



**FUNDING
FACILITY FOR
STABILIZATION
ANNUAL
REPORT 2017**

**COVER PHOTO: CHILDREN GATHER OUTSIDE DAR
EL AILUM BOYS' PRIMARY SCHOOL IN WEST MOSUL
WHICH WAS REHABILITATED WITH THE SUPPORT
OF FFS. ©UNDP IRAQ/CLAIRE THOMAS**



Funding Facility For Stabilization Annual Report 2017

Empowered lives.
Resilient nations.

PROJECT TITLE:	Funding Facility for Stabilization (FFS)
UNDP PROJECT ID:	00089459 (output ID: 00095684)
PROJECT DURATION:	May 2015 – December 2020
PROJECT RESOURCES:	USD 703,414,098
UNDP IRAQ FOCAL POINT:	Office of the Prime Minister
UNDAF OUTCOMES(S):	Outcome 1: Government and Communities’ resilience to disasters (man-made and natural) strengthened
UNDP COUNTRY PROGRAMME OUTCOME:	Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas
OUTPUTS:	Output 1: Iraqi Government is supported to address the immediate stabilization needs in newly accessible areas which allows for the return of IDPs
IMPLEMENTING PARTNER	UNDP
RESPONSIBLE PARTNER:	UNDP
PROJECT LOCATIONS:	Newly liberated areas of Salah al-Din, Anbar, Ninewa, Diyala and Kirkuk governorates

CONTRIBUTING PARTNERS





MEMBERS OF A FFS-SUPPORTED CASH FOR WORK TEAM CLEAR RUBBLE AND DEBRIS FROM INSIDE A BUILDING AT AL SHIFAA HOSPITAL COMPLEX IN WEST MOSUL, WHICH WAS USED AS ONE OF ISIL'S HEADQUARTERS AND WAS HEAVILY BOMBED IN THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

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WOMEN PARTICIPATE IN A FFS SUPPORTED CASH FOR WORK PROGRAMME, REPAIRING SCHOOL DESKS AT THE GOGJALI PRIMARY SCHOOL. ©UNDP IRAQ/CLAIRE THOMAS

ACRONYMS AND ABBREVIATIONS

Funding Facility for Stabilization (FFS)
Funding Facility for Expanded Stabilization (FFES)
Funding Facility for Immediate Stabilization (FFIS)
Government of Iraq (GOI)
Internally Displaced Persons (IDPs)
International Organization for Migration (IOM)
Islamic State of Iraq and the Levant (ISIL)
Kurdistan Workers' Party (PKK)
Liaison Officers (LOs)
Médecins Sans Frontières (MSF)
Ministry of Labour and Social Affairs (MOLSA)
Municipal Stabilization Officers (MSAs)
Popular Mobilization Forces (PMF)
Provincial Control Cells (PCCs)
United Kingdom (UK)
United Nations (UN)
United Nations Development Program (UNDP)
United Nations High Commissioner for Refugees (UNHCR)
United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
Theory of Change (TOC)



2017 YEAR IN REVIEW

TOTAL PROJECTS

1,544

5.5x more than 2016

IRAQIS IMPACTED BY FFS PROJECTS

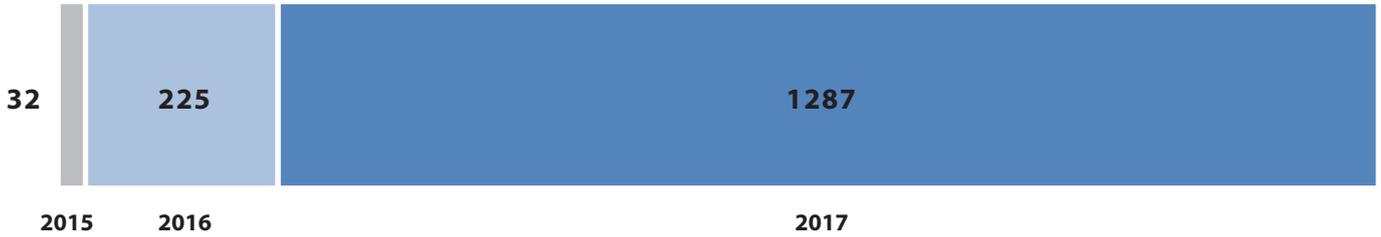
3,919,062

WOMEN IMPACTED BY FFS PROJECTS

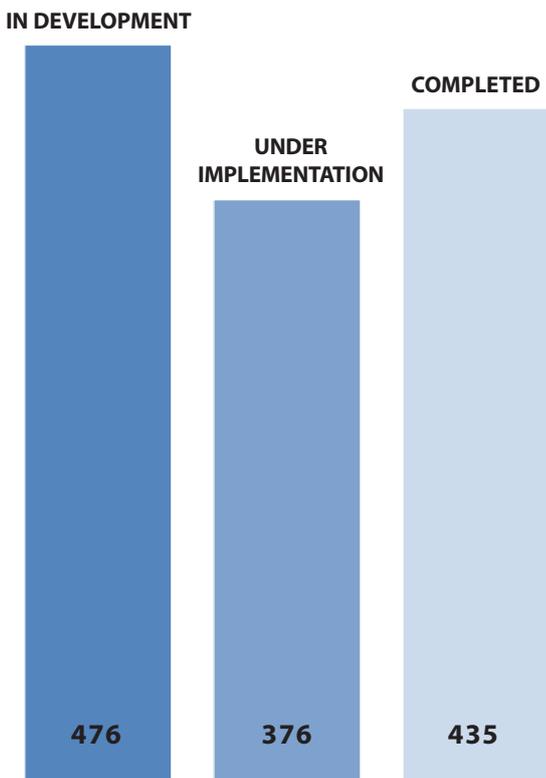
1,378,952

A CLASS IN SESSION AT THE GOGJALI PRIMARY SCHOOL FOR BOYS, WITH DESKS REPAIRED BY MEMBERS OF A FFS-SUPPORTED A CASH FOR WORK TEAM. SIXTEEN WOMEN AND FOUR MEN WERE WORKING ON THE CASH FOR WORK PROJECT TO REPAIR 500 DESKS. ©UNDP IRAQ/CLAIRE THOMAS

