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FINAL REPORT

Protection, Empowerment and Recovery Support for Syrian Refugees in Iraq

Implementation Period: March 2015 – September 2016
Funded by the FY2014 Japan Supplementary Budget



LIST OF ACRONYMS

DCVAW	Directorate for Violence Against Women
DRC	Danish Refugee Council
EETC	European Technology and Training Center
GOI	Government of Iraq
JCC	Joint Crisis Coordination Centre
JCMC	Joint Coordination and Monitoring Centre
JSB	Japanese Supplementary Budget
KRI	Kurdistan Region of Iraq
KRG	Kurdistan Regional Government
IBHR	Independent Board of Human Rights of the Kurdistan Region
ICRRP	Iraq Crisis Response and Resilience Programme
IDPs	Internally Displaced People
ISIL	Islamic State of Iraq and the Levant
LOA	Letter of Agreement
MoDM	Ministry of Displacement and Migration
M&E	Monitoring and Evaluation
Mol	Ministry of Interior
MOLSA	Ministry of Labour and Social Affairs
NGOs	Non-Governmental Organizations
POPP	Programme and Operations Policies and Procedures
SGBV	Sexual and Gender-based Violence
SMEs	Small and Medium Enterprises
UNAMI	United Nations Assistance Mission for Iraq
UNDAF	United National Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
VMLACs	Vulnerability Monitoring and Legal Aid Centers
3RP	Regional Refugee and Resilience Plan

Picture on cover page: Sewing class at MOLSA vocational training centre in Erbil.

Protection, Empowerment and Recovery Support for Syrian Refugees in Iraq

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EXECUTIVE SUMMARY

This report documents the results of the project “Protection, Empowerment and Recovery Support for Syrian Refugees in Iraq”. This project was funded by the Japan’s FY2014 Supplementary Budget (JSB) and implemented by the United Nations Development Programme (UNDP) under the umbrella of the Iraq Crisis Response and Resilience Programme (ICRRP). The intervention addressed the immediate and critical needs of Syrian refugees, internally displaced people (IDPs) and host communities in Iraq. The significant influx of refugees from Syria started in 2013; 225,455 Syrian refugees have been hosted by Iraq since then. In addition, massive displacement of Iraqi people occurred primarily caused by the rise of the Islamic State of Iraq and the Levant (ISIL) in January 2014. Nearly 3.1 million Iraqis have been forced to flee their homes. The project achieved significant results exceeding almost all targets. Key results include:

- Enhanced protection of female refugees, IDPs, girls and boys in the Kurdistan Region of Iraq (KRI), both in-camps and in off-camps settings, through legal aid centres and mobile clinics. This was achieved by, among other outputs, providing legal services to 1,699 refugees (33% men and 67% women), training 2,308 females on legal assistance, and the development and publication of three Human Rights Monitoring Reports.
- Enhanced economic opportunities and basic public services for Syrian refugees, displaced and local populations. This was achieved through engaging 500 beneficiaries in vocational or employability skills trainings, out of which 100 people were placed in jobs (78% men and 22% women) in Erbil. Furthermore, 15 Small and Medium Enterprises (SMEs) received start-up support in Erbil benefiting 75 households. Through



Left: Employability training session at the Job Seeker Support Centre in Kasnazan, Erbil; Right: Clothes shop established under the Business Incubation Model supported by UNDP in Erbil.

the rehabilitation of four infrastructure projects in Kawargosk (Erbil), access to health centre, schools and markets has enhanced for approximately 15,000 Syrian refugees and their host community.

Major challenges during implementation included security and access to project sites. Although UNDP took measures to expedite the implementation of the activities in response to these challenges, a 6-month no-cost extension of Japan's FY2014 Supplementary Budget contribution was granted from 1 April 2016 to 30 September 2016 to conclude all activities. Despite several challenges caused by the massive displacements brought on by ISIL, the project managed to achieve a tangible impact in responding to the immediate needs of the most vulnerable groups.



