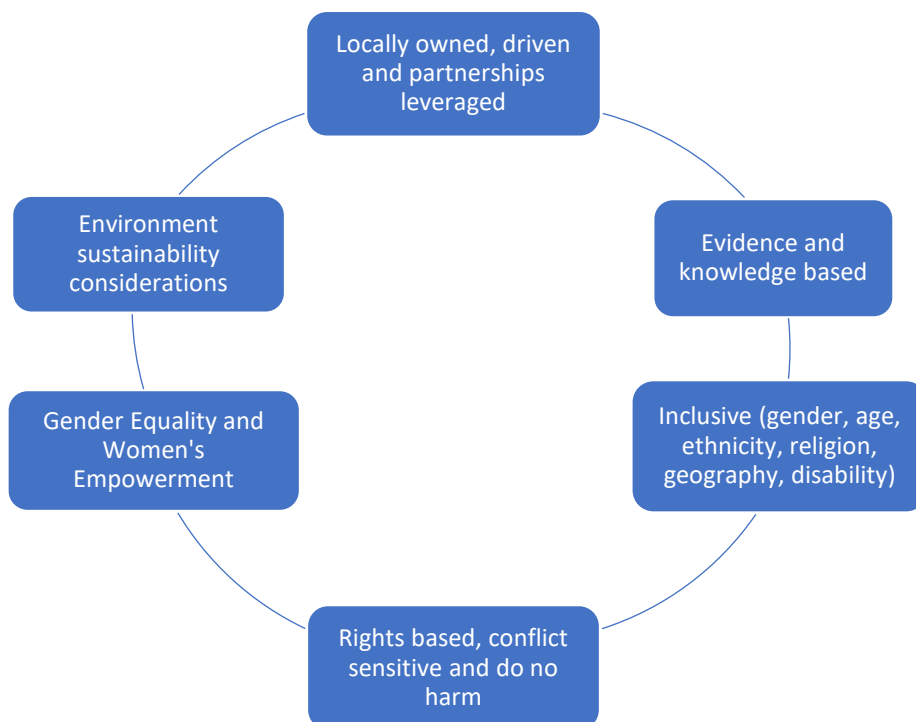
¹⁹ OCHA Iraq (November 2019), op. cit.,

²⁰ UNDP Iraq, Livelihoods Strategy, February 2020 (available at request).

²¹ Refer to 'sustainability and exit strategy' on page 13.

Guiding Principles

The project is overall guided by the following minimum principles.



Gender Equality and Women's Empowerment

The commitment of the UN to gender equality is longstanding, prominently expressed in the 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and powerfully affirmed in an extended series of global and regional declarations and policy frameworks. Furthermore, the Sustainable Development Goals place significant emphasis on 'leaving no-one behind', 'endeavour to reach the furthest behind first' and gender equality, as a human right to which the UN is irrevocably and intrinsically committed, and as a key driver of sustainable development, democracy, and an invigorated social contract. Stabilization activities must seek to advance gender equality in itself but also recognize 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 to attain the stabilization goals with a broader vision of sustainable peace and development.

FFS recognizes that women and girls are especially vulnerable in conflict situations and that they often bear a disproportionate burden in the post-conflict process. To ensure that their specific needs and voices are properly reflected in the project, FFS placed three dedicated Gender Specialists, developed a Gender Strategy and invested in strengthening the staff capacity in gender-mainstreamed project design, implementation, monitoring and reporting. The project team also increased efforts to engage women more in the project planning, decision making and implementation processes (for example, hiring women as field engineers and field monitors).

FFS will continue to mainstream gender equality and women's empowerment across all activities in all stages of project implementation. This is based on the recognition that girls and women, representing half the population of Iraq, have key role in building lasting peace and development for the country. Women and girls' needs, capacities and voices will also be reflected in the formulation of the Exit Strategy for FFS, in support to the GOI plan for taking over the stabilization process and its vision for the future—sustainable peace and development—will be inclusive and participatory.

Strategy for Project Prioritization and Implementation Process²²

FFS since its inception grew rapidly to support an extensive variety of stabilization activities. These priorities are set and implemented in a context of overwhelming and competing needs, and FFS resources that are considerable but far from unlimited. Thus, the process of project development and prioritization is crucial in the success of the programme and is one of the unique features of the FFS strategy. Illustrated below is the model developed for use by FFS, based on lessons learned during the early stages of implementation with the dual aims of being fast and nimble in its ability to mobilize the stabilization effort in any given locality, and yet systematic in a way that preserves both transparency and effective monitoring.

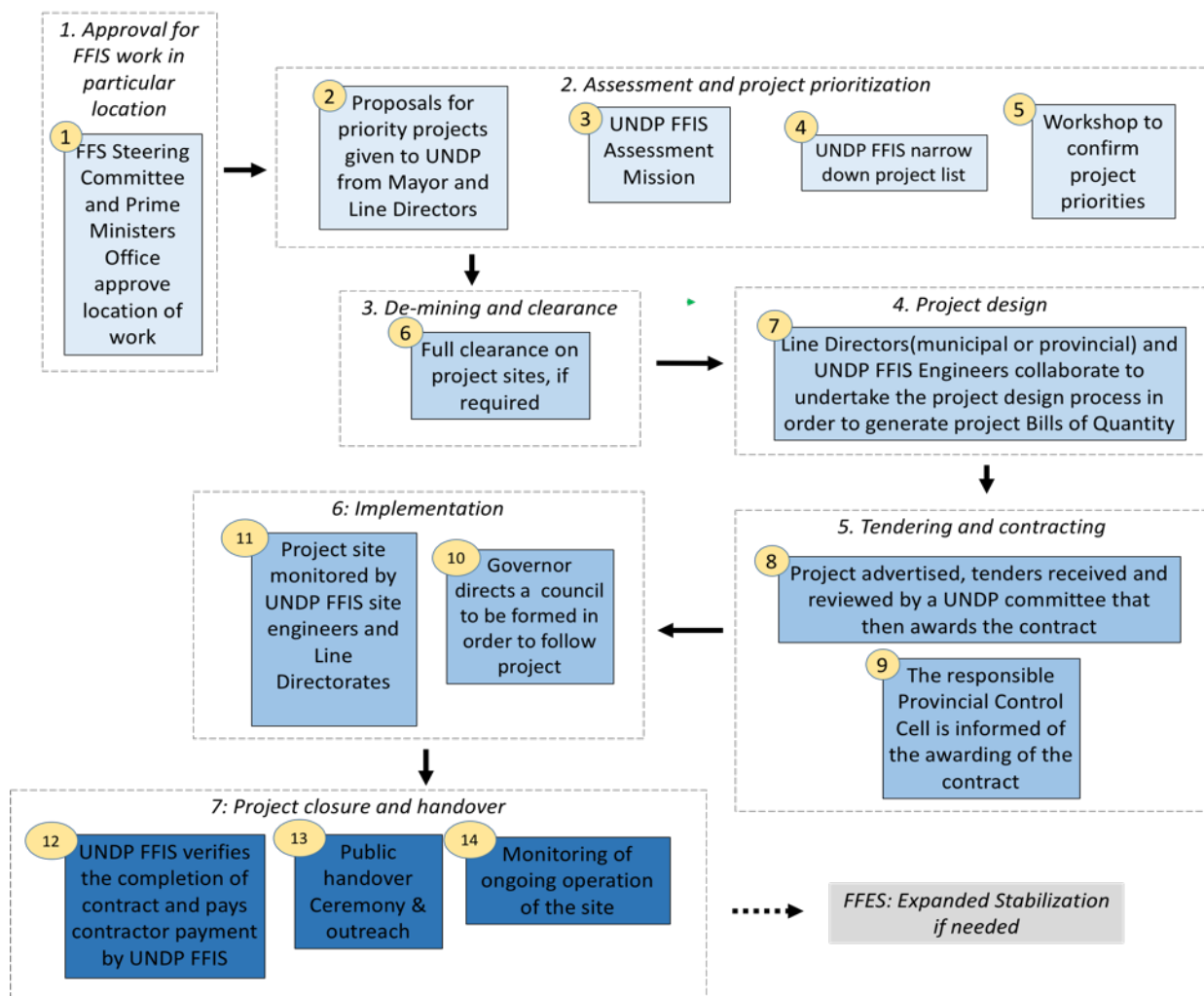
The core of the system lies in the integrity of the needs assessment process (steps 2/3) through which data is obtained expeditiously, and assessments prepared that are especially speedy when concerned with the immediate needs of liberated areas. The Government of Iraq can request support from any donor, including UNDP, following such needs assessments.

Workshops are facilitated by UNDP (step 5) to confirm project priorities following the review and prioritization of projects by Governors, Mayors, Line Directors, NGO and CSO partners, local community groups and representatives and other stakeholders to ensure the participatory process and sustainability of the projects. Conscientious efforts will be made to ensure that the participants to the workshops represent the community whose interests are at stake, and communications to inform and raise awareness of the process and planned projects will also take place. The workshops are an opportunity for dialogue between actors and to reach consensus regarding the prioritization of the immediate needs and of those for the medium term.

In most geographical areas is the participation of Provincial Control Cells (PCCs), which operate under the general auspices of the Prime Minister's Office to provide focused local decision-making regarding stabilization priorities (steps 9, 10, 11, 14). The PCCs exercise genuine power in the governorates of Anbar, Salah Al-Din, and Diyala, where their endorsement is necessary for any given stabilization activity to proceed. In Kirkuk, the same role is taken by a general Provincial Reconstruction Committee. In Ninewa, the priorities are established by the line directorates and shared with the governor's office and UNDP. UNDP meets regularly with the Ninewa Governor's office, and works closely with the line directorates for technical matters. The PCC (and its equivalents in Kirkuk and Ninewa) bring together all the line directorates of the GOI and the Governors to coordinate and determine which projects are requested for external support. UNDP receives requests from the PCCs to determine which projects will be actioned by FFS.