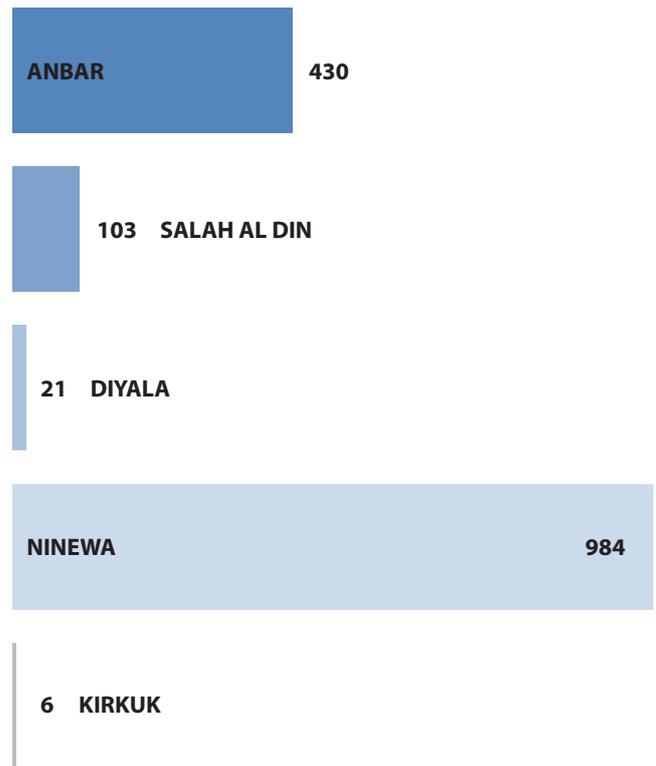
TOTAL NUMBER OF FFS PROJECTS, BY YEAR



FFS 2017 PROJECTS BY MAJOR STATUS



NUMBER OF 2017 FFS PROJECTS BY GOVERNORATE



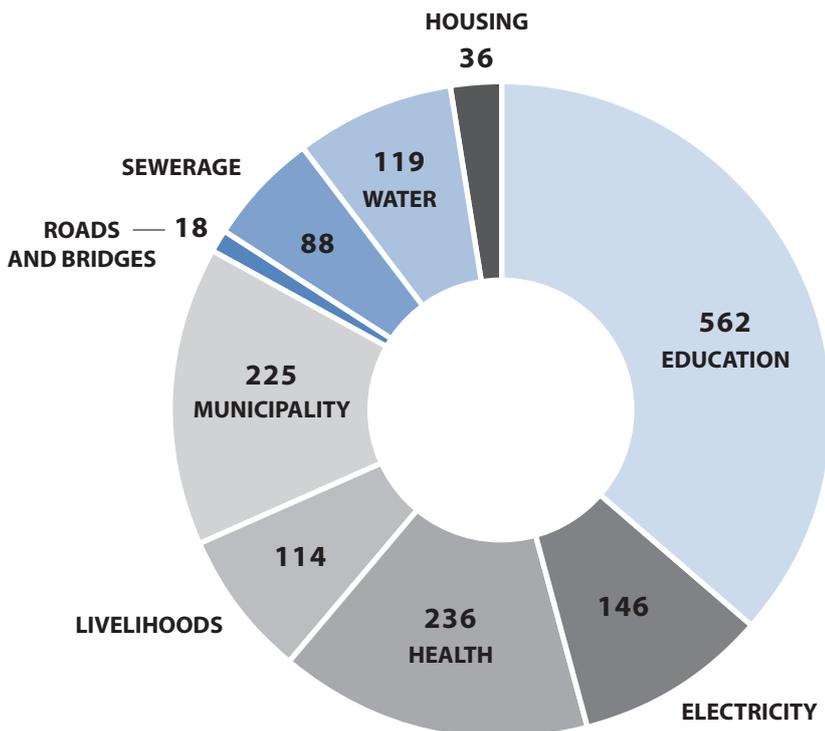
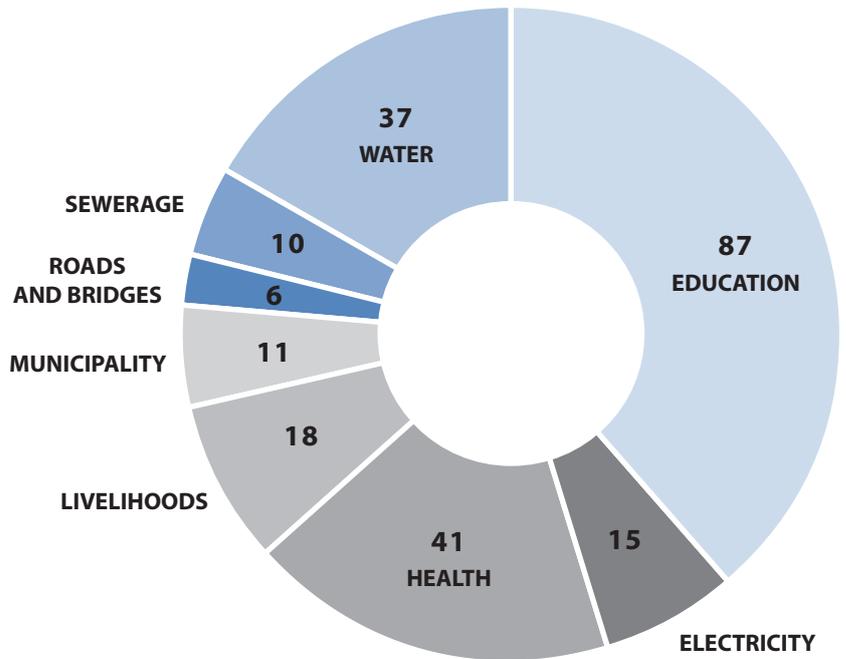
A significant proportion, 63%, of projects were either being implemented or were completed by the end of 2017. 37% of projects were being developed or tendered. That so many projects were under development in 2017 is demonstrative of the immense number of requests to FFS following the continuous liberation of areas through the year, especially Mosul, and the subsequent need for rapid stabilization that came with that liberation.

Significant growth was seen in all governorates, with notable expansion in Ninewa following the liberation of East and West Mosul at different points during the 2017 year.

THE NINE SECTORS OF FFS ENGAGEMENT

TOTAL NUMBER OF 2016 SECTORAL PROJECTS

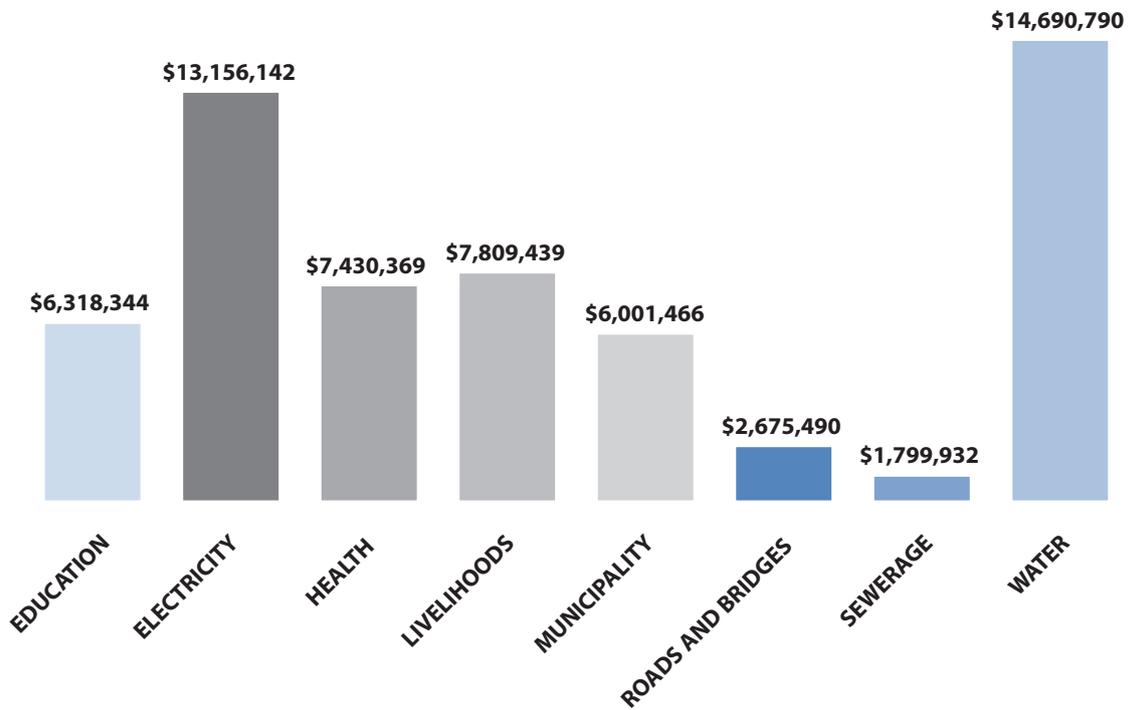
The nature of the destruction in liberated areas has led the Government of Iraq to request FFS to be active primarily in nine sectoral areas: education, electricity, health, housing, livelihoods, municipality, roads and bridges, sewage and water. Addressing all of these has been deemed essential to the attainment of stabilization goals within Iraq. In the year 2016, the highest proportion of projects were in the education and health sectors.