COUNTRY CONTEXT AND RELEVANCE OF THE UN/UNDP WORK TO THE AREA ASSISTANCE

At the time of project initiation in March 2015, the number of registered Syrian refugees residing in the KRI had exceeded 200,000. By the end of the project period in September 2016, the KRI was hosting 225,455 registered Syrian refugees¹, of whom 65 per cent are women and children and 22 per cent are young men who are out of work and have been deprived of educational and other capacity development opportunities to effectively engage in essential livelihoods and income generating activities².

The overwhelming majority of Syrian refugees in Iraq (97%) are hosted in the KRI. Their influx increased the population density in the KRI by 28 percent which has been causing a major strain on the already fragile socio-economic fabric. Despite a relatively hospitable response from the Kurdistan Regional Government (KRG) and local communities, most of these refugees remain vulnerable and face various difficulties.

In addition, the massive displacement of over 3.1 million IDPs fleeing from the violence caused by ISIL since January 2014 has put further strains on the social services delivered by the Government. Urgent needs to provide humanitarian assistance to these IDPs emerged in addition to the support needed for Syrian refugees. Due to the IDPs crisis, competition for jobs has intensified and remuneration for skilled and unskilled labour has exhibited a downward trend for Syrian refugees. To pre-empt social conflict that may arise from this increased competition for jobs and resources, a comprehensive approach that promotes the restoration of basic public infrastructures and the creation of additional employment opportunities is critical.

¹ UNHCR Syrian Regional Refugee Response Statistics, 30 September 2016.

² Iraq 2016 Regional Refugee Resilience Plan (3RP), November 2015.

Although Syrian refugees can obtain a work permit in the KRI, around 20 per cent of Syrian refugees in camps and nine per cent living outside of camps reported a lack of access to income as their primary problem. While Syrian Kurdish refugees have largely avoided many of the obstacles faced by Iraqi IDPs due to linguistic, cultural and religious commonalities with their hosts, their Syrian certificates and credentials are not consistently recognized in the KRI³. Furthermore, opportunities for professional development are limited. Lack of income-generating opportunities within the context of protracted displacement has forced many refugees to exhaust their savings and incur debts to meet their basic needs⁴. Female unemployment among Syrian refugees is particularly significant, with 95 per cent of women not earning an income⁵.

In addition to this negative pattern of economic insecurity, Sexual and Gender-based Violence (SGBV) against refugees has also been widely reported and remains a prevalent concern. Women, especially those of a young age, as well as boys, are at high risk of rape, forced early marriages, sexual slavery and abuse. In line with the United Nations Security Council Resolution 1325 on women, peace, and security, the UN considers acts of sexual violence as grave violation of human rights.

As the inhabitancy of Syrian refugees will be prolonged, there is a significant need to enhance self-reliance of refugees and host communities. There also exists a wide acknowledgement of the need for institutional capacity building of local government and organizations by the Iraqi Government, UN agencies, Non Governmental Organizations (NGOs), international donors, and other relevant stakeholders. A resilience component was introduced in the Regional Refugee and Resilience Plan (3RP) 2015-2016; UNDP is co-leading with the United Nations High Commissioner for Refugees (UNHCR) efforts to integrate resilience-building support in the response to the Syrian refugee emergency.

As a response to the refugee influx, Government bodies were mobilised and requested to provide refugees with services and facilities. Governorates established dedicated committees, involving the Ministry of Displacement and Migration, the Ministry of Interior, Governor's Offices, Mayor's Office, district authorities, directors of technical departments, the police, security and military forces. While the KRG and local communities provided a relatively hospitable response, the capacity of the KRG to provide basic services to refugees has been stretched to the limit with severe fiscal constraints and host communities' coping resources have been exhausted.