Given scarce resources, UNDP works with the Government and community stakeholders (step 4) to ensure a systematic approach to prioritization whereby impact is considered for each project. The approach considers the larger picture that may or may not confirm the likely effectiveness of a particular project. The rebuilding of a bridge, for example, may be futile in the absence of necessary repairs to surrounding transportation systems, meaning that such a project must be assessed not only in itself but also in terms of the further actions and expenditures that may be necessary in order to make it a genuine contribution to stabilization. The same principle can be applied, for example, to water supplies and power grids. UNDP and the Iraqi authorities jointly assess projects for need and impact through missions to project sites. Impact does not only refer to positive impact on beneficiaries but potential harm to the surrounding environment and other social considerations. UNDP process also requires that the repair and restoration work will result in a facility that will be operated and maintained directly by the appropriate GOI end-user.

²² As of 2017, however the project process evolves with the changing situational context.



The FFS project prioritization and implementation process²³

Following agreement on the projects, FFS proceeds to tender through the dedicated operations team, the Service Center. FFS tendering, validation and payment procedures (steps 8 and 12) are crucial functions of the UNDP, as an independent UN agency. Decoupling the tendering that takes place via UNDP procurement system, with the project prioritization process that is jointly conducted with the Government of Iraq and relevant stakeholders, allows UNDP to support the government to quickly address needs while ensuring the integrity of the process. Further, given the challenging operating environment in Iraq, using UNDP's procurement system which meets global standards helps guard against corruption. The Government of Iraq plays no part in the procurement process after project selection and developing bills of quantities. Tendering is conducted solely by UNDP.

Once a project is awarded, the signed contract is shared with Government counterparts through a notification letter. As the Government is notified of the project, UNDP will coordinate with the government partners to ensure that the community members are also informed of the project and plan. Strategic communication plans would be established for areas with the need and possibility of active public awareness raising and communication. Such community engagement will be incorporated from earlier prioritization process.

The Government of Iraq also works together with UNDP for overall oversight of the project implementation. The oversight committee, which is composed of representatives from the pertinent line ministry for the project and UNDP engineer(s), monitors project implementation and ensures the projects are implemented according to the contract. This is one component of the FFS monitoring frameworks (steps 11 and 14). Beneficiaries and stakeholders are informed of the feedback and complaints mechanism to raise concerns regarding the project implementation, and will be the key actors of project evaluations processes.

²³ As of 2017, however the project process evolves with the changing situational context

Resources Required to Achieve the Expected Results

Based on assessments conducted in early 2020, UNDP estimates that FFS requires an additional USD 591,722,602 through 2023 to achieve remaining critical stabilization needs, to total USD 1,880,000,000 since 2015. Donor contributions will be continued to be received as both earmarked and non-earmarked contributions.

The project is managed and implemented by an in-country based, high calibre team with the required management and technical competencies and includes a combination of both national and international staff. Emphasis has been placed upon recruitment of national staff, with a view to strengthening ownership and to facilitate knowledge and skills transfer. As of end-2019, 64% of all FFS staff are nationally recruited. Given the scale of the project, and the time-sensitive need to deliver, a dedicated Operations Support Team supports the project's human resources, procurement, logistics, financial management and administration.

As and when required the Project relies on UNDP's Crisis Response Unit, Bureau for Programme and Policy Support (BPPS) and Regional Bureau for the Arab States, for additional support capacities, particularly for deployment through Detail Assignment or through UNDP's Global Policy Network Roster of pre-vetted Technical Experts/Consultants. Additionally, given the complex operational environment, the Project has regular contact with the Office of Audit and Investigation (OAI), through an OAI staff designated for UNDP Iraq office in order to ensure any matters relating to bribery and/or corruption are dealt with, in due process.

Partnerships and Stakeholder Engagement

The Project works in close partnership with the Government of Iraq, at national, governorate and local levels to coordinate and implement the stabilization process, and will also work with the GOI to implement a sustainable Exit Strategy. The development partners, as the main financial contributors to the Project, have direct and regular engagement with FFS, in order to not only provide support for taking the stabilization process forward, but also to provide feedback, supplement FFS with third party monitoring support, and advocacy support as and when required.

FFS also leverages the comparative expertise and experience of sister UN Agencies on the ground in Iraq, such as UNMAS, UN HABITAT, UNOPS, WFP, IOM²⁴, UNHCR and UNESCO, in implementing specialized activities (i.e. mine/IED clearance, urban planning, cultural heritage preservation, etc.) as well as coordination for complementarity in programmes along the humanitarian-stabilization-development nexus. In order to ensure coordination and information sharing with the relevant UN Agencies, FFS also participates in the UN Cluster System (e.g. Shelter/NFI, Education, Health, and Emergency Livelihood Clusters)²⁵ in addition to the Humanitarian Country Team and UN Country Team meetings.

Beneficiaries are the most important stakeholders of FFS, and regular engagement is therefore crucial for ensuring FFS meets the priority needs of the people, to enable their return to the areas of origin. Regular interaction, including consultations with the IDPs, returnees and communities that did not leave areas under ISIL control and informing them about project prioritization, is ensured. Engagement of various stakeholders becomes even more important in this last phase of project implementation, to a) support capacities of local communities and stakeholders all to play a role to maintain stabilization gains, b) create local ownership and demand at the community level for continued stabilisation efforts post-FFS, as well as the sustainable peace and development, and c) strengthen the emerging social contract between the state and its citizens. To achieve this, a wide variety of stakeholders are engaged, including youth organisations, gender organisations, environmental NGOs/CBOs, local peace committees, professional bodies, private sector and others that are required for the sustainability of the project.

²⁴UNDP and IOM also co-chair the Iraq Durable Solutions Task Force (DSTF) under the overall direction of Humanitarian Coordinator/Resident Coordinator. The DSTF is the main platform providing information-sharing, strategic coherence and advocacy for collective action and international engagement on durable solutions in Iraq, as per Inter Agency Standing Committee (IASC) criteria and principles. The DSTF also ensures close linkage and collaboration with government at all levels, and that durable solutions programming in Iraq remains principled and well-coordinated for the long-term safety and security; non-discrimination; adequate standard of living; access to livelihoods and essential services; access to documentation; access to justice and effective remedies including the restoration of housing, land and property rights, at the same level as those in the return, reintegration or resettlement communities who were not displaced.

²⁵ Iraq operations have 9 clusters as of early 2020: Camp Coordination and Management, Education, Emergency Livelihoods, Food Security, Health and Nutrition, Protection (under which, four sub-clusters of Child Protection; Gender Based Violence; Housing, Land and Property, and Mine Action), Shelter/NFI, Water, Sanitation and Hygiene (WASH), and Cash Working Group.

Risks and Assumptions

The Project is based on the following *key assumptions*:

- Policy makers/key government officials and institutions continue to be willing to engage with UNDP and FFS, and are receptive to the support provided, with an understanding that this process and outcomes will be handed over to the government counterparts.
- Policy makers/key government officials and institutions are willing to develop a realistic handover and exit strategy.
- Policy makers/key government officials and institutions are willing to continue transparent procurement and independent monitoring processes to prevent and mitigate corruption and other related risks, while keeping the standards set by FFS.
- Government and project staff, local governorate officials and line directorate engineers are receptive to mainstreaming additional considerations in project activities.
- Government and project staff, and all relevant stakeholders continue to apply robust measures to detect, prevent and correct fraud and corruption at all stages of project implementation, through the established control framework.
- Stakeholders, in particular, the beneficiaries and the end-users are receptive to the support provided.
- All community stakeholders, including women, youth, environmental NGOs and other organisations are receptive to be engaged in the project process to improve community participation in all aspects of the project (FFIS, FFES and Exit Strategy).
- Professional bodies including agricultural engineers' association, institute of engineers, etc., are willing to engage in institutionalisation of sustainable learning and knowledge management.
- Sufficient levels of security and political stability exists to enable access to project sites to design, implement and monitor the project activities.
- Project management and operational arrangement can adapt to the changes incurred by global pandemic and other situational changes at global, regional, national and local levels, with the support from relevant stakeholders including the GOI authorities and donors, to continue implementation.
- Sufficient and timely resources for the project are available to respond to stabilization needs while enabling the transition to a GOI-led reconstruction phase of Iraq.
- Funding for, and the quantity and quality of Explosive Hazards (EH) clearance work remains sufficient to complete clearance operations of FFS project sites.
- Clearance approvals and certificates from the DMA and other relevant authorities are provided in a timely manner to enable implementation of activities.

The rapid changes in social, political, economic, operational, health and security situations at global, regional, national and local levels are broadly the main anticipated categories of risks. Refer to the Risk Analysis for details.

Knowledge

FFS, one of the first UNDP projects of its kind in its nature and scale, will document its learning both on programmatic and operational matters. Given the current trend of intense conflicts in the Middle East, the project will actively contribute to regional level learning on stabilization programme design and management, and to lessons learned reviews commissioned by development partners that contribute to the project. This includes learning about conflict-sensitivity, social cohesion, community participation, gender and environmental mainstreaming across all activities.

Based on the lessons learned, the Project will also develop a detailed Exit/Transition Strategy for each governorate and the Government of Iraq. First part of the Exit Strategy that prepares the handover by support to building the immediate and medium-term capacity gaps of governorates, will be implemented in 2021-2023. Second part of the Exit/Transition Strategy that supports the GOI to draft work plans for each governorate, for continued peace and development post-FFS, will be finalized in 2022 and would be tabled for wider stakeholders discussion and endorsement before the closure of the project in December 2023.

Sustainability

UNDP will work with the Government of Iraq, governorate offices, and other relevant stakeholders to prepare an Exit Strategy: *Handover of stabilization process and post-stabilization development plan*. The immediate objective of this Exit Strategy will be in reaffirming the national ownership of the stabilization process and the subsequent responsibility to maintain the stabilization gains made under FFS. Looking also at medium to long term objectives beyond FFS and stabilization, this Exit Strategy will provide an opportunity for the Government of Iraq to take stock of the rehabilitated status of liberated governorates, and decide how the longer-term peacebuilding and development of these areas would fit under overall vision of the national development plan.