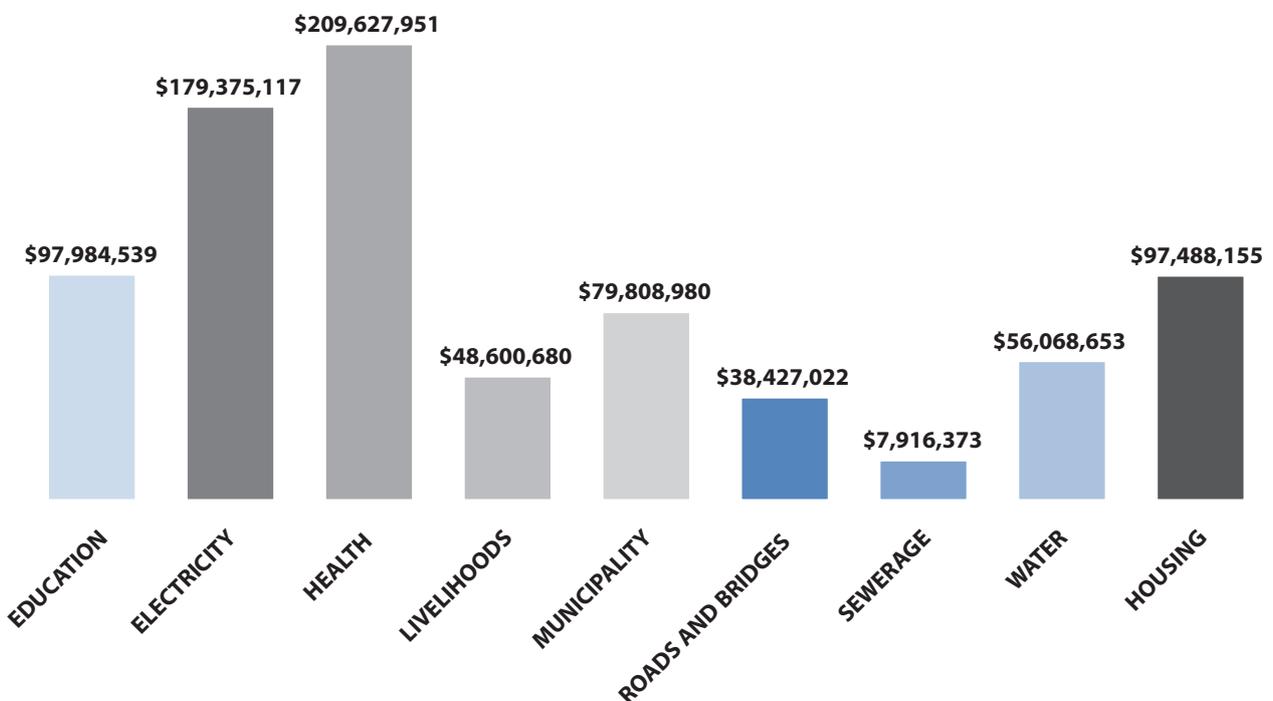
TOTAL NUMBER OF 2017 PROJECTS BY SECTOR

When considering the distribution between the sectors of work in 2016 and 2017, it is clear that both education and health remain the largest sectors of work of the FFS, according to the total number of projects.

TOTAL VALUE OF FFS 2016 SECTORAL PROJECTS



TOTAL VALUE OF FFS 2017 SECTORAL PROJECTS



In 2016, water and electricity were by far the sectors with the highest levels of expenditure. However, this changed in 2017 with health and electricity sectors having the largest value. While many factors contribute to the allocation of resources, it is clear that in immediate stabilization efforts in 2016 and 2017, basic services like water, electricity and health were given utmost priority. Education, by far the largest in terms of number of projects in 2017, is the fourth largest sector in terms of value. The municipalities sector also grew considerably from 2016 to 2017, both in terms of the number of projects and their value.

BRINGING IMPACT TO PEOPLE: 2017 FFS BENEFICIARIES

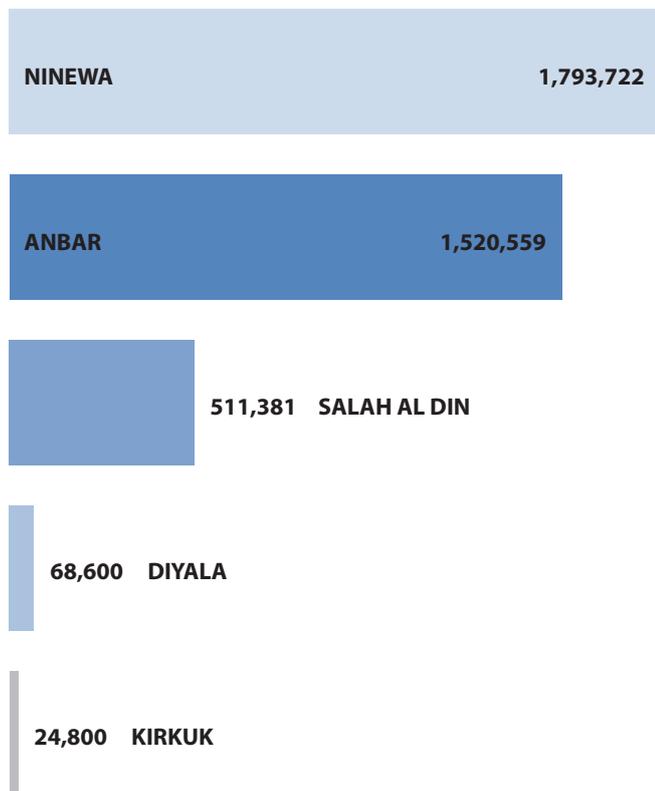
NUMBER OF 2017 NEW FFS BENEFICIARIES TARGETED, BY QUARTER



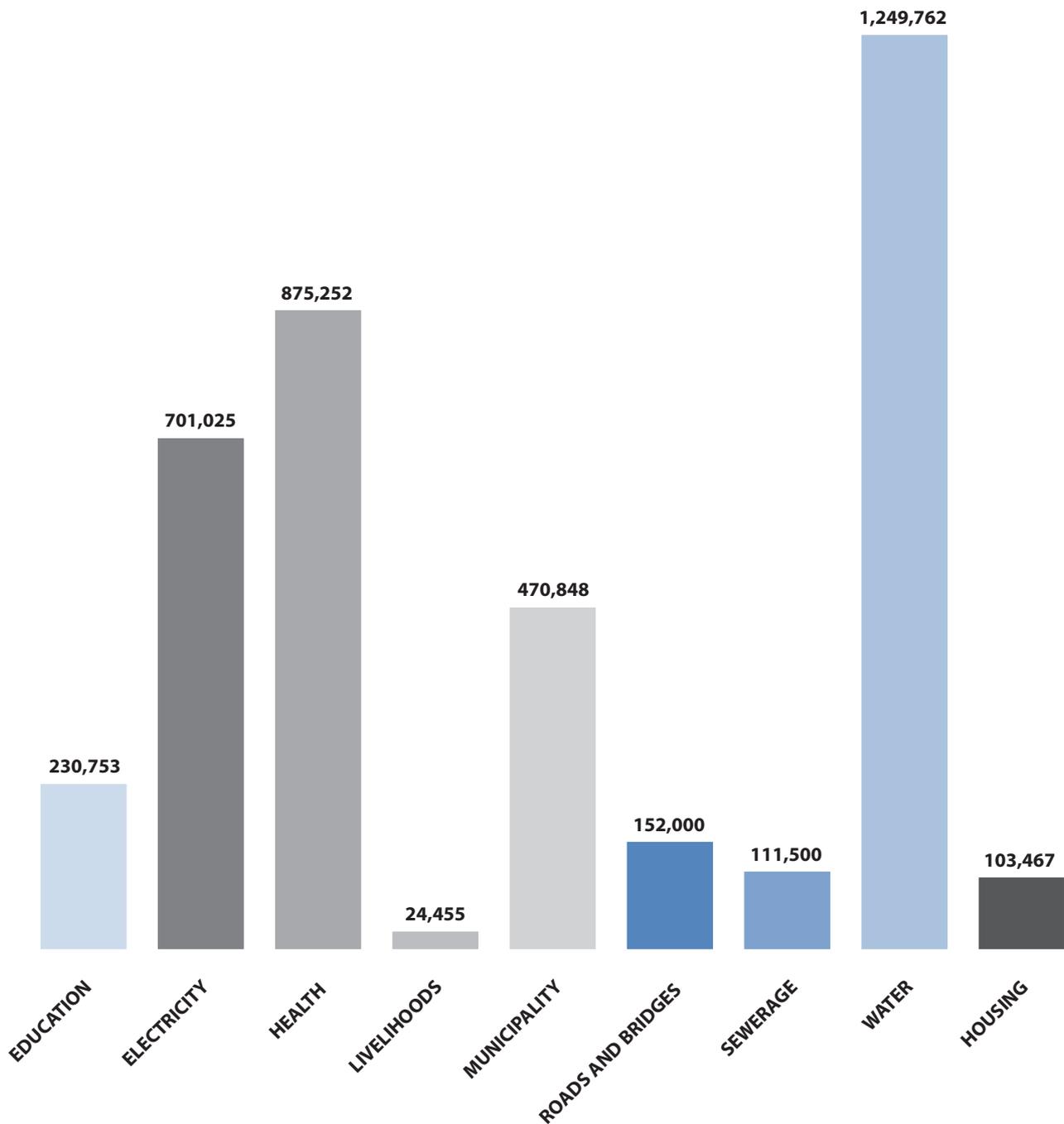
FFS saw the highest number of new beneficiaries during Q2 and Q3 of 2017, numbers which are representative of periods with the highest numbers of projects started during the year. The comparably low number of beneficiaries in Q4 is demonstrative of the high number of projects in development, especially due to the relatively recent liberation of West Mosul and other key areas.