Despite the protracted Syrian refugee crisis and the need for sustainable responses

3 Ibid.

4 REACH, Multi-Sector Needs Assessment: Comparative Analysis of Syrian Refugees Staying in and Outside of Camps, September 2014.

5 REACH, Multi-Sector Needs Assessment, Preliminary Findings, June 2015.

for both on- and off-camp refugees, no clear longer-term strategy existed to respond to the refugee situation. Furthermore, the coordination mechanism for the refugee response in different sectors at different levels (i.e. regional, governorate, and municipal) was relatively weak. To respond to this need, UNDP's ICRRP supported the the Government of Iraq (GoI) and the KRG in strengthening the newly established Joint Crisis Coordination Centre (JCC) in Erbil as well as the Joint Coordination and Monitoring Centre (JCMC) in Baghdad. These institutions operate as coordination hubs of two crisis response networks and jointly constitute the national crisis management system addressing the needs of Syrian refugees and IDPs. ICRRP's institutional and capacity building efforts targeted the two institutions to consolidate policies and legislation, harmonize planning and resource mobilization to manage large-scale crisis, and enhance their operational capacity with improved effectiveness and efficiency in the actual response across governorates.

As explained above, at the time of project initiation, the Syrian off-camp refugees and their host communities required immediate support from the international community in a comprehensive manner to bridge short-term humanitarian needs with longer-term resilience-building and development assistance. It was apparent that failure to respond to these needs would significantly damage the local economy and service idelivery that were already overburdened at the time. Competition over job opportunities and basic services between Syrian refugees and IDPs had heightened in some of the host communities, and there was an immediate danger that tensions and disputes between host communities and refugee populations would escalate. Furthermore, the security situation in some areas close to the areas occupied by ISIL had deteriorated significantly.



Bakery shop established under the Business Incubation Model supported by UNDP in Erbil.



DESCRIPTION OF THE PROJECT

UNDP has been providing response to the challenges posed by the influx of Syrian refugees and the need for developing a longer-term response strategy in coordination with local and international partners under the framework of ICRRP. The activities supporting Syrian refugees and their host communities are implemented in the KRI with a specific geographic focus on the Governorates of Dohuk, Erbil and Sulaymaniyah as these communities face a high concentration of Syrian refugees.

Promoting longer-term resilience building, UNDP strongly complements the primarily life-saving and shorter-term activities carried out by other partners through a multi-sectoral, integrated strategy aiming to enhance self-reliance of the affected populations. ICRRP is focused on the following five key thematic areas:

- I. Support for establishment and operationalization of a crisis response coordination mechanisms at the central, regional and governorate levels.
- II. Improvement of basic service delivery, institutional responsiveness and accountability at the district and sub-district levels.
- III. Provision of livelihoods and local economic recovery support to IDPs, refugees and their host communities.
- IV. Strengthening of protection mechanisms for vulnerable communities, specifically women and youth.
- V. Strengthening of social cohesion through dialogue and capacity building of local and national actors and communities.

ICRRP's support is designed to equally benefit the host communities and the refugee populations. It seeks to provide opportunities for Syrian refugees to contribute to the host communities' social and economic needs while utilizing assets, capacities and resources that the refugees have (e.g. labour, technical skills, knowledge/networks, services). ICRRP's approach builds on the assumption that contributing to the realization of the KRI's economic development plan through skilled labour is key not only to expanding refugees' access to job opportunities, but also to achieving greater economic progress in the KRI. From the viewpoint that refugees can represent an opportunity instead of a burden for the KRI's development and prosperity of local community, ICRRP strategically crafts its interventions for resilience building aiming to unleash the potential to overcome the challenges posed by the influx of refugees.

ICRRP is aligned with the Iraq National Development Plan 2013-2017 and with other key national plans, including the 2015-2019 United National Development Assistance Fram-

work (UNDAF) for Iraq and the KRG's Vision 2020. ICRRP also works in line with the United Nations Assistance Mission for Iraq (UNAMI) mandate of advancing inclusive political dialogue and national reconciliation, assisting in the electoral process and in the planning for a national census. It had also been designed to support the implementation of the 2015 Syria Regional Response Plan for Iraq.