To this end, an Exit Strategy will be developed in two parts: The first part of the Exit Strategy, in preparation of the eventual government take-over of the stabilization process, will be drafted based on the capacities and needs assessment of 2020²⁶ and finalized in 2021. This is to ensure that the relevant capacity building support and other related activities will take place throughout the extended period, from 2021 until the end of project in 2023. While detailed outline will be further elaborated later in 2020, this Exit Strategy will entail, among others:

- Standard Operating Procedures and guidance notes on conducting needs assessment, validation and prioritisation processes, and related reference materials and tools for specific assessment (ex. market assessment, conflict analysis and mapping, etc.).
- Operational guidance on developing BoQs, ToRs and other technical specification, as per quality standards set by FFS during the stabilization process, and that will serve as the basis for monitoring and programme management.
- Operational guidance on procurement process (tendering, contract management, payment, etc.) that are in line with the government financial rules and regulations while meeting the accountability and ethics standard set by FFS.
- Recommendations and guidance on annual work plan and budget drafting, financial management, monitoring and evaluation.
- Recommendations and guidance on anti-corruption standards and measures for programme and partners management.
- Recommendations and guidance on social and environmental sustainability standards and related accountability mechanisms, for overall mainstreaming across policies but also specific to the mandate sector of each relevant line directorate.
- Recommendations and guidance on health and safety standards and required measures for programme and partners management, for overall mainstreaming but also specific to the sector.
- Recommendations and guidance on mainstreaming gender and human rights approach in policies and programmes, and related capacity building reference materials (ex. area-based comprehensive needs assessment, conflict analysis, gender analysis, etc.).
- Recommendations and guidance on adopting sexual exploitation, abuse and harassment prevention policies across the offices and in programme/partner management.
- Recommendations and guidance on capacity building of stakeholders including private sector, NGOs, CSOs, community groups and others for more inclusive and equitable representation and improved accountability.

The second part of Exit Strategy, looking at continued peace and development of liberated governorates post-FFS, that are in line with both national and global development agenda, will be drafted in 2022. The draft that includes medium-term peacebuilding and development work plan for each governorate will be tabled for wider stakeholder discussion in early 2023, with a view to obtain final endorsement from the GOI before end of the project in December 2023.

²⁶ Reiteration of the needs assessment coupled with more sector-specific capacity assessment to take place.

PROJECT MANAGEMENT

The Project is implemented through the direct implementation modality (DIM) by UNDP, which is accountable for the overall management of the Project and achievement of results described in this updated Project Document.

UNDP identifies relevant service providers, primarily vendors, and enters into contracts/agreements with those qualified entities (e.g. non-government, private sector, and where relevant, civil society organizations) to effectively deliver Project Outputs. Service providers and vendors will be selected based on UNDP's established Programme and Operations Policies and Procedures²⁷, to achieve high quality results, to mitigate risks and to strengthen administrative efficiencies. Service Providers will be directly accountable to UNDP in accordance with the terms of the agreements signed.

Activity implementation will focus at Governorate, District and Municipality levels, in Governorates where FFS is active. The Project is managed as part of the Country Programme portfolio that includes the Iraq Crisis Response and Resilience Programme (ICRRP), Security Sector Reform Programme (SSR) and Iraq Social Cohesion Programme (ISCP), and others that have complementarity with FFS.

Financial contributions are received by FFS, as both earmarked and un-earmarked contributions, from Government of Iraq and donor countries. Funds are managed in accordance with UNDP's Financial Rules and Regulations, and per Donor Contribution Agreements.

Direct Project costing will be applied to the Project for the support services provided by the UNDP Iraq Country Office. The Direct Project Costs (DPC) are organizational costs incurred in implementation of project activities and/or services that can be directly traced and attributed to that activity and/or service. These costs are included in the project budget and charged directly to the project budget based on annual expenditure. The objective of DPC is to reflect in the appropriate project budget, direct costs of achieving the relevant project results and objectives funded from regular (core) and other (non-core) programme resources.

FFS provides a consolidated progress report to the Stabilization Steering Committee (SSC) in the form of FFS Quarterly Reports and Annual Reports. Upon completion of the Project, a final report will be provided.

Evaluations will be conducted for the project as per UNDP corporate requirements/guidelines. The Project will be audited as per UNDP's Rules and Regulations and in accordance with the audit plans of the UNDP Office of Audit and Investigations.

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Stabilization Steering Committee in Iraq

The Funding Facility for Stabilization (FFS) is governed by the Stabilization Steering Committee (SSC) in Iraq, which provides strategic direction, determines the geographical priorities for receiving project support, ensures coordination and synergy with Government plans and carries out regular reviews of Project implementation. The Steering Committee is the highest-level project management and oversight body. It provides policy guidance, reviews progress against target results, supports the identification of solutions to challenges faced by the Project, and reviews risks and lessons learned. The SSC also provides guidance needed to strengthen coordination and collaboration among other relevant Projects and with other national initiatives and development Projects.

The SSC will meet at least once a year and should the need arise, the SSC will also meet on an ad-hoc basis, in the event for example when there is a significant change in context. The SSC will receive a consolidated Progress Report on a quarterly basis, and an Annual Report from the Project.

²⁷ <https://popp.undp.org/SitePages/POPPRoot.aspx>

The main responsibilities of the Steering Committee include:

- Review assessments, evaluations and recommendations in respect of the Project and provide strategic guidance, as required.
- Recommend new or revised policy directions in the planning and implementation of the Project in light of new national planning strategies/documents.
- Review reports which indicate progress against target results and provide strategic guidance and policy direction.
- Ensure that identified results and associated actions in the annual work plans comply with the strategies and principles outlined in the project document.
- Ensure that the resources made available are committed and expended in a timely manner.
- Provide guidance on project risks and agree on possible countermeasures and management actions to address specific risks.
- Review the Project's transition and closure arrangements, leading up to its Closure.

To ensure UNDP's ultimate accountability, the SSC decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity, transparency and effective international/national competition. In case a consensus cannot be reached within the Steering Committee, a final decision shall rest with the UNDP Resident Representative as the Executive of the SSC.

The SSC is co-chaired by the Government of Iraq (GOI) and the United Nations Development Programme, specifically by the Secretary General of Council of Ministers and the UNDP Resident Representative. The SSC membership comprises representatives from a) key Iraqi government entities and b) the fund contributing donors. The SSC may also invite key partners/stakeholders as "Observers" for meetings, as and when necessary. These may include inter alia relevant line Ministries and Departments.

Stabilization Working Group and Stabilization Task Force

The Global Coalition against Daesh (ISIL) that was formed in September 2014 and has 82 members²⁸, is committed to supporting stabilization and the restoration of essential public services to the liberated areas. To this end, the Global Coalition member states have committed funds to the FFS to ensure that the military operation gains are preserved by successful stabilization that addresses the underlying causes of the rise of ISIL and prevents their re-emergence. The Stabilization Working Group is co-chaired by Germany, United Arab Emirates, and United States of America, and facilitates discussions on stabilization processes and issues under the Global Coalition including resources mobilization for UNDP FFS. The Stabilization Task Force is based in Baghdad and co-led by the governments of Iraq and Germany.

Government of Iraq

The Government of Iraq **co-chairs** the SSC as the **Senior Beneficiary**. Additionally, the GOI is represented through the inclusion of key Government entities such as representatives from the five target Governorates, relevant line Ministries and Departments.

The UNDP Resident Representative

The UNDP Resident Representative (RR) will serve as the **Executive** and **co-chair** of the SSC. The Chair of the Steering Committee has ultimate responsibility for the project. As part of the responsibilities of the SSC, the Chair will ensure that the project is focused throughout the project cycle on achieving its outputs and targets. Additional responsibilities include monitoring and controlling the progress of the project at a strategic level; ensuring that risks are being tracked and mitigated as effectively as possible; and chairing and ensuring that the SSC meets in a timely manner, as stipulated in the project document. The Chair will be responsible for approving the Projects multi-year and/or annual work plans.

²⁸ <https://theglobalcoalition.org/en/partners/>

The RR also ensures full compliance of the Project with UNDP's Rules and Regulations, alignment with the UNDP Country Programme 2020-2024, and coordination and complementarity with the other UNDP Projects implemented in Iraq.

Head of Stabilization

The Head of Stabilization (HoS) serves as the Portfolio Manager in UNDP Iraq for Stabilization and Recovery support. The HoS provides guidance regarding the technical feasibility of the project. Moreover, the HoS provides advice on the identification of strategies, design and methods to carry out Project actions. Both these roles help to ensure the needs and expectations of the beneficiaries are met.

HoS reports to the UNDP Resident Representative, on all strategic priorities relating to programming for FFS, and on all operational matters. HoS coordinates with UNDP's Deputy Resident Representative (Programme) to ensure coherence with UNDP's overall Country Programme, and with the Deputy Resident Representative (Operations) for effective project management and delivery.

Project Management Team

FFS will continue to be managed by UNDP in line with UNDP corporate rules and regulations. The Project Management Team, based both in Baghdad and Erbil, is responsible for the successful management of Project outputs and contribution to the achievement of Project outcomes. The Programme Managers (PMs) have the responsibility to run the Project on a day-to-day basis on behalf of, and within the framework outlined by, the Project Document and SSC. The PMs are responsible for working in coordination with the respective Senior Beneficiary/ies (Government of Iraq) and service providers of the Project to ensure project implementation, financial management, administration, monitoring and reporting takes place in a timely manner. The Project Management Team comes directly under the oversight and purview of the HoS.