TOTAL NUMBER OF 2017 FFS BENEFICIARIES, BY GOVERNORATE

Overall in 2017, FFS projects impacted 3,919,062 Iraqis. Impact was felt in all five governorates where FFS worked in 2017, but most significantly in Ninewa and Anbar, which had the highest numbers of beneficiaries in 2017.



TOTAL NUMBER OF 2017 FFS BENEFICIARIES, BY SECTOR



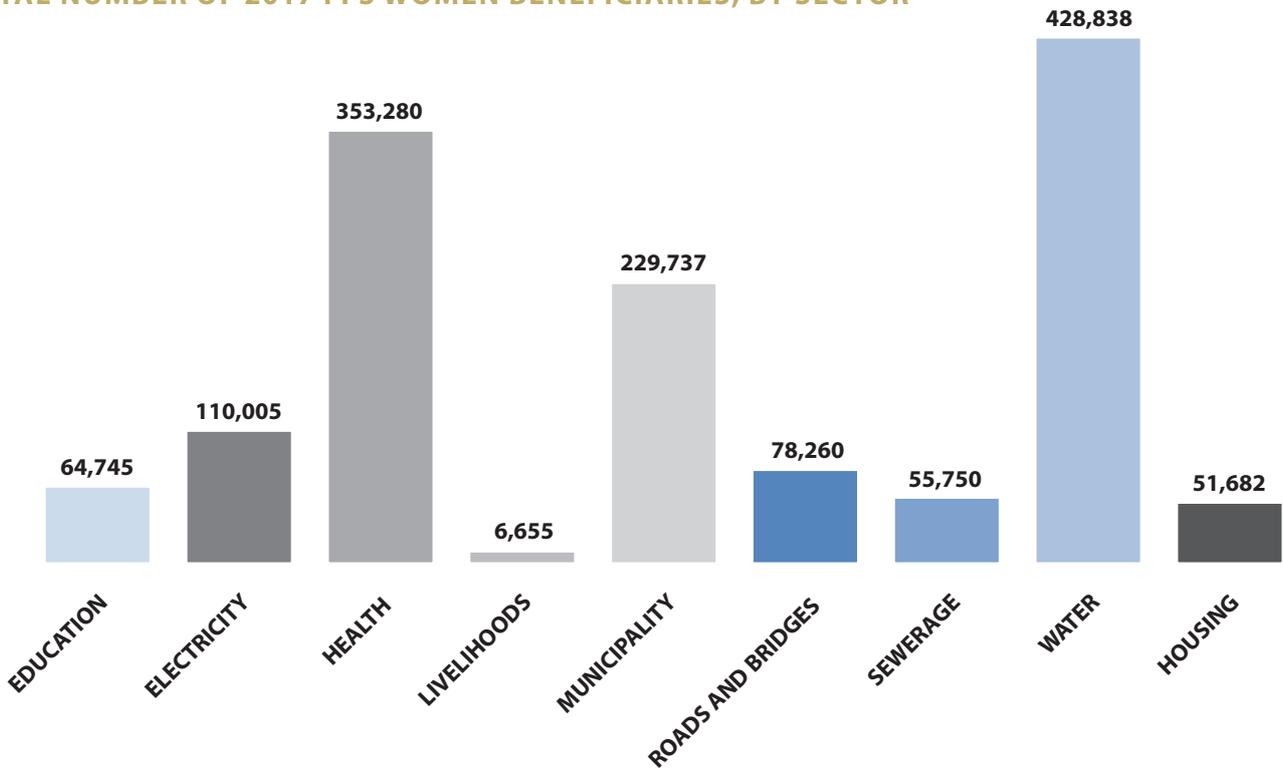
The sector with the highest number of beneficiaries in 2017 was the water sector, followed by health and electricity. In 2017, FFS found that local authorities prioritized the restoration of basic services such as water and electricity, as their provision was a significant pull factor for IDPs to return. Both the Government of Iraq (GOI) and FFS also recognized during 2017 that the restoration of primary services such as healthcare and education were fundamental to restoring the confidence of the Iraqi people in the GOI.

IMPACTING WOMEN



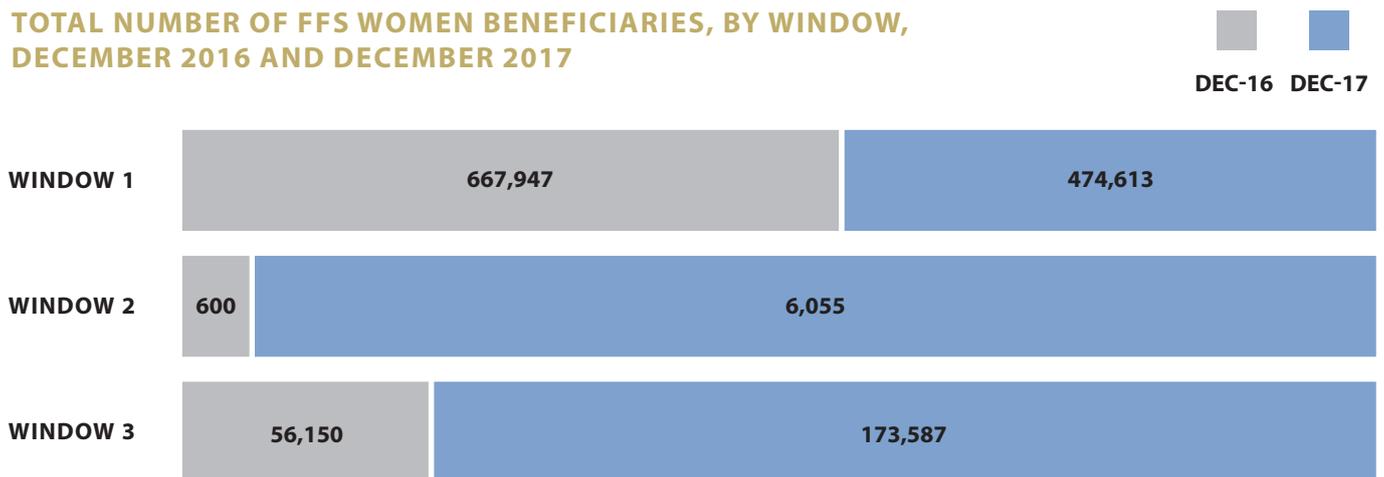
A CLASS IN SESSION AT THE AL FARAHID SCHOOL FOR GIRLS IN EAST MOSUL, WHICH WAS REHABILITATED WITH THE SUPPORT OF FFS ©UNDP IRAQ/CLAIRE THOMAS

TOTAL NUMBER OF 2017 FFS WOMEN BENEFICIARIES, BY SECTOR



The sectors with the highest numbers of female beneficiaries were the water and health sectors, followed by the municipality sector. For women in Iraq, where the need for improved healthcare is acute, the impact of the increased health services cannot be understated. Similarly, the significantly improved access to clean water is life-changing for Iraqi women and their families.