The Government of Japan has been playing a significant role for recovery and development in Iraq as one of the lead donors to development initiatives and is providing generous support to respond to the Syrian refugee crisis. The Government of Japan has contributed US\$2 million to UNDP to support non-camp Syrian refugees and their host communities in the KRI through its FY2013 Supplementary Budget Fund as well as US\$12.6 million to support IDPs from the FY2014 Supplementary Budget Fund.

The project "Protection, Empowerment and Recovery Support for Syrian Refugees in Iraq" is designed to maximize the achievements gained through the contribution of the 2013 Supplementary Budget. Under the ICRRP framework, this project aims to enhance resilience among Syrian refugees and the affected populations through increased protection, empowerment and socio-economic recovery support.



A Syrian refugee monitoring his cattle; he established his butchery business under the Business Incubation Model supported by UNDP in Erbil.

IV

RESULTS AND ACHIEVEMENTS OF THE PROJECT OUTPUTS

Output 1: Enhanced protection of female refugees, girls and boys against SGBV.

Activity Result 1.1 Expansion of Vulnerability Monitoring and Legal Aid Centers (VMLAC) in refugee camps/non-camps in Erbil, Dohuk, and Sulaymaniyah.

The project contributed to improving access to justice for survivors of SGBV and enhancing government counterparts' capacity to monitor and report on SGBV cases.

In total six Vulnerability Monitoring and Legal Aid Centers (VMLACs) were established in the KRI, both in-camps and in off-camps settings. Three legal aid centres were established in Arbat camp in Sulaymaniyah, Kawargosk camp in Erbil, and Domiz camp in Dohuk while three legal aid teams/centres were set-up in Sulaymaniyah, Erbil and Dohuk (off-camps).

While both static and mobile centres provide the same services, the static centres focus on refugees living in camps and the mobile teams serve a large number of off-camp refugees.

In addition, three court-based legal desks were established and operationalized in the three targeted governorates allowing an effective referral mechanism between the legal aid centres and the courts. During the reporting period, 1,699 refugees (1,135 women and 564 men) benefitted from legal services through consultations and court representation. In total, 789 SGBV cases (657 women and 132 men) were addressed. Psychosocial advice was provided to 1,621 refugees while psychosocial consultation and follow-up support were provided to 1,162 refugees. Furthermore, a total of 2,308 female refugees were trained enhancing their understanding and awareness on legal assistance.



Lawyer providing legal services to a refugee woman in Kawrgosk Camp, Erbil.

The partnership between UNDP and the Directorate for Violence Against Women (DCVAW) was strengthened as an important step towards ensuring long-term sustainability and institutionalization of legal aid services. This includes the integration of investigation and follow-up services within the formal government institutional structures. For example, the establishment and operationalization of investigation services by the legal aid centres in the refugee camps allowed the deployment of specialized investigation officers from DCVAW. As a result, about 366 survivors of SGBV were provided with investigation services by DCVAW investigation unit and their cases were referred to the court.

The partnership between UNDP and the Independent Board of Human Rights of the Kurdistan Region (IBHR) was also strengthened resulting in the deployment of specialized human rights officers to report SGBV cases; monitor the overall situation related to SGBV in the targeted refugee camps; and assist with follow-up services related to serious SGBV cases such as rape, attempted rape, abduction, trafficking, forced and under-age marriages. IBHR capacity to monitor and report SGBV cases was strengthened and three Human Rights Monitoring Reports were issued and shared with concerned offices in the reporting period.

Finally, through capacity development trainings, project partners (DCVAW, IBHR and national NGOs) improved their capacity to deliver protection services.