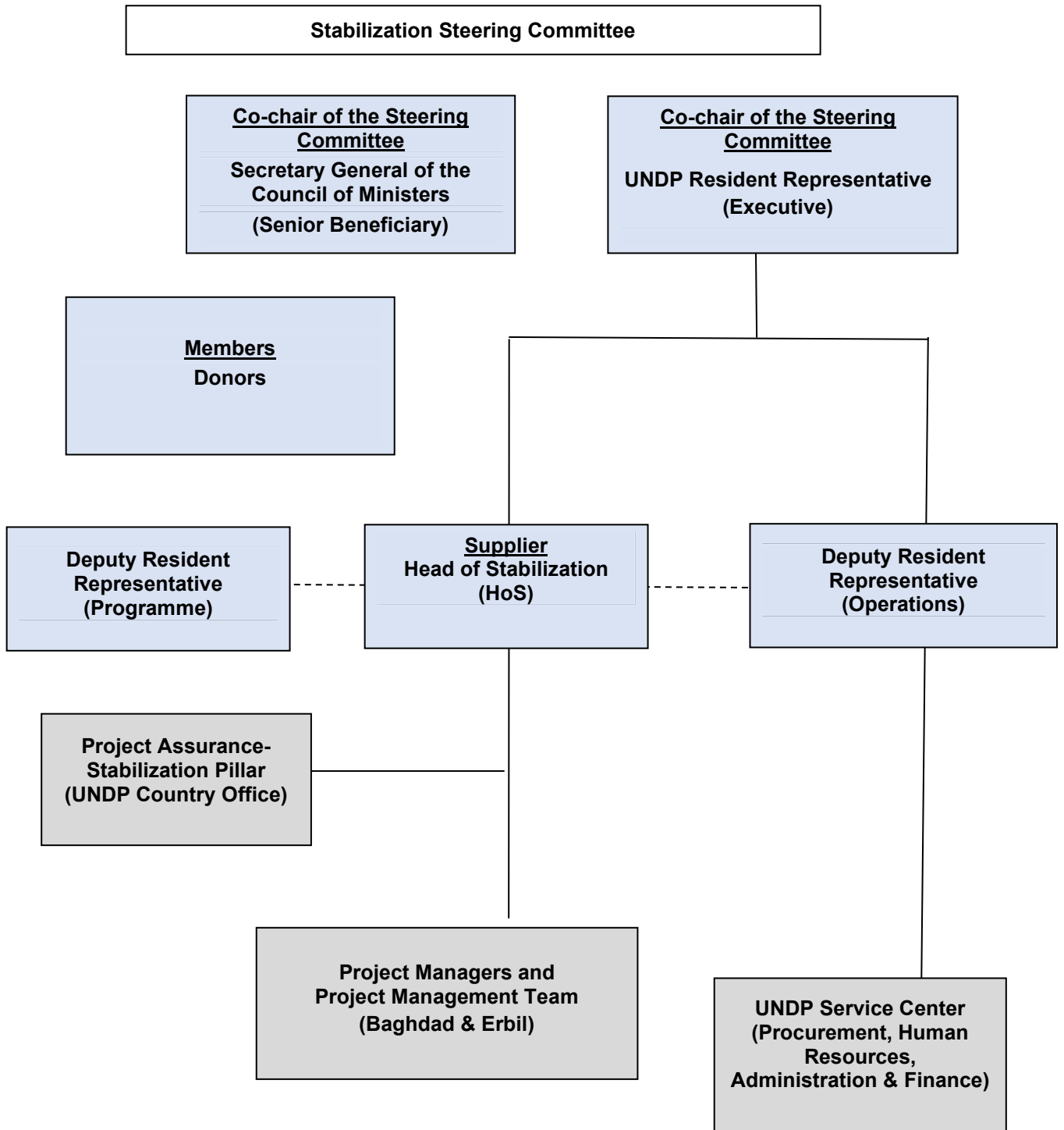
Service Center for Operations Support

While initial operational support was provided through rapid SURGE deployments, with the increased scale and complexity of FFS activities, a Service Center was established, to provide dedicated operations support for FFS. The Service Center is the operations team supporting FFS, and reports to the Deputy Resident Representative (Operations). The Service Center has delegated authority to fast track implementation, and is led by the Head of Service Center, who is supported by international and local expertise relating to procurement, human resources, administration and finance. Given the complex operational environment in Iraq, which has high levels of fraud and corruption, additional measures to prevent, detect and mitigate corruption are in place.

Project Assurance

Project Assurance has been provided since 2018, independent of the PMs. The Project Assurance role is provided by the Stabilization Pillar in the UNDP Iraq Country Office, which supports independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance role is engaged throughout the Project as part of ensuring that the Project remains relevant, follows the approved plans and continues to meet the planned targets with quality. Project Assurance is required to ensure beneficiary needs and expectations are being met and/or managed; risks are being controlled; the project remains viable; applicable UNDP rules and regulations, and donor requirements, are being observed.

FFS Project Governance and Management Structure



LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Iraq and UNDP, signed on 26 October 1976. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT

UNDP Direct Implementation Modality (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.
- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses on Government Cost-Sharing

1. The schedule of payments and UNDP bank account details is as included in the agreement signed between the Government of Iraq and UNDP.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:
 - (a) A minimum 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNSDCF (2020-2024)²⁹/Country Programme Document (2020-2024) Results and Resource Framework: UNSDCF Outcome involving UNDP: 3.2- People in Iraq, civil society and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.</p>
<p>Outcome indicators as stated in the Country Programme Document (2020-2024) Results and Resources Framework, including baseline and targets: CPD (2020-2024) Outcome indicator 1.1³⁰. Number of governorates with direct participation mechanisms for civil society engagement in all facets of development plans for the delivery of equitable and responsive services that operate regularly and transparently³¹.</p> <p style="text-align: right;">[Baseline (2019): TBC Target (2024): 10]</p>
<p>Applicable Output(s) from the UNDP Strategic Plan: UNDP 2018-2022 Strategic Plan Output 1.1.2. Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.</p>
<p>Project title and Atlas Project Number: Funding Facility for Stabilization (00089459)</p>
<p>Supplementary Outcome Indicators:</p> <ul style="list-style-type: none">• Increase in percentage of internally displaced persons returning to liberated areas• % of returnees that report satisfaction with the improved living conditions (considering the FFS activities across all four windows) in the target areas

²⁹ As of April 2020, United Nations Sustainable Development Cooperation Framework (2020-2024) for Iraq is to be finalized. This is as per the latest draft that was referred to, for the finalization of UNDP Iraq Country Programme Document (2020-2024).

³⁰ During 2016-2019 the Funding Facility for Stabilization was aligned with the UNDP Iraq Country Programme (2016-2019) Outcome 3 with the Indicator 'Increase in percentage of internally displaced persons returning to liberated areas. However, with this revision, the Results Framework is now aligned with the Country Programme Document 2020-2024 for Iraq which came into effect in 2020.

³¹ Outcome indicator, baseline and target information is from the (draft) UNSDCF for Iraq and reflected in the 2020-2024 Country Programme for Iraq.

EXPECTED OUTPUTS	OUTPUT INDICATORS ³²	DATA SOURCE	BASELINE		TARGETS ³³						DATA COLLECTION METHODS & RISKS
			Value	Year	2016	2017	2018	2019	2020	2021-2023 ³⁴	
Output 1 Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons	1.1) % of early needs assessments carried out in FFS targeted liberated areas	<i>-Monitoring visit reports</i> <i>-FFS Internal project tracker</i>	0	2015	80%	100%	100% ₃₅	n/a	n/a	n/a	<i>Data collection:</i> <i>-Field monitoring visits by Field Monitors</i> <i>-Monitoring visits by M&E and Technical teams</i> <i>-Internal Evaluative exercises</i> <i>Risks:</i> <i>-Inability to access the locations of implementation for field monitoring due to the security situation, or other operational challenges (i.e. movement restrictions due to a health pandemic)</i> <i>-Delays in data reaching the Project team for compilation, given the large volume of data collection required.</i>
	1.2) # of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewage and municipal services) which have been restored ³⁶ in target areas ³⁷		0	2015	90	1,000	2,000	2,500	2,500 ₃₈	2,800	
	1.3) # of houses rehabilitated in liberated areas		0	2015	n/a ³⁹	5,000	10,000	20,000	25,990	30,000	
	1.4) # of immediate livelihood opportunities created for individuals, including women and youth in the target areas ⁴⁰		0	2015	2,500 (500 w; 2,000 y)	10,000 (2,000 w; 7,000 y)	30,000 (4,000 w; 14,000 y)	50,000 (4,000 w; 10,000 y)	40,000 (5,500 w; 15,000 y)	53,000 (7,000 w; 22,000 y)	
	1.5) # of business grants provided in the target areas (gender disaggregated)		0	2015	1,000 (300 w)	2,500 (750 w)	7,000 (2,100 w)	8,000 (2,400 w)	5,200 (2,800 w)	8,000 (3,100 w)	
	1.6) # of small grants provided to women-headed households		0	2015	n/a ⁴¹	1,000	3,000	4,120	6,500	10,000	
	1.7) # of training opportunities and/or job placement created for individuals, including women and youth in the target areas		Limited ⁴²	2020	n/a	n/a	n/a	n/a	TBD	8,000 (2,400 w)	
	1.8) # and type of technical advisory support capacities in place to support authorities in the target areas to plan and execute stabilization activities ⁴³		Limited	2015	Area Coordinators and Stabilization Advisors in place to support projects planning and communications; 10 Municipal Stabilization Advisors (MSAs) embedded						
	1.9) # of capacity building opportunities created for government officials and employees (gender disaggregated)		Limited	2020	n/a	n/a	n/a	n/a	TBD	3,000 (900 w)	
	1.10) # of participants of social cohesion activities (gender disaggregated)		0	2015	n/a	n/a ⁴⁴	150 (50 w)	150 (50 w)	8,000 (3,200 w)	40,000 (16,000 w)	

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2016	2017	2018	2019	2020	2021-2023	
Output 2 High impact medium-sized infrastructure projects are rehabilitated to sustain stabilization gains (FFES)	2.1) # of medium-size infrastructure projects implemented in the newly liberated areas	-Monitoring visit reports -FFS internal project tracker	0	2015	15	30	45	55	123	150	(same as above)
Output 3 Exit Strategy is drafted in consultation with the Government of Iraq, for the liberated governorates	3.1) Exit Strategy for post-FFS stabilization and development work in the liberated governorates drafted		0	2020	n/a	n/a	n/a	n/a	n/a	Exit strategy drafted	(same as above)

³² The targets are revised at least twice a year, to reflect the changes in target areas and operational settings.