TOTAL NUMBER OF FFS WOMEN BENEFICIARIES, BY WINDOW, DECEMBER 2016 AND DECEMBER 2017



In 2017, FFS made engaging and impacting women in Iraqi communities a priority. Between January 2017 and December 2017, the number of female beneficiaries increased significantly. The number of women impacted by Window One engagements was significantly more than Window Two and Window Three, largely due to the vast impact of large FFS projects, such as hospitals, universities, and electrical power stations. The increase in the impact on women in Window Two during 2017 is noteworthy, with 6,655 women benefitting from employment opportunities through FFS during 2017.

YEAR IN REVIEW: HIGHLIGHTS

ELECTRICITY

Over the period of just one year, FFS projects restored electricity to 701,025 Iraqi people through 146 electricity projects undertaken during 2017. Through projects such as supplying electrical materials to enhance the electrical distribution network in Fallujah, Karma, Ramadi and Shergat and providing more than 150 generators in Ramadi, and two mobile (1.5 MVA) diesel generators (11 KV) for both Sinjar and Sinuni, FFS radically impacted the rates of access to electricity across the country, supporting the re-opening of businesses and providing electricity to critical community infrastructure such as schools and health-care facilities.

WATER

FFS undertook 119 projects in the water sector in 2017, giving access to water to 1,249,762 Iraqis, including 428,838 women. The significant impact of water sector projects was due to the completion, in 2017, of significant water sector projects that truly transformed the level of access to water in many parts of the country. For example,

the by FFS of the Big Ramadi Water Project brought the water system from being critically compromised to a situation where for all practical purposes all residents of the city had access to clean water, approximately 500,000 people.

SEWERAGE

In 2017, FFS found that the rehabilitation of sewerage networks is often a top priority for local officials, as not repairing impaired sewerage networks can pose major risks to public health.

Throughout the year, FFS undertook 88 sewerage projects, including 70 projects in East and West Mosul which worked to improve public health and sanitation at critical damaged intersections where wastewater was accumulating. Sewerage was a key priority of the West Mosul authorities and by the end of the year, the rehabilitation of sewerage pipes in Wadi Hajjar, Al Mansoor, and Al Smood Dur Al Sukar neighborhoods of West Mosul had already been completed. Overall, rehabilitated sewerage systems provided more sanitary conditions for 111,500 beneficiaries across Iraq.

TOTAL RETURNS: 1,300,000
TOTAL DISPLACED: 3,200,000

JAN	FEB	MAR	APR	MAY	JUN
<ul style="list-style-type: none"> First areas of East Mosul accessible and FFS projects begin FFS ramps up capacity support: 8 MSAs, 10 LOs and Stabilization Specialists deployed 	<ul style="list-style-type: none"> Announcement of the start of the operation to liberate West Mosul 	<ul style="list-style-type: none"> More than 500 FFS projects ongoing in 22 locations More than 90 FFS projects initiated in East Mosul alone during Q1 	<ul style="list-style-type: none"> First FFES projects break ground in West Mosul 	<ul style="list-style-type: none"> First FFS housing projects launched Al Azrakiyah Water Treatment Plant completed, providing clean water to over 60 percent of people in Fallujah Students return to classes at Mosul University 	<ul style="list-style-type: none"> More than 1,000 FFS projects active in 23 locations

2017

FFS ACTIVITIES
 MILESTONES IN IRAQ



WORKERS CARRY OUT REPAIRS AND MAINTENANCE WORK INSIDE THE HARMAT WATER TANK IN AL JADIDA QUARTER OF WEST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

TOTAL RETURNS: 3,200,000
TOTAL DISPLACED: 2,600,000

JUL AUG SEP OCT NOV DEC

The Iraqi Army declares victory in West Mosul

28 FFS projects at Anbar University are complete or underway, and the university opened for the first time in 3 years for over 18,000 students

Telafar liberated

95% of Ramadi and Fallujah residents returned

The Iraqi Army claims victory in the Hawija offensive

The Battle of Kirkuk ended with Iraqi victory

Hawija liberated

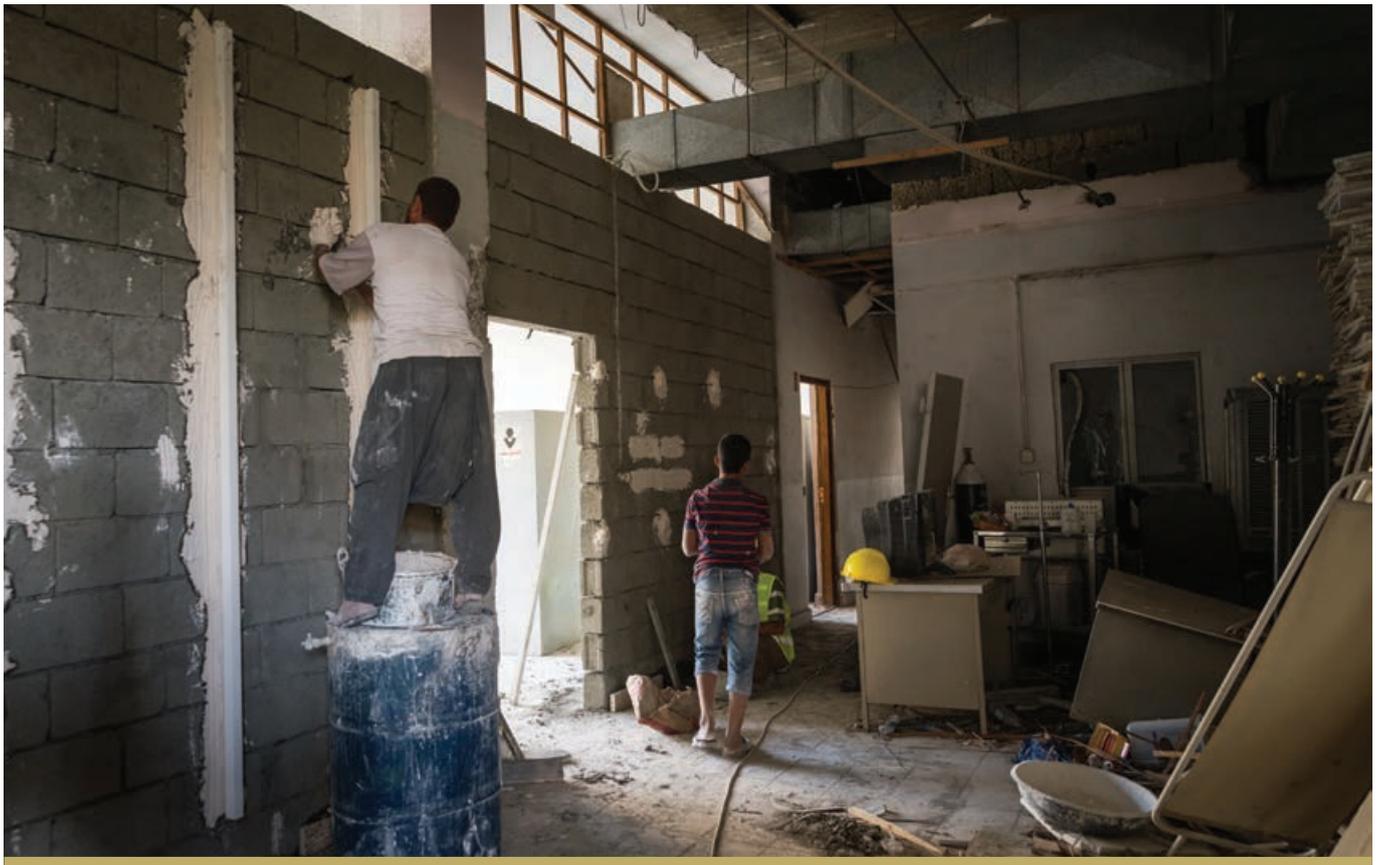
First FFS projects begin in Mosul's Old City