In November 2015, a workshop for 60 participants from NGO implementing partners, staff from DCVAW and IBHR was conducted covering the following topics: laws pertaining to SGBV, legal services and psychological support for SGBV survivors, documentation, monitoring and reporting, and SGBV case management and referrals.



Refugees attending SGBV awareness raising session in Domiz camp, Dohuk.

In March 2016, a workshop for 39 participants from IBHR was conducted covering human rights, human rights law and the role of UNDP-supported legal aid centres. Trainees included lawyers and human rights monitors working in IBHR's offices in various Governorates, as well as those working with refugees and IDPs.

In March 2016, a second training for 40 police officers was conducted covering SGBV, child abuse, rights of survivors and victimology, human trafficking, duties of a first responder, crime scene searching and documentation, among others.

Output 2: Enhanced basic public services and economic opportunities for the refugees.

Activity result 2.1 Greater economic opportunities created.

The project contributed to enhancing livelihoods and employment opportunities in the KRI, particularly in Kasnazan (Erbil), and in three refugee camps of Gawilan (Ninewa), Darashakran (Erbil), and Arbat (Sulaymaniyah).

In partnership with the Danish Refugee Council (DRC), a Job Seeker Support Centre was established in Kasnazan, which is one of the communities with the highest concentration of Syrian refugees and non-camp IDPs in Erbil. A total of 100 people (78% men and 22% women) were placed in jobs following the successful completion of a vocational training programme (100% job placement rate). More than 400 people increased their employability skills and 800 individuals benefitted from the services of the Job Centre on a monthly basis.

Vocational trainings took place at qualified training centres with competent staff and the necessary equipment including the European Technology and Training Center (EETC),



Electrical training class at MOLSA vocational training centre in Erbil.

Ministry of Labour and Social Affairs (MOLSA) Vocational Centre, Swedish Academy and M SELECT, using curricula that have been developed and certified by the Government through the MOLSA. Vocational trainings were conducted daily for 6 hours, for five days a week and for 1-2 months depending on the type of training. Trainings were chosen based on the results of labour market assessments which showed the areas/sectors with high labour demands for trainees after completion of trainings, such as tailoring, electrical repairs, air conditioners repair, sales, administration and hospitality. The trainees were then placed on paid jobs with 12 private sector companies. Assessments conducted by the DRC Independent Monitoring and Evaluation team showed that that 70 per cent of beneficiaries were still employed with the private sector companies six months after initial placement.

In addition, micro-business start-up support was provided to Syrian refugees and local entrepreneurs. In total, 15 SMEs received business promotion support. Each established business supported five households through the business incubator model for a total of 75 households, out of which 22 per cent were headed by women. This model promotes social cohesion and creates synergies among partners. For example, IDPs and refugees may have the capital and skills to open a business, but they may not be able to obtain a business permit based on legal restrictions imposed by the KRI authorities. In contrast, an individual from the host community may not possess the skills or capital, but can access business permits. Consequently, in addition to promoting social cohesion by partnering two individuals from different communities, this partnership capitalizes on complementary strengths to initiate a business venture, thus creating synergies while promoting employment in communities.



A female beneficiary in her fast food restaurant established under the Business Incubation Model supported by UNDP in Erbil.

Each business established through this project managed to employ three people. The employees for each business were selected from the Job Seeker Support Centre database and the types of businesses established through the business incubator model included bakery, food catering, game shop, tailoring business, butchery business, photography and computer maintenance business. In addition, those who received grants were trained on business proposal writing, bookkeeping, accounting, stock management, supply chain management, marketing and customer care. As a condition of disbursement of the business grant, entrepreneurs were required to demonstrate that they were filling a niche in the market by conducting a market study.