³³ Targets indicated here are cumulative since the beginning of the corresponding activity.

³⁴ Targets for 2021-2023 are merely indicative and will be revised as per continued needs and situation analysis, funding availability and other.

³⁵ Number of total target areas increased from 28 to 31 in 2018.

³⁶ 'Restored', includes renovation/rehabilitation and/or provision of equipment and furniture officially accepted by Government of Iraq counterparts.

³⁷ The number of women's need-based infrastructure projects restored will be factored when reporting.

³⁸ Target for 2019 was not met (total of 2,042 projects completed as of end-2019), therefore the same target will be kept for 2020.

³⁹ Housing projects began in 2017.

⁴⁰ Targets revision for this activity in the period between 2016 and 2020 was largely influenced by operational context and funding availability, thus the variance in between years.

⁴¹ Women-headed household grants began in 2017.

⁴² Similar livelihood interventions have been taking place in some of the liberated areas under other UNDP programmes such as ICRRP or partner organizations, but it is difficult to determine baseline for this indicator in these areas. FFS will be coordinating with the Emergency Livelihood Cluster and UN Country Team to ensure that there is no redundancy in target area/beneficiary when implementing relevant projects.

⁴³ The target remains unchanged for the whole project period, to have Area Coordinators, Stabilization Advisors and minimum 9-10 MSAs in place.

⁴⁴ Social cohesion activities began as a pilot in 2018.

MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Estimated Cost ⁴⁵ (if any)
Track results progress	<p>a) Field level monitoring of progress of activity implementation, challenges and issues that negatively impact the pace and quality of project implementation.</p> <p>b) Progress data against the results indicators in the RRF collected and analysed to assess the progress of the project in achieving the agreed outputs.</p>	<p>a) Weekly (additionally details provided in a multi-layered monitoring framework)</p> <p>b) A minimum, quarterly, and where relevant in keeping with the frequency required for each indicator.</p>	Slower than expected progress will be addressed by project management.		USD 750,000 per year (including staff time)
Monitor and Manage Risks	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Twice a year	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Knowledge Management	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		USD 365,000 per year (including staff time)
Project Review to Make Course Corrections	Internal review of data and evidence from all monitoring actions undertaken by the Project Team to inform decision making by the Steering Committee. This internal review will also include taking stock of exit/phase-out strategies adopted by the Project.	Annually	Performance data, risks, lessons and quality will be discussed by the project and used to make course corrections.		

⁴⁵ The costs indicated in this column are estimated figures based on past expenditures and current plan, and subject to changes in the scale of operations each year. For instance, the relevant costs for the final year of implementation (2023) will be reduced corresponding to the operations size.

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Estimated Cost ⁴⁵ (if any)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. The Quality Assessment tool is used from 2017 onwards.	Annually (Q2/Q3)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Project Report	A progress report is circulated to members of the Steering Committee and key stakeholders, consisting of progress data showing the results achieved during the reporting period, a summary of risks, and lessons learned, and any evaluation or review reports prepared over the period.	-Quarterly progress report -Annual progress report -Final project report			USD 40,000 Per year (excluding staff time)
Project Review by the Steering Committee	The Steering Committee holds regular project reviews (a minimum annually) to assess the performance of the project. In the project's final year, the Steering Committee will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At-least Annually	The Steering Committee will discuss any quality concerns or slower than expected progress and agree on management actions to address the issues identified.		N/A
Project Evaluation	To determine the failures and successes of program activities to strengthen the implementation process.	Mid-Term and/or Final Evaluation	The Project Management Team and Steering Committee will review the findings of the Evaluation to identify ways to strengthen the implementation process and determine the need for and nature of a further phase of support.		USD 300,000 Per evaluation
Project Audit and/or Investigation	To ensure the project is implemented in keeping with UNDP's Financial Rules and Regulations. This may be undertaken through the UNDP Office of Audit and Investigation (OAI). OAI can support as and when required for any necessary reviews and/or investigations.	UNDP Country Office Audit	The Project Management Team will review the findings of the Audit to identify what corrective management measures (if any) are required.		USD 680,000
Project Closure Quality Assurance	The quality of the closure process of the project will be assessed against UNDP's quality standards to identify strengths and weaknesses and to inform management decision making to improve the process.	In the lead up to Closure of the Project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Years		RESPO NSIBLE PARTY	PLANNED BUDGET Total		
		2015-2020	2021-2023		Funding Source	Budget Description	Amount
<p>Output 1 Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons</p> <p><i>Gender marker: 2</i></p>	<p>1.1 Carry out local assessments to identify immediate stabilization needs</p> <p><u>Indicative activities</u></p> <ul style="list-style-type: none"> - Develop methodology to conduct rapid stabilization and recovery assessments in the newly liberated areas. - Provide advisory support to Local Authorities with regards to conducting the rapid assessments - Organize prioritization workshops, engaging relevant stakeholders and undertake verification missions where relevant. - Deploy expertise (where required) to coordinate the assessment exercise - Finalize the assessment reports, including translation and dissemination. 				Donor countries and Government of Iraq	<ul style="list-style-type: none"> • Supplies, goods and materials, equipment and furniture, and transport and security • Personnel (FTA/TA/SC and UNVs) • Consultants • Travel and DSA • Training of counterparts • Contracts (programmatic and 	

	<p>1.2 Rehabilitate priority light infrastructure in newly liberated areas (Window 1)</p> <p><u>Indicative activities</u></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 Quantities 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, together with government counterparts (line directorates) to ensure relevant capacity building - 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 - 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, together with government counterparts in support of building their monitoring and maintenance capacities - 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>procurement contracts)</p> <ul style="list-style-type: none"> • Other direct costs- administrative support, communications and visibility 	
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	<p>1.3 Support immediate income generation opportunities (Window 2)</p> <p><u>Indicative activities</u></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, together with government counterparts (line directorates) to ensure relevant capacity building - Based on identified needs: <ul style="list-style-type: none"> 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. b) Provide cash grants to support small businesses. c) Provide cash grants for women headed households, where relevant and deemed suitable. d) Provide training opportunities and support to job placement, with a focus on increasing employability of women and youth in the targeted areas. - Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance, in order to ensure high quality results and timely completion of work, together with government counterparts in support of building their monitoring and maintenance capacities - Undertake monitoring visits to project locations in the newly liberated areas - Provide technical support to NGO and private sector partners 						
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	<p>1.4. Capacity development of Government authorities to facilitate stabilization (Window 3)</p> <p><u>Indicative activities</u></p> <ul style="list-style-type: none"> - Identify the capacity support requirements in the Governorate and Local Administration level, in the newly liberated areas - Provide capacity support to the Government institutions, through the placement of complementary national and international technical advisory support capacities (for example, Area Coordinators, Stabilization Advisors, Municipal Stabilization Advisors, Liaison Officers, etc.) - 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. 						
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	<p>1.5: Design and implement initiatives to promote social cohesion (Window 4)</p> <p><u>Indicative activities</u></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, local authorities, civil society, and other stakeholders to deepen the project's understanding/analysis and identify specific concerns - 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 						
	MONITORING						
	Output 1 Total (USD)	746,500,000	529,000,000	Total (2015-2023)		1,275,500,000	

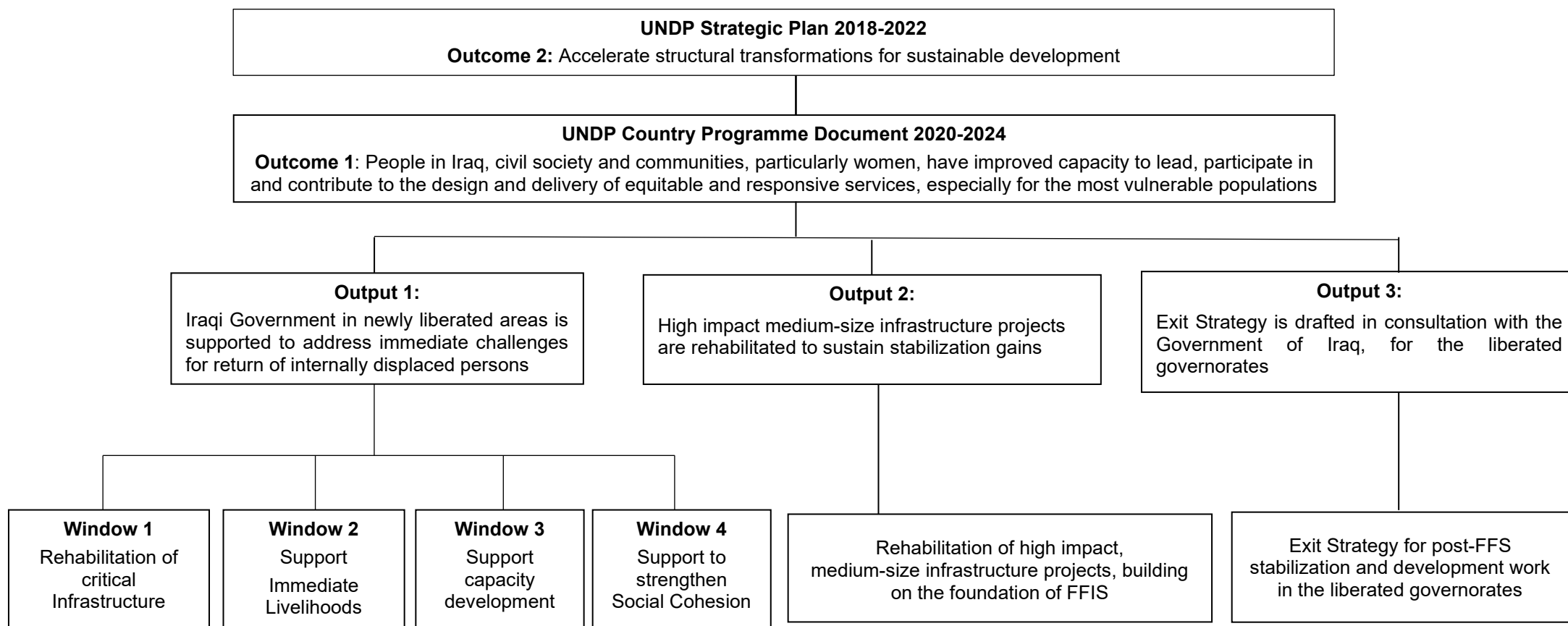
<p>Output 2 High impact medium-sized infrastructure projects are rehabilitated to sustain stabilization gains (FFES)</p> <p><i>Gender marker:2</i></p>	<p>2.1 Rehabilitation of priority, medium-size infrastructure projects</p> <ul style="list-style-type: none"> - Through the planning stage of Activity 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, together with government counterparts (line directorates) to ensure relevant capacity building - 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, together with government counterparts in support of building their monitoring and maintenance capacities - Undertake monitoring visits to project locations. - Handover of completed infrastructure units to the end-user, to operate and maintain in support of the people 				Donor countries	<ul style="list-style-type: none"> • Supplies, goods and materials, equipment and furniture, and transport and security • Personnel (FTA/TA/SC and UNVs) • Consultants • Travel and DSA • Training of counterparts • Contracts (programmatic and procurement contracts) • Other direct costs-administrative support, communications and visibility 	
	MONITORING						
	Output 2 Total (USD)	202,000,000	141,000,000	Total (2015-2023)		343,000,000	