GOI captures ISIL's last two strongholds, Al-Qa'im and Rawah

More than 1,500 FFS projects across five governorates; 45% of all FFS projects completed

Number of Iraqi returnees exceeds IDPs

Prime Minister Haider al-Abadi announces victory over ISIL;



WORK IS UNDERWAY TO REHABILITATE THE JAMEEA PRIMARY HEALTHCARE CENTRE (PHC) AT MOSUL UNIVERSITY. THE PHC SERVES 300 - 500 STUDENTS PER DAY, PROVIDING CARE TO STUDENTS FROM MOSUL UNIVERSITY, NINEWA UNIVERSITY, HAMDANIYA UNIVERSITY AND TELAFAR UNIVERSITY. ©UNDP IRAQ/CLAIRE THOMAS

HEALTH

During 2017, FFS undertook 236 health sector projects. Through these projects, a total of 875,252 Iraqis are benefitting from access to rehabilitated healthcare facilities. Critically, 353,280 women are benefitting from these works, a demonstration of FFS's commitment to the provision of medical services to women.

The Tikrit Teaching Hospital was a major milestone in 2017, as the first major FFS Expanded Stabilization project. A crucially important institution, the hospital is the main medical facility for Salah al-Din, serving Tikrit and surrounding towns and villages and a general population of two million people. During 2017, critical segments of the hospital were fully rehabilitated, including the Blood Bank, the Blood Centre Lab, the Dialysis Unit, Emergency/Surgery Building, and the Cardiac Unit. Furniture was also provided to the emergency department at the end of the year. Following these achievements, contracts for the major renovations required for the main hospital, com-

prised of outpatient, inpatient, and service buildings, were awarded during 2017, and work will begin in 2018.

EDUCATION

FFS undertook a remarkable number of projects in the education sector during 2017. Through the 562 projects, 230,753 Iraqis were given access to rehabilitated educational facilities. Of these, 64,745 were women and girls: a significant impact on women's education, a critical area of focus for FFS.

During 2017, school rehabilitation was in high demand. FFS began a large-scale Expanded Stabilization education initiative that included the renovation of 56 schools and two administrative buildings Anbar-wide.



A CLASS IN SESSION AT THE AL FARAHID SCHOOL FOR GIRLS IN EAST MOSUL. THE SCHOOL HAS A STUDENT POPULATION OF 900 FEMALE STUDENTS WITH 19 CLASSROOMS THAT SUFFERED VANDALISM AND DAMAGE DURING ISIL'S OCCUPATION OF THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

Through FFS school rehabilitation projects in 2017, including those in the Expanded Stabilization channel, approximately 20,000 pupils in Anbar were able to return to school. Moreover, by the end of the year, 29 schools in East Mosul and seven schools in West Mosul were completed, enabling approximately 25,000 students to return to the classroom. Further, reopening these schools enables the Directorates of Education to ease the burden of double and triple shifts.

Also critical during 2017 was the rehabilitation of higher education institutions. Rehabilitation work began on universities in Tikrit, Ramadi, Fallujah, and Mosul. These institutions provide educational opportunities for tens of thousands of young Iraqis. Anbar University, for example, was home to 18,000 students prior to the conflict; however, the university was a headquarters for ISIL during the occupation of Ramadi and suffered significant damage. With the support of 28 FFS projects, Anbar University was able to reopen during 2017, restoring an important

institution in Ramadi and for all Anbar, ensuring thousands have access to higher education. Repairs to Tikrit University completed in 2016-2017 enabled classes to resume in 2017, with thousands of students back on campus. Quick restoration of the electricity capacity of Mosul University enabled thousands of students to take exams during the hot summer months of 2017, and additional repair works boosted the administration's ability to reopen many classes.



WORKERS MAKE REPAIRS TO THE QUBBE ROUNDABOUT IN EAST MOSUL, WHICH WAS DAMAGED DURING ISIS OCCUPATION AND THE BATTLE TO RETAKE THE CITY. FFS IS HELPING REPAIR THE ROUNDABOUT, INCLUDING REBUILDING THE ARCHES, FOUNTAIN, GARDEN PARK, LIGHTING, GROUNDS AND SEATING. ©UNDP IRAQ/CLAIRE THOMAS

MUNICIPALITIES

FFS undertook a total of 225 municipality projects in 2017. Through this work the capacity of municipal actors was significantly increased, resulting in improved municipal services for 470,848 Iraqis, including 229,737 women.

An important development in 2017 was the adoption of more comprehensive planning in FFS support for policing, with the identification of police stations for priority rehabilitation across entire urban areas. In Mosul, for example, 15 police stations had been designated by mid-year – as well as the police academy – for urgent restoration projects. On a similar basis, police stations in Ramadi and Fallujah were prioritized during the second half of 2017. While these are examples of urban policing support provided in 2017, the re-establishment of effective policing is deemed to have equal if not greater urgency in more remote areas of the governorates, as in the Anbar vicinity of Heet, Haditha, and Rutba.

ROADS AND BRIDGES

There were eighteen roads and bridges projects undertaken during 2017, many of which were through FFS's Expanded Stabilization channel. These 18 projects enhanced the linkages in and between major Iraqi cities, and improved connectivity for 152,000 Iraqis, at a conservative estimate.

A highlight in 2017 was the completion of the Ma'moun Floating Bridge in Ramadi, which was the first FFES bridge to be rehabilitated and handed over to the Government of Iraq. The Ma'moun Floating Bridge is located just east of Ramadi, north of Khaldiya sub-district and is designed to rise and fall with flooding and is capable of handling civilian and military vehicles and foot traffic. Since its completion, beneficiaries have indicated that the bridge is tremendously useful for local traffic, especially as other bridges in Ramadi were continuing to undergo repairs throughout 2017.



MEMBERS OF A FFS SUPPORTED CASH FOR WORK TEAM CLEAR RUBBLE AND DEBRIS FROM THE STREETS OF MOSUL'S OLD CITY, WHICH SUFFERED EXTENSIVE DAMAGE DURING ISIS OCCUPATION AND THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

In East Mosul, FFS began the rehabilitation of its first bridge project in Mosul at the end of 2017. Its rehabilitation spontaneously generated a public Facebook page to monitor its implementation, the feedback demonstrating public excitement over seeing a permanent structure being rehabilitated, rather than erection of temporary entities.

LIVELIHOODS

The livelihoods sector saw significant growth in 2017, with a total of 114 projects undertaken. Through these projects, critical employment opportunities were provided for 24,455 people. Significantly, 2017 saw the first cash for work projects in West Mosul begin, deploying hundreds of people to clean neighborhoods and buildings, including women. The initial cash for work teams were cleaning neighborhoods in the devastated Old City. The thousands of cash for work beneficiaries employed in 2017 were also cleaning neighborhoods and public buildings in East Mosul, Sinjar, Sinuni, Bartela, Bashiqa, Fallujah, Ramadi, Heet, Haditha, and Rutba.

Women's participation in livelihoods opportunities increased significantly: through 2017, 6,655 women were engaged directly through cash for work, including many in Mosul, Fallujah, and Ramadi, and 4,846 grants were delivered to vulnerable women in Anbar.