The project contributed to improving employability skills for 187 individuals (123 men and 64 women) who successfully completed basic language skills training (74 trained in English, 83 trained in Kurdish, 30 trained in Arabic) as one of the critical gaps in skills identified by the centre for job seekers is language skills. In total, 60 per cent of the language skills beneficiaries who secured employment highlighted that the language trainings helped them to communicate effectively in their work place. Additionally, 371 beneficiaries (74 women



Graduation ceremony for vocational training participants at MOLSA, Erbil.

and 297 men) were trained in CV writing, interview techniques and basic computer skills enhancing their employability skills.

In the reporting period, an average of 800 visitors utilized the job centre services on a monthly basis, of whom 50 per cent were IDPs, 30 per cent were Syrian refugees and 20 per cent were from the host community.

Finally, to enhance self-reliance of Syrian refugees in the camps, a greenhouse agro-business project is being implemented in Gawilan (Ninewa), Darashakran (Erbil), and Arbat (Sulaymaniyah) camps as a flagship project for the "Humanitarian-Development Nexus" in the

KRI. This project is based on the results of the feasibility study “Resilience Building in Syrian Refugee Camps and Their Neighbouring Host Communities in KRI”, which was also undertaken with Japan’s FY2014 JSB contribution. In Gawilan camp, installation of 10 greenhouses



Left: production of strawberries – Greenhouse in Gawilan Camp; Right: Water tanker for the greenhouse at Darashakran Camp.

es was completed and the water system for 15 existing greenhouses in Arbat camp was upgraded. Field research with the KRG Ministry of Agriculture and Water Resources identified the suitable varieties of plants and cucumber that would grow in harsh conditions in those areas. During the project period, a total of 32,760 cucumber seedlings were distributed in these camps for greenhouse cultivation. The implementation of the project is continuing with generous funding from the Government of Japan (JSB FY2015).

Activity result 2.2 Socio-economic infrastructure restored or constructed for refugees.

Service provision has become a challenge for Governorate authorities in the KRI and Iraq nationwide due to the additional demand derived from the influx of refugees and IDPs. Under this project, four socio-economic infrastructures were constructed/rehabilitated benefiting refugees in Kawargosk camps (Erbil) and host community around the camp.

A refugee camp was established in 2013 in the village of Kawargosk (sub district of Erbil Governorate). As of November 2015, it hosted approximately 15,000 Syrian refugees.

Prior to the construction of the camp, the host community – mainly living from livestock and dairy production – had direct access to Kawargosk village and its services (market, health facility and schools). Due to the camp construction, the main road was cut off and villagers had to travel a long distance to access the services in Kawargosk

village. As a result, not only their livelihoods opportunities were constrained but also a critical level of non-attendance at school had been observed.

Through this project, 1 kilometer road was constructed enabling the host community to easily access the health centre, schools and markets located in Kawargosk town. Furthermore, the sewage system inside the refugee camp, which was partly clogged at the time of project initiation, was enhanced.

Finally, to prevent floods in the refugee camp during the rainy season, the rain water drainage system was rehabilitated and a new channel was constructed.



Road constructed in Kawargosk, Erbil.



Road constructed in Kawargosk, Erbil.