Output 3 Exit Strategy is drafted in consultation with the Government of Iraq, for the liberated governorates	3.1) Exit Strategy for post-FFS stabilization and development work in the liberated governorates <u>Indicative activities</u> - First part of the Exit Strategy in support of capacity building of the governorates is drafted and finalized in consultation with the relevant government authorities - First part of the Exit Strategy is reflected in planning, implementing and monitoring of activity 1-4 (FFIS Window 3) for the period 2021-2023 - Second part of the Exit Strategy is drafted in consultation with the relevant government authorities and stakeholders - Exit Strategy is finalized and approved by the Government of Iraq					Donor countries <ul style="list-style-type: none"> • Supplies, goods and materials, equipment and furniture, and transport and security • Personnel (FTA/TA/SC and UNVs) • Consultants • Travel and DSA • Training of counterparts • Contracts (programmatic and procurement contracts) • Other direct costs-administrative support, communications and visibility 	
	Output 3 Total (USD)				Total (2020-2023)	1,200,000	
Project Management	Effective and efficient project management systems in place, including through the placement of required management, and operations support capacities			UNDP	Donor countries	<ul style="list-style-type: none"> • Supplies, goods and materials, equipment and furniture, and transport and security • Personnel (FTA/TA/SC and UNVs) • Consultants • Travel and DSA • Training of counterparts • Contracts (programmatic and procurement contracts) 	
	Effective monitoring and evaluation systems in place (including mid-term and final evaluations)						
	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. workspace, office equipment, security and security vehicles, etc.)						

	Complete audits and investigations in keeping with UNDP's established rules and regulations.					• Other direct costs- administrative support, communications and visibility	
	Project Management Total (USD)	30,000,000	22,000,000	Total (2015-2023)			52,000,000
Direct Project Costs (DPC)	Cost recovery for Country Office Support Services	40,000,000	29,000,000	Total (2015-2023)			69,000,000
Sub-Total⁴⁶		1,018,500,000	722,200,000	Sub-total (2015-23)			1,740,700,000
General Management Support (GMS 8%)		81,500,000	57,800,000	GMS (2015-2023)			139,300,000
TOTAL		1,100,000,000	780,000,000	Total (2015-2023)			1,880,000,000

⁴⁶ The figures here are indicative (based on past expenditures and projection as of April 2020, but rounded off).

Annex 1: Summary of Hierarchy of Results



Annex 2. Project Quality Assurance Report

Annex 3. Social and Environmental Screening Template⁴⁷

Annex 4. Risk Analysis

Annex 5. Steering Committee Terms of Reference

⁴⁷ Social and Environmental Screening for the FFS project is in the process of being updated in 2020.

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL: FUNDING FACILITY FOR STABILIZATION (FFS)- REVISION 3 (MAY 2020)

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	3	2
	1	
	Evidence The project’s theory of change is linked to that of the programme and aligned with the priorities. The new Country Programme Document that was approved in February 2020 is in line with the then-draft version of UNSDCF, and this project document reflects the identified national and global priorities while using the latest context analysis and assessments to support its strategy	
2. Is the project aligned with the UNDP Strategic Plan?	3	2
	1	
	Evidence The project has been aligned with the third development setting, ‘build resilience to shocks and crises’ until 2019, and is now aligned with the second setting that is ‘accelerate structural transformations for sustainable development’, to reflect the gradual shift that is being made in the	

<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	national agenda, 3 years after the official victory against ISIL. The project also adapts (in part) three of the signature solutions: keeping people out of poverty; enhance national prevention and recovery capacities for resilient societies; and strengthen gender equality and the empowerment of women and girls. The RRF is linked to the most relevant SP output indicators.	
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes	No
Evidence: The Project in its RRF is aligned with the Outcome 1 of the 2020-2024 CPD, which in turn, is aligned with the draft UNSDCF for Iraq (2020-2024). The Project's livelihoods component also contributes to Outcome 2 of the 2020-2024 CPD.		
RELEVANT		
4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3	2
1		
Evidence The project clearly indicates that it focuses on facilitating the return of internally displaced persons, and supporting returnees in the areas which were formerly under the control of ISIL.		
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
1		
Evidence: The project revision is in reflection of the lessons learned, knowledge gained and good practices built over the past 5 years of operations (as evaluated in the 2019 Independent Country Programme Evaluation, third party monitoring and evaluations by the donors including DFID and USAID, etc.). The revision in strategy and emphasis on core programming principles clearly reflect this, with a view of sustainability.		

¹ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

² The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project’s intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence:</td> </tr> <tr> <td colspan="2"> <p>The FFS is one of UNDP’s largest projects globally, as a results of demonstrated comparative advantage to implement stabilization activities in a complex operational setting, thus demonstrated by the financial resources mobilized and the progress achieved. The Partnerships and Stakeholder Engagement section in the revised Project Document is detailed. The Project has a communications strategy in place.</p> <p>South-south and TRC is not relevant for this project.</p> </td> </tr> </table>	3	2	1		Evidence:		<p>The FFS is one of UNDP’s largest projects globally, as a results of demonstrated comparative advantage to implement stabilization activities in a complex operational setting, thus demonstrated by the financial resources mobilized and the progress achieved. The Partnerships and Stakeholder Engagement section in the revised Project Document is detailed. The Project has a communications strategy in place.</p> <p>South-south and TRC is not relevant for this project.</p>	
3	2								
1									
Evidence:									
<p>The FFS is one of UNDP’s largest projects globally, as a results of demonstrated comparative advantage to implement stabilization activities in a complex operational setting, thus demonstrated by the financial resources mobilized and the progress achieved. The Partnerships and Stakeholder Engagement section in the revised Project Document is detailed. The Project has a communications strategy in place.</p> <p>South-south and TRC is not relevant for this project.</p>									
PRINCIPLED									
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project’s strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The revised project puts human rights based approach at the front and center, while emphasizing the increased efforts to conscientiously mainstream conflict sensitive programming and implementation and the importance of community participation for improved accountability and ownership. Given the scale and scope of the project, however, detailed mitigation and management measures can only be appropriately planned and budgeted as the implementation progresses.</p> </td> </tr> </table>	3	2	1		Evidence		<p>The revised project puts human rights based approach at the front and center, while emphasizing the increased efforts to conscientiously mainstream conflict sensitive programming and implementation and the importance of community participation for improved accountability and ownership. Given the scale and scope of the project, however, detailed mitigation and management measures can only be appropriately planned and budgeted as the implementation progresses.</p>	
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<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence:</td> </tr> <tr> <td colspan="2"> <p>The revised project underscores and confirms the importance of gender mainstreaming, especially given the post-conflict rebuilding context of Iraq. Three dedicated gender staff work closely with the project team to establish annual workplan for specific targets (as per RRF indicators) and tracks gender-disaggregated data. Given the scale and scope of the project, however, comprehensive and participatory gender analysis could not take place.</p> </td> </tr> </table>	3	2	1		Evidence:		<p>The revised project underscores and confirms the importance of gender mainstreaming, especially given the post-conflict rebuilding context of Iraq. Three dedicated gender staff work closely with the project team to establish annual workplan for specific targets (as per RRF indicators) and tracks gender-disaggregated data. Given the scale and scope of the project, however, comprehensive and participatory gender analysis could not take place.</p>	
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<p>women and men, but the gender inequalities have not been clearly identified and reflected in the project document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> • 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>This substantive revision specifically incorporates the mainstreaming of sustainability of stabilization activities (Refer Strategy section in the revised project document).</p>	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
	<p>Evidence</p> <p>Social and Environmental Screening Procedure (SESP) was undertaken for the FFS Project as a whole, and is being updated for 2020.</p>	
<p>MANAGEMENT & MONITORING</p>		
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project’s selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>The Results Framework is available in the updated project document template, and meets the requirements for rating 2.</p>	
<p>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</p>	3	2
	1	

<ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p style="text-align: center;">Evidence</p> <p>Governance Arrangement section of the project document is updated with the required changes, and clarifies the roles and responsibilities of the key members of the Steering Committee.</p> <p>An updated TOR for the Steering Committee is also annexed.</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Risks analysis updated as of Q4 2020 is available.</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	Yes (3)	No (1)
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 	3	2
	1	
	<p style="text-align: center;">Evidence/justification</p> <p>The project's budget at activity level with funding sources is provided in annual workplan. Given the nature and design of the project that aims to deliver a full package of stabilization</p>	