HOUSING

The year 2017 was a milestone for FFS in the housing sector, with the launch of a pilot programme for housing rehabilitation in Ramadi and Fallujah which was subsequently expanded to Bartela and Bashiqa. Overall in 2017, the pilot programme provided support for the rehabilitation of homes, which impacted 103,467 people, including 51,682 women. In Fallujah and Ramadi, over 6,800 houses are completed or being rehabilitated. In Bartela, and Bashiqa, 210 homes have been rehabilitated and an additional 500 have been assessed out of over 2,000 homes targeted for the project. Throughout the programme, women played critical roles as engineers and social organizers in Anbar.

SECTION ONE: INTRODUCTION



FFS STAFF VISIT THE AL QASOOR WATER TREATMENT PLANT IN EAST MOSUL. THE TREATMENT PLANT IS THE SECOND LARGEST IN MOSUL, PROVIDING CLEAN WATER TO OVER 300,000 PEOPLE IN EAST MOSUL. ©UNDP IRAQ/ CLAIRE THOMAS

The Funding Facility for Stabilization (FFS) is an on-demand instrument of the Government of Iraq (GOI) to action its stabilization priorities. Established in 2015 at the request of the GOI, supported by international donors, and managed by the United Nations Development Programme (UNDP), the FFS is overseen by a Steering Committee co-chaired by the Secretary-General of the Iraqi Council of Ministers and the Deputy Special Representative of the Secretary General/UNDP Resident Representative.

Following the liberation of areas of Iraq from the occupation of the Islamic State of Iraq and the Levant (ISIL), the need for measures to attain post-conflict stabilization was deemed to be urgent both for immediate purposes of rehabilitation and in facilitating the return of displaced people to their homes. Accordingly, the goal of the FFS is to enable the GOI to act in a targeted and flexible manner to provide immediate support to areas liberated by the Iraqi Security Forces. The specific priorities and objectives are determined by the GOI, and not by UNDP, or any other United Nations (UN) agencies, or by the international community.

FFS can be differentiated from any other rehabilitation programmes due to its pragmatic and swift delivery design. Through 2017, initial stabilization teams were mobilized within a few days of the declaration that a given city or area is safe. Working with local authorities, they assess immediate needs with respect to necessary repair of infrastructure, giving especial priority to reliable access to basic services, such as water supplies and the operation of electricity grids. The debris of conflict must also be removed, with a view to facilitating rehabilitation, transportation and enabling residents to go about daily business without obstructions. Reopening of key buildings such as those providing education and health care also has priority, as well as centres of public administration. In all of this, the employment of work brigades offers a beginning to the longer-term goals of economic reconstitution – including opportunities for secure employment – and full rehabilitation of infrastructure.

Success in these areas then becomes the basis for the deep and lasting process of reconciliation and the renewal of a cohesive sense of community. An essential purpose of FFS is to restore trust between government and people – the erosion of which had been a partial cause of the existing crisis. With confidence rebuilt and with the most pressing tasks of rehabilitation undertaken by stabilization teams, the goal of supporting the return of some 5 million displaced persons can be addressed, always recognizing that massive displacements further drive instability and increase risk of public discontent with the GOI.

The successive sections of this report will take the experience of 2017 and apply it to setting out the ways in which FFS endeavours to preserve sustainable peace and stability, and in doing so lay the foundations for sustainable development. A prerequisite is to strike a balance of understanding, between a general analysis drawn from the guiding literature on stabilization and a deep understanding of the particular characteristics and circumstances of post-conflict Iraq. Accordingly, this opening section will begin by considering the broader analytical background that contributes to a general understanding of stabilization before introducing the FFS Theory of Change framework. Section Two will then locate the process in the specific setting of Iraq in 2017. Section Three will provide necessary background on the FFS, while Section Four will reflect of achievements in each of the nine sectoral working areas of the FFS. Section Five will consider a number of important issues, such as gender mainstreaming and anti-corruption, which cut across all FFS activities. Finally, Section Six will ask the difficult but essential question as to what lessons have been learned and consider the outlook for FFS moving into 2018.



WORKERS CARRY OUT REPAIRS AT THE AL MANSOOR PRIMARY HEALTHCARE CENTRE IN WEST MOSUL. ©UNDP IRAQ/ CLARE THOMAS

ANALYSIS: DEFINING STABILIZATION

While post-conflict stabilization has always been implicit in the mandate and activity of the UN, notably in the context of its longstanding peacekeeping operations, nevertheless a specific emphasis in this area has been relatively recent. A crucial debate in the UN Security Council took place in 2008, at which time then-Secretary-General Ban Ki-moon summarized the lessons that had been learned from separate experiences in such countries as the Democratic Republic of the Congo, Sierra Leone, Timor Leste, Haiti, Burundi and Liberia. Emphasizing that each situation was different and yet that there were also important commonalities, the Secretary-General noted that an essential need was “early and flexible funding. Early investment does entail risk. But the cost of failure and the potential of rewards are much higher. Bold and innovative steps are required to meet critical priority needs.” He went on to summarize that “the immediate aftermath of conflict is the crossroads at which peacemaking, peacekeeping and peacebuilding meet. We need to ensure that the road taken is the one that leads us most rapidly and effectively to our goal of a nationally owned, sustainable peace, with strengthened national capacities.” These remain key considerations in any stabilization initiative.

The role of stabilization, as defined analytically, is often closely tied to the context in which this process is operating. Stabilization projects have been described as those programmes which operate in a condition in which there is “armed conflict, emerging from war, or suffering from extreme forms of organized (and frequently criminal) violence...[and where] governments...seem unable and/or unwilling to fulfill the social contract which in turn contributes to declining service delivery, tax take, and regime legitimacy” (Muggan, 2014). Similarly, a definition from the United Kingdom (UK) Stabilisation Unit considers that stabilization should be aimed at “ending or preventing the recurrence of violent conflict and creating the conditions for normal economic activity and nonviolent politics” (USAPSOI, 2009). Finally, based on prior UN experience with stabilization¹, Wittkowsky (2017) highlights four common mandates:

1. Supporting political processes that strengthen state institutions and provide legitimacy, while at the same time enabling social reconciliation;
2. Contributing to a safe environment that ensures the protection of civilians;
3. Demobilization and reintegration of former combatants as well as mine clearance;
4. Strengthening an effective and accountable security sector as well as the rule of law and human rights.

In that sense, stabilization, using diverse mechanisms, supports the rebuilding of a “social contract”; however, how that social contract is rebuilt depends on the context, and on how “stabilization” in that context, is defined. What is clear is that this social contract must extend both to tangible attributes, such as service delivery and tax collection, and to those attributes which are more intangible, such as trust in the government on the part of the citizenry and the health of ties among different communities in towns and cities. The over-riding aim is to contribute to establishing and maintaining a fully sustainable peace in a conflict or post-conflict context.

At an operational level, stabilization may also be seen as a package of mechanisms to facilitate the rebuilding of social cohesion within a country, all contributing to the ultimate aim of developing and sustaining a lasting peace. Defined in this way, the breadth of work that could be defined as stabilization is wide, and is best understood as “a wide range of activities along a spectrum” (Yacoubian, 2014). Certain key mechanisms can be used to achieve the defined goals of a stabilization project, and also to better understand the scope of work which is defined under stabilization.



A VIEW OF THE RUINS OF MOSUL'S OLD CITY FROM THE INTAKE FOR AL ZUHOOR WATER TREATMENT PLANT IN EAST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

Although the combination of mechanisms, and their sequence, may vary between countries it has been recognized that for stabilization to be effective in achieving its aims, “activities in these various categories often must occur simultaneously rather than sequentially” (Yacoubian, 2014). This facilitates the targeting of different facets of peace-building, but also recognizes the inter-connected nature of factors that can support a more lasting peace. Yacoubian (2014) captures this well by stating, “security helps local governance councils to work more effectively. Basic needs must be met as part of broader efforts to revive local economies. The lines between security, policing and judicial functions can be fuzzy; all are essential for the establishment of the rule of law.”