V

ACHIEVEMENT ON TARGET PERFORMANCE INDICATORS

<p>Output 1: Enhanced Protection of female refugees, girls and boys against SGBV.</p> <p>Indicator:</p> <ul style="list-style-type: none"> # of VMLAC in refugee camps expanded targeting refugee in non-camp settings. # of monitoring reports produced. # of refugee women trained on basic legal assistance. <p>Baseline:</p> <ul style="list-style-type: none"> 3 VMLAC in refugee camps. 0 monitoring report produced. 0 refugee women trained on legal assistance. <p>Target:</p> <ul style="list-style-type: none"> 4 VMLAC established in 2015, including new mobile clinic established outside refugee camp for non-camp refugees. 3 monitoring report produced. 150 refugee women trained through 6 training sessions on basic legal assistance. 	<p>Achievements</p> <ul style="list-style-type: none"> 6 VMLAC established: three legal aid centres were established in Arbat camp in Sulaymaniyah, Kawargosk camp in Erbil, and Domiz camp in Dohuk while three mobile clinics were set up in Sulaymaniyah, Erbil and Dohuk (off-camps). In addition, three court-based legal desks were established and operationalized in the three targeted Governorates allowing an effective referral mechanism between the legal aid centres and the courts: <ul style="list-style-type: none"> ✓ 1,699 refugees (1,135 women and 564 men) benefitted from legal services. ✓ 1,621 refugees benefitted from psychosocial support. ✓ 1,162 refugees benefited from psychosocial consultation and follow-up support. 3 Human Rights Monitoring Reports issued by IBHR and shared with concerned offices. 2,308 refugee women trained on basic legal assistance.
<p>Output 2: Enhanced basic public services and economic opportunities for the refugees.</p> <p>Indicator:</p> <ul style="list-style-type: none"> # of beneficiaries received vocational training. # of start-up grants provided. # of infrastructures rehabilitated/constructed. <p>Baseline:</p> <ul style="list-style-type: none"> 150 beneficiaries received vocational training. 5 start-up grants and SME (MSMEs) created. 15 infrastructures rehabilitated/constructed. <p>Target:</p> <ul style="list-style-type: none"> 100 additional beneficiaries received vocational training. 10 additional start-up grants provided to MSMEs. 4 additional infrastructure projects rehabilitated or constructed. 	<p>Achievements</p> <ul style="list-style-type: none"> 500 beneficiaries received vocational or employability skills trainings, of which 100 people were placed in jobs (78% men and 22% women) in Erbil. 70% of beneficiaries were still employed with private sector companies six months after initial placement. In addition, 800 individuals benefitted from the services of the Job Centre on a monthly basis. 15 SMEs received start-up support in Erbil benefiting 75 households (start-up includes bakery, food catering, game shop, tailoring business, butchery business, photography and computer maintenance business). 4 infrastructure projects rehabilitated or constructed for <ul style="list-style-type: none"> Kawargosk camp (Erbil) and host community in Erbil: <ul style="list-style-type: none"> ✓ 1 km road constructed in Kawargosk enabling access to livelihoods, health and education services for host community. ✓ Sewage system in Kawargosk refugee camp rehabilitated. ✓ Rain water drainage system repaired. ✓ New channel installed in Kawargosk refugee camp to prevent floods.

VI

PROJECT MONITORING AND EVALUATION

The ICRRP adhered to a solid monitoring and evaluation M&E framework throughout the project. The assessments conducted throughout the implementation, in consultation with government and non-government partners, provided valuable input for the formulation of activities geared towards resilience-building.

During the project implementation, ICRRP used its financial and human resources in an efficient manner. Erbil-based operations, finance and HR teams ensured quality control and compliance of all project-related processes with UNDP's Programme and Operations Policies and Procedures (POPP) for Project Management. Area Coordinators for the Governorates of Erbil, Sulaymaniyah and Dohuk ensured direct oversight and monitoring of the NGO partners' work through field visits on a weekly basis.

To ensure quality projects by its partners, ICRRP also established an appraisal mechanism to ensure soundness of proposals prior to any funding commitment and disbursements. Through a monthly reporting mechanism, narrative and financial reports were reviewed by the ICRRP management and technical experts to monitor progress. Finally, assessments conducted by partners proved to be an important tool for measuring impact.

VII

PROJECT SUSTAINABILITY, LESSONS LEARNED AND RECOMMENDATIONS FOR THE FUTURE

While all activities supported by the Japan FY2014 contribution have been implemented well under this project, military operations against ISIL continued throughout 2015/2016 and the growing IDP influx caused a major strain on the already fragile socio-economic fabric of Iraqi society.

Furthermore, the fiscal situation of the Iraqi government, in particular for the Kurdistan Regional Government, has deteriorated significantly, slowing down the government's preparatory work and approval of some project activities.