<ul style="list-style-type: none"> • 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	support (broken down into four windows and relevant activities), as well as the scale of resources required, the budget was provided at output level in the project document. Adequate costs for monitoring and evaluation together with other cost recovery categories are all duly budgeted.	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p>	3	2
1		
<p style="text-align: center;">Evidence</p> The multi-year workplan includes estimate costs for programme management, direct project costs (DPC) and general management services (GMS), in proportion to the total resources required.		
EFFECTIVE		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. 	3	2
1		
<p style="text-align: center;">Evidence</p> Through Project monitoring beneficiary feedback has been drawn in through each of the Project Windows (basic services, This feedback has been considered in day to day project management decision making, and in the revision process.		
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	Yes (3)	No (1)
<p style="text-align: center;">Evidence:</p> A monitoring and evaluation plan is included in the Project Document.		
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of “no”</i></p>	Yes (3)	No (1)
<p style="text-align: center;">Evidenc</p> The Project has 3 Outputs, and all three are GEN 2.		
SUSTAINABILITY & NATIONAL OWNERSHIP		

<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	Evidence	
	<p>The project was designed in close consultation with the national government (Prime Minister’s Office and the Council of Ministers as represented by the Secretary-General), as well as the international community that supports the stabilization process (that encompasses this project as a part) Presentation and consultations also took place with the stakeholders prior to this revision, in bilateral and multilateral manner, including roundtable meeting that was held in February 2020.</p>	
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	3	2
	1	
	Evidence:	
	<p>(Not applicable)</p>	
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p> <p>Evidence: The Project indicates the role of the national systems in the prioritization and monitoring process. National procurement systems are not used as this is a DIM Project.</p>	Yes (3)	No (1)
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</p> <p>Evidence: The section on “Sustainability” is elaborated in the Project Document. The key points that will be entailed in the Exit Strategy is accordingly covered. This is to be reviewed and updated as part of Project implementation processes moving forward.</p>	Yes (3)	No (1)

Annex 3. Social and Environmental Screening [Updated April 2020]

Project Information

Project Information	
1. Project Title	Funding Facility for Stabilization
2. Project Number	00089549 and Output 00095684
3. Location (Global/Region/Country)	Iraq (Anbar, Diyala, Kirkuk, Ninewa and Salah al Din)

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

This Project primarily focuses on providing stabilization support for 31 locations within the 5 Governorates (Diyala, Anbar, Salah al Din, Ninewa and Kirkuk), as mandated by the Steering Committee in 2018. The Project supports the Government of Iraq (GOI) to stabilize the liberated areas, with an objective to facilitate the return of internally displaced persons (IDPs) in a safe and dignified manner.

The Project takes human rights-based approach, prioritizing accountability, meaningful participation of beneficiaries and stakeholders, and non-discrimination. Continuous efforts are made to conscientiously mainstream conflict-sensitive programming and implementation, by identifying and assessing potential adverse impacts on enjoyment of human rights, especially by the most vulnerable. Mitigation and management measures are planned and budgeted, and with the scale and scope of the project, those tested to be effective in one area are carefully rolled out in other areas to replicate the success.

Among others, the Project mainstreams human rights-based approach by:

- Assessing the priority needs of people in targeted areas (returnees, community, IDPs) in close coordination with the relevant local authorities, while increasing the efforts to engage the broader community, especially through the established local groups including women's associations, youth groups, local peace committees and others. Do-no-harm principle guides the reiterative process of priority identification and project design, taking into account the complex dynamics within each target community.
- Priorities are given to the projects that rehabilitate systems to deliver basic services to large population, such as water, electricity, healthcare and public hygiene (sewerage), education and others, given these are a prerequisite for the IDPs to return to their areas of origin that are largely destroyed by ISIL.
- Capacity-building support are provided to the GOI authorities (at governorate and local levels), to enable them to carry out obligations as the primary duty bearer to their people. The support to local authorities is provided in material and technical manner, from rehabilitating police stations, courts and other main offices to providing technical advisory support in the interim, to facilitate restoring order and security in the areas recovered from ISIL control. This is also linked to the Project's basic premise that this stabilization support will help re-build the trust between the state and people of Iraq.
- Regular and transparent communication to beneficiaries informing them of the project plan and progress, as well as established feedback mechanism to receive their concerns and grievances in timely manner, have been proved as positive and effective in key sectors (e.g. housing), and will continue and expanded to other sectors as much as possible.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The Project recognizes that women and girls are especially vulnerable in conflict situations and that they often bear a disproportionate burden in the post-conflict process. At the same time, it also recognizes that the girls and women, representing half the population of Iraq, have a key role in building lasting peace and development.

To ensure that their specific needs and voices are properly reflected in the project, FFS placed three dedicated Gender Specialists, developed a Gender Strategy and invested in strengthening the staff capacity in gender-mainstreaming project design, implementation, monitoring and reporting. The Gender team works closely with the project teams to ensure gender-sensitive project designing, target setting for annual work plans, and data collection and monitoring (gender-disaggregated, etc.)

Despite the cultural and social contexts that discourage women's active participation in communal decision making or in labour market, FFS continues to scale up its successful pilot initiative in engaging more women and providing them with job opportunities such as working for the Project as field engineers, community mobilizers or field monitors. Projects specifically designed to allow women to work in secure manner, such as cleaning public spaces (universities, hospitals, parks, as well as irrigation canal), painting murals, and repairing desks also succeeded in engaging increasing number of women. When prioritizing basic services infrastructure for rehabilitation, additional efforts are placed to ensure that the specific needs of women and girls are not neglected and adequately reflected, and structures including maternity wards and dormitory for women students are prioritized and rehabilitated to promote maternal health and to provide equal opportunities to women and girls. Coordination with and support to local community groups, especially those that work on women's empowerment, preventing sexual and gender-based violence, etc., will continue under the broader context of social cohesion, but with a gender-sensitive, analytical perspective, in recognition of the specific gender dynamics in Iraq, in post-conflict settings of the target areas.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The sustainability of this Project is reviewed from environmental, community and public accountability perspectives to ensure that the gains made under the Project will continue to serve the communities in target areas as well as the country, even after the Project's end.

Iraq's weak regulatory framework and institutions, coupled with a lack of capacities in natural resources management and urban planning, leave the rehabilitated infrastructure highly vulnerable to disasters, natural hazards and impact of climate change. Based on the best practices and lessons learned from past implementation period (2015-2020), FFS continues to deliver quality projects that meet the international standard in its procedure and outcomes. Through their engagement with the Project, local companies, private and public sector partners and beneficiary communities also get exposed to the international standard and concerns about environmental sustainability. Additionally, capacity building support to the relevant end-user government staff will promote mainstreaming of environmental sustainability in policy and programme development, operations and maintenance.

Given the scale and anticipated impact of the expanded stabilization (FFES) projects, SES will be conducted for each of these projects to identify potential risks on natural resources and environment, and prepare mitigation measures accordingly. Where relevant, Environmental and Social Impact Assessment (ESIA) or Strategic Environmental and Social Assessment (SESA) will also take place.

Furthermore, where relevant, communications and visibility strategy/products which have minimal damage to the environment will be preferred, and efficient ways to use resources while minimizing waste will continuously be explored as part of improving project management process.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>		<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Risk of tension being created / increased between people within the target governorates (which will receive direct support through the Project) and others (i.e. immediate surrounding communities).</p> <p>Risk of project support not meeting the priority needs of the target communities</p>	<p>P- 2 I- 3</p>	<p>Moderate</p>	<p>The Project conducts workshops and regular meetings with the relevant government officials including the Council of Ministers Secretariat (COMSEC) and governors’ offices, local authorities, etc., to identify and agree on the priority needs. The mandated locations, sectors of work and other key programmatic decisions are as tabled and approved at the Steering Committee, where the Government of Iraq, donor community and UNDP are represented.</p> <p>Relevant local authorities, line directorates and departments, and target community are informed about the project plan, progress and others, and beneficiary feedback/ grievances mechanism are established for key sectors to ensure timely risk mitigation and management.</p> <p>Coordination with other programmes, partner agencies within and outside UN system also ensures complementarity and do-no-harm approach.</p>
<p>Risk 2: Lack of capacity of duty bearers to provide equal and quality services to the people.</p>	<p>P-2 I-3</p>	<p>Moderate</p>	<p>Due to the scale and severity of ISIL destruction in the target areas, support is required to strengthen the capacities of duty bearers (local authorities and technical staff) to fully utilize and successfully maintain facilities rehabilitated and equipped.</p> <p>Orientation for the appropriate operationalization and maintenance of the facilities is provided to the end-user upon completion and handover, and relevant SOPs and guidelines would be produced and shared as part of the Exit Strategy.</p>
<p>Risk 3: Vulnerable groups, including returnees and displaced persons as rights-holders do not have rights protected, and lack access to complaint mechanisms to raise their concerns</p>	<p>P-2 I-3</p>	<p>Moderate</p>	<p>The project focuses on promoting and protecting the rights of vulnerable populations including returnees, by directly contributing to facilitate improved access to basic services.</p> <p>Channels for raising concerns/complaints regarding the project and project activities would be made available to the project beneficiaries/returnees, through for example the project’s feedback mechanism and monitoring system.</p>

			Any concerns relating to violations of the rights returnees that are brought to the attention of the Project will also be brought to the attention of relevant authorities, including being tabled before the UN Resident Coordinator's Office, and the Steering Committee of the FFS.
Risk 4: Safety and security of those involved in construction related projects/ risk to communities from construction related projects.	P-2 I-3	Moderate	<p>Ensuring safety and security of the community members/beneficiaries and workers during rehabilitation of infrastructure projects is of significant importance to the Project.</p> <p>The project will:</p> <ul style="list-style-type: none"> a) Coordinate with partners with relevant technical expertise such as UNMAS to assess the risks associated with IED/EH, contract commercial companies for IED/EH clearance and train national capacities. Engage with the relevant government mine action authority for IED/EH detection (DMA) and clearance of IED/EH in relevant areas (ISF and others), where relevant. b) With the support of UNMAS and other partners, provide mine/IED/EH risk education for construction workers, engaged in project activities, returnees surrounding the project location and workers engaged in the infrastructure work, while ensuring social distancing and other health and safety measures. c) Conduct orientation on occupational health guidelines and processes to protect health and safety of individuals, and to ensure compliance with laws and regulations. Such compliance is to be monitored by UNDP, third party, and government entities. d) Training and communication will be conducted to ensure awareness and to promote understanding of labour principles among employees, particularly in units or among those whose jobs are liable to hazards and violations. e) Prepare health and safety plan, and safety instructions and regulations will be followed for minimizing the risks. f) Provide personal protective equipment to every worker, as necessary, and safety and health of the workers will be closely monitored and properly managed. g) Personal fall arrest system, safety net system or guard rails will be used during the work at elevated sites. The workers should be oriented about precautions related to leading edge work. h) A multi-layered and mixed (i.e. mix of technical expertise) monitoring team including a team of Engineers will be on the ground to monitor implementation of activities, and ensure construction related activities are undertaken to meet the required quality standards so that communities are not at risk when using the completed infrastructure.
Risk 5: Risk of the violation of labour laws	P-2 I-5	Substantial	The Contractor is required to abide by UNDP global rules and regulations regarding labour rights as per the contractual General Rules and Regulations. Violation of these regulations may result in termination of the contract and penalties inflicted upon the company.

			UNDP's monitoring system will oversee and mitigate risks associated with labour rights violation.
Risk 6: Child labour	P-1 I-5	Moderate	<p>The Contractor should abide by, in addition to the above-mentioned UNDP rules and regulations, International Labour Standards (ILO), UN Standards and principles, and the federal and regional laws of Iraq.</p> <p>Child labour cannot be tolerated and will result in contract termination.</p> <p>UNDP monitoring team will ensure this risk is closely monitored.</p>
Risk 7: Risk to the environment/natural habitat, and possible pollution from construction work that will be undertaken.	P-2 I-3	Substantial	<p>The Project will undertake small to medium scale infrastructure renovation/rehabilitation projects as part of the overall stabilization efforts.</p> <p>For FFES projects, in target locations the project will undertake individual SES to identify potential risks to the environment/natural resources, and identify the required/relevant mitigation measures prior to initiating implementation. Where relevant, ESIA or SESA will be undertaken.</p>
Risk 8: Lack of waste management systems (liquid waste, solid waste landfills and dumps, solid waste treatment plants, hazardous waste)	P-2 I-5	Substantial	<p>Based on the type of infrastructure project an SES will be undertaken to assess the specific levels of risks.</p> <p>For example, this can relate to the inside and outside environment of a hospital which could be impacted by liquid waste, solid waste and hazardous waste without proper waste management system in place. Where relevant, based on the SES, implementation plans will include installation of medical solid waste management system and shredder machines to treat the solid waste of hospitals and end-user will be trained on machines as required.</p>
Risk 9: Risk of sexual exploitation and abuse (SEA) of staff, partners and beneficiaries/community members.	P-3 I-4	Substantial	<p>UNDP will continue to maintain a zero-tolerance policy for SEA and will continue to further strengthen its accountability mechanisms to mitigate SEA risks within UNDP and among partners. Mechanisms to report a complaint in secure manner will be clearly communicated to staff, partners and beneficiaries, and all relevant parties will be sensitized on the risks and related issues via coordination of the dedicated Gender team.</p>
Risk 10: Risk of exposure of UNDP staff or UNDP's third-party staff to COVID-19 during implementation of activities, resulting in an increase in the caseload.	P-2 I-3	Moderate	<p>UNDP staff movements within Iraq will be guided by the safety and security rules and regulations of the Government of Iraq and UNDSS.</p> <p>UNDP staff will be provided with PPE to enable engaging with implementation of activities. Contractors that undertake rehabilitation work will be required to ensure workers are provided with the required PPE. This requirement will be specified in the contract signed with UNDP.</p> <p>Medical Officers will closely monitor the situation, and advise the Project team accordingly. Health and Safety officers will ensure accurate and full use of PPE by staff and third-party contractors.</p>

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)	Comments	
	<i>Low Risk</i>	<input type="checkbox"/>	
	<i>Moderate Risk</i>	<input checked="" type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply	Comments	
	<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input checked="" type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>	<input checked="" type="checkbox"/>		

Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	Yes
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Funding Facility for Stabilization (FFS)

Risk Analysis –Q4 2020

Description	Type	Probability (P) and Impact (I)	Counter Measures / Management Response
In Q1 2020, Iraq entered into a situation of lockdown in response to the spread of COVID-19, resulting in a temporary halt to project implementation. With the addition of multiple measures to mitigate the risk of COVID-19 infection/spread, activities restarted within weeks of the initial lockdown. An increase in restrictions on movement of people or goods in an effort to control the further spread of COVID-19, may have further impact on FFS project implementation.	Operational	P 3 I 4	<p>Avail of exemption allowances on movement/access for contractors to ensure continuity of project implementation when possible.</p> <p>Avail of exemption allowances on movement/access for project and monitoring teams to ensure high degree of oversight during implementation.</p> <p>Leverage field-based teams to continue to facilitate implementation specific to their geographic regions of responsibility should movements become restricted, reducing reliance on project teams to travel (including across governorates) to ensure continuity of activities.</p> <p>Application of remote monitoring tools and instruments when possible to supplement project oversight.</p>
Outbreaks of COVID-19 within contractor teams, which may result in work stoppages.	Operational	P 3 I 4	<p>Application of stringent COVID-19 mitigation measures for FFS project sites, including adherence to the use of PPE, social distancing practices and protocols relating to numbers of individuals on site where relevant.</p> <p>Strict monitoring and reporting of COVID-19 mitigation measures to ensure health and safety standards are adhered to within contracted teams.</p>

Outbreaks of COVID 19 within FFS project and programme teams hinder FFS activities.	Operational	P 2 I 3	Reduce number of FFS international staff in-country to a minimum number supported by a staff rotation policy and clear back-stop arrangements to ensure effective continuity of deliverables. Adherence to Country Team policies and protocols in relation to suspected/confirmed COVID 19 cases.
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. FFS field missions to be conducted with additional support of police escorts when/where necessary.

			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.
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	Continuous re-assessment of the conditions in approved areas of operation to ensure implementation is guided to where activities are most likely to be effective in attracting and supporting returns. Align prioritization processes and FFS lines of work with the latest evidence of factors influencing returns. Strengthen coordination with GOI and relevant local authorities to ensure security guarantee for the FFS operating areas are adequately secured, and maintained.
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	Maintain a solid understanding of IDP/returnee dynamics and trends within areas receiving FFS support. 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.
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	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. Working with wider UN Agencies, NGO’s and the GOI as part of the ‘Durable Solutions’ effort to support remaining IDP case loads and facilitate preparedness of areas of origin ahead of anticipated camp closures.
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	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>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>
Possibility of recapture of newly liberated areas by ISIL leading to displacement and further destruction of infrastructure.	Security	P 2 I 4	<p>Strict monitoring of the security situation.</p> <p>Where possible, work with control centers to develop extraction plan for critical FFS staff and assets in case of rapid deterioration in security context.</p>
Risk of looting of (FFS supported) assets during stabilization phase or thereafter.	Security	P 3 I 4	<p>Close monitoring on the ground and possibly delay delivery of equipment in case there is identified risk of looting.</p> <p>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.</p> <p>Continued close consultation and coordination with relevant stakeholders via established mechanisms including Steering Committee to ensure accountability.</p>

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	Security	P2	Undertake periodic internal surveys targeting FFS women national staff who are field-based or regularly travel to project sites to assess their comfort levels,

harassment, exploitation or assault in undertaking their tasks and responsibilities (particularly in the field).	Strategic	I 4	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.
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	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. 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).
The environment and/or natural resources are negatively impacted through stabilization projects.	Environmental Strategic	P 2 I 4	FFS will undertake UNDP's Social and Environmental Assessment, and regularly review the same to identify risks pertaining to the environment. 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. 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. FFS to incorporate specifications for more environmentally sustainable materials within rehabilitation related procurement processes. FFS to avail of the expertise of the Environment Team of the UNDP Country Office.
Corruption or corruption related threats made by various stakeholders (internal and external)	Operational Financial	P 2 I 4	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>during project procurement, planning and implementation.</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>
<p>Poor quality contracting work leading to ineffective results and reputational risk for UNDP/FFS.</p>	<p>Strategic Operational</p>	<p>P 2 I 4</p>	<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>

Terms of Reference

Funding Facility for Stabilisation (FFS) Steering Committee

The Steering Committee for the Funding Facility for Stabilization (FFS) serves as the overall governance structure of the FFS. The Committee provides strategic direction to and oversight of the Facility and ensures that the interventions funded through the Facility are in-line with Government priorities.

The Steering Committee is co-chaired by the Secretary-General of the Secretariat of the Council of Ministers' and the Resident Representative of the United Nations Development Programme. Apart from the COMSEC, Government representatives on the Committee are the Governors of Anbar, Diyala, Kirkuk, Ninewa and Salah al-Din. Other Government representatives including ministries, NOC & JCMC may be invited to attend as observers by the COMSEC SG on an ad-hoc basis.

Contributing partners are members of the Steering Committee.

UNDP serves as the Secretariat of the SC and shares quarterly and annual updates.

In principle, the SC meets at least once a year and should the need arise, the SC will also meet on an ad-hoc basis, in the event, for example, when there is a significant change in context that would require endorsement.

The SSC is expected to play a facilitating role and serve as an agile mechanism providing timely guidance in rapidly changing contexts. Every effort will be made to achieve consensus on key issues. Where this is not possible, decisions will be guided by the Co-chairs.

Recognizing that partners are likely to contribute to the Facility, contributing partners will ensure that restrictions or requirements on their donated funds are communicated to the Steering Committee. The Steering Committee will ensure that these requirements are honoured.

The responsibilities of the Steering Committee include:

- Providing policy guidance where required;

- Endorsing proposed FFS interventions, ensuring that these are in-line with the strategic priorities of the Government and complementary to other efforts undertaken in liberated areas;
- Reviewing the feasibility and appropriateness of FFS interventions;
- Identifying obstacles to implementation and impact and agreeing on steps to address these;
- Ensuring that minimum levels of funding are available through the Facility to have impact in liberated areas;
- Reviewing periodic progress and financial reports; and
- Reviewing risk mitigation measures.