Although UNDP had taken measures to expedite the implementation of the activities in response to the challenges mentioned-above, a 6-month no-cost extension of Japan's FY2014 Supplementary Budget Contribution from 1 April 2016 to 30 September 2016 was granted to conclude the activities.

ICRRP concluded the project with the following three lessons learned:

- o The Letter of Agreement (LOA) modality with delegated responsibility for project implementation to the government counterpart applied under this project continues to be a very effective tool to ensure government involvement and sustainability of the activities. Through this modality, the Government has been able to apply its own contracting rules and regulations. This in turn fostered national ownership and commitment.
- o In relation to implementing partners, regular monitoring of the NGOs activities is critical to ensure achievement of the planned expected results. Continuous support has been provided to NGOs facing implementation issues.
- o Regular field visits enabled UNDP to detect early signs of challenges and allowed corrective actions to be taken by the partners before any issues could negatively affect the project implementation.

Despite several challenges caused by the massive displacements, ICRRP managed to achieve a tangible impact, responding to the immediate needs of the most vulnerable groups. As Iraq is falling in a protracted crisis, there is an urgent need to scale up activities building on the immediate positive impact made through this project funded by the Japanese 2014 Supplementary Budget. To respond to a prolonged and complex crisis situation, ICRRP developed an integrated approach aiming to create synergies among its focus areas, namely livelihoods, basic infrastructure and protection using a community mobilization approach.

VIII

PARTNERSHIP WITH THE GOVERNMENT OF JAPAN AND VISIBILITY

In accordance with the Japan-UNDP Partnership Fund Policies and Procedures, the partnership between Japan and UNDP for this project has been publicized through press releases, project events, publications and other publicity materials including signboards. The Japanese logo has been consistently used to acknowledge the Japanese contribution to this project and regular consultations with representatives of the Government of Japan have taken place in preparation for publicity events. Furthermore, UNDP has facilitated a visit to the refugee camps and other project sites for a delegation from the Japanese Embassy.

Examples of Japan visibility are provided below.



Refugee woman in Kawargosk Camp, Erbil, benefiting from legal advice.



SGBV training for IBHR staff.



Officials from the Japanese Embassy visiting a project site.



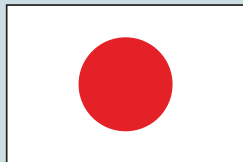
Refugees attending SGBV awareness raising session in Domiz camp, Dohuk.

ICRRP would like to take this opportunity to express appreciation for Japan’s continuous support to UNDP’s programming in Iraq. Japan’s generous contribution has been serving as an indispensable instrument to strengthen resilience of Syrian refugees, host communities and IDPs in the KRI.

OUTPUT	Activity Component	Expenditure Item Descriptions	Expenditure Amount (US\$)
1. Enhanced protection of refugee women, girls and boys against S/GBV	1.1 Expansion of vulnerability monitoring & legal aid centres in camp and non-camp refugee settings	NGO grants	251,808
		Workshops, training	41,833
	1.2 Awareness and advocacy campaigns	Consultancy services	5,738
		Security	6,933
		Travel	18,616
		Miscellaneous	1,639
Sub-Total Output 1			326,567
2. Enhanced basic public services and economic opportunities for refugees	2.1 Greater economic opportunities created for refugees	NGO grants	420,000
		Start-up employment opportunities	171,000
		Livelihood expert	18,828
	2.2 Socio-economic infrastructure restored or constructed for refugees	Contractual Services (Infrastructure projects)	128,874
		Technical expert	6,002
Sub-Total Output 2			744,704
Project Management	Oversight, communications, M&E, reporting, security, and miscellaneous	Management and reporting	29,126
		Travel	667
		Communications	19,970
		Security	8,146
		Miscellaneous	450
Sub-Total Project Management			58,359
Project Activity Cost Sub-Total			1,129,630
General Management Service (GMS) 8%			90,370
Grand Total			1,220,000



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