It is clear that there is no one stabilization model which is taken as the base approach for what stabilization should be, either within the UN or beyond. The FFS approach to stabilization was developed in order to support the deterrence of reoccurring violent conflict in Iraq.

During initial consultations with the GOI and the Steering Committee, it was determined that the most effective and efficient way to do so was to expedite the return of Iraqis 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 the FFS to improve the short and middle term living conditions in Iraq’s newly liberated areas, in collaboration with the Government of Iraq, to promote the return of Internally Displaced Persons and to inspire greater confidence in Iraqis in their prospects to return to their area of origin would be implemented through a deliberately chosen package of mechanisms put together based on this conclusion that returning people home in an efficient and dignified way was the most urgent requirement for preserving hard won peace within Iraqi cities and towns.

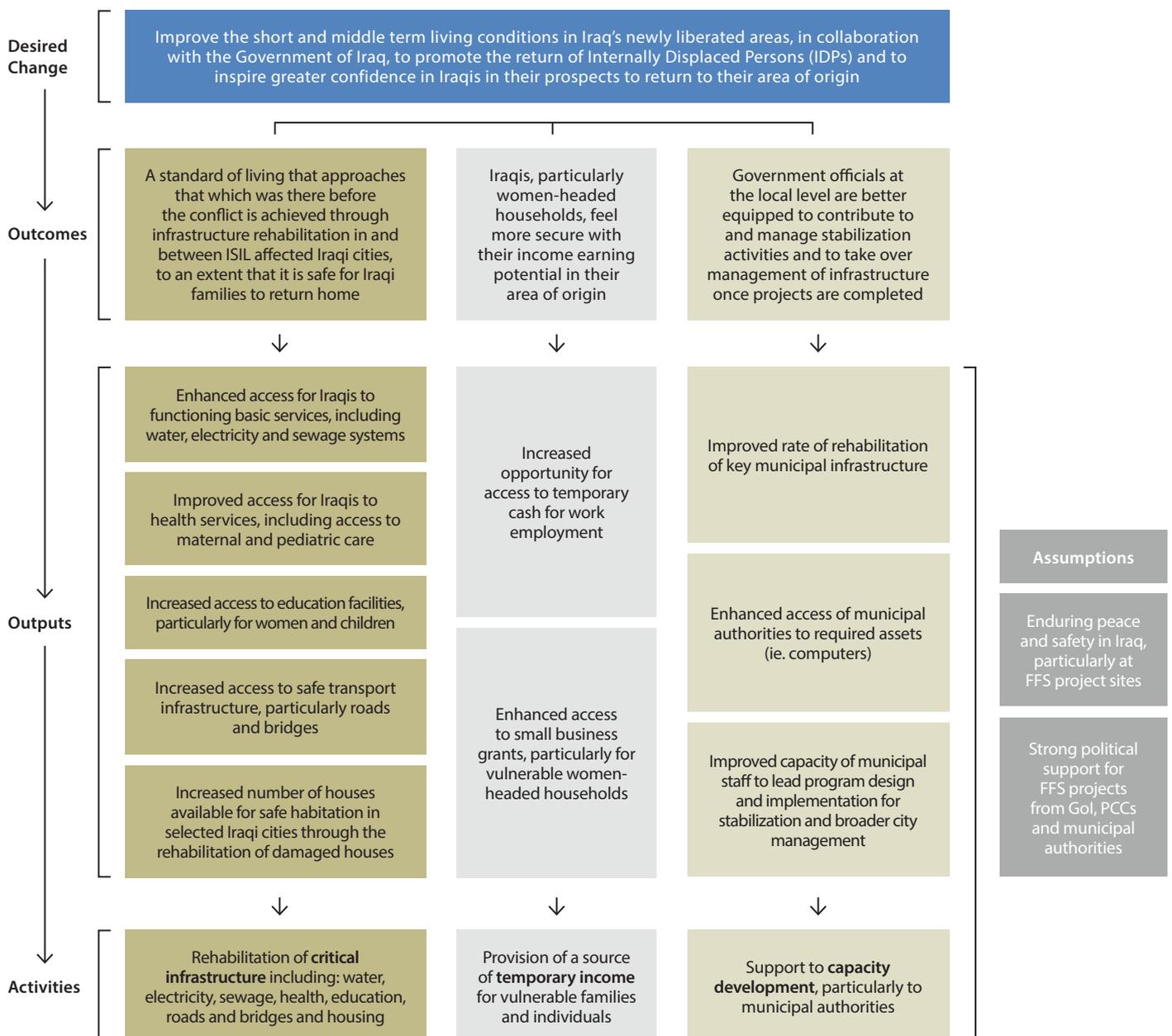
¹In drawing experiences from the four UN mandated four peace operations which are “stabilization missions,” in Haiti (MINUSTAH), the DR Congo (MONUSCO), Mali (MINUSMA) and the Central African Republic (MINUSCA).

As can be seen in Figure 1, the FFS Theory of Change, the three primary mechanisms are employed to instigate this change are critical infrastructure rehabilitation, provision of temporary income generating activities and capacity support for local and governorate authorities. As will be discussed further in Section Three, the combination of three mechanisms or “windows” was determined to form the most effective package in addressing short and middle term impediments preventing and dissuading Iraqis

from returning home, and in turn, putting at risk the unstable peace that was achieved first in specific areas, and as of December 2017, in the country overall.

Connecting the windows with the overall desired change of the FFS allows the development of an understanding of how the FFS expects to use its approach to result in lasting change, or impact, within Iraq.

FIGURE 1: FFS THEORY OF CHANGE



SECTION TWO: THE IRAQI CONTEXT IN 2017



MEMBERS OF A FFS SUPPORTED CASH FOR WORK SCHEME CLEAR THE STREETS OF MOSUL'S OLD CITY. OVERALL IN WEST MOSUL, CASH FOR WORK PROJECTS GENERATED 420 WORK OPPORTUNITIES, CRUCIALLY NEEDED IN A CITY WHERE THERE ARE FEW OTHER INCOME-GENERATING OPPORTUNITIES. ©UNDP IRAQ/CLAIRE THOMAS

The year 2017 found the crisis in Iraq entering a new phase, in terms of both the military campaign and the displacement crisis. Following four years of intensive war, the GOI reassumed control over all of its territory that previously had been held by ISIL. Crucial military developments during 2017 included the liberation of East Mosul in January, West Mosul in July, Tel Afar in August, Hawija in October, and Western Anbar in late November. These victories marked the final phases of the military campaign, and H.E. Prime Minister Haider al-Abadi officially declared victory in December. However, with infrastructure in large parts of the country completely destroyed, it is estimated that approximately \$88.2 billion will be needed to reconstruct essential infrastructure in the country. The Government, and its partners, must now continue the work of clearing explosive hazards and rubble and undertake major efforts to basic services, promote local economic development and open schools, health centres, and local security infrastructure, such as police stations.

Inevitably, the human toll of the war has been broad and deep. The hard-fought victory accomplished by the Iraqi Security Forces in just three and a half years came with the deaths of many thousands of Iraqis, and the displacement of millions more. In 2014, 2.5 million civilians were displaced; in 2015, more than one million people fled their homes; in 2016, an additional 700,000 people fled; and in 2017, 1.7 million additional civilians became displaced (OCHA, 2018). By November 2017, following the intensive campaign to liberate Mosul, more than 987,648 people in the Ninewa governorate alone had been internally displaced. The human effects of the war are complex; in many regions, population movements have been multi-directional, meaning that at the same time that hundreds of thousands of people have been fleeing their homes, hundreds of thousands have been returning (OCHA, 2018a). The pace and scale of displacement have made the Iraq crisis one of the largest and most volatile on a global scale. Civilians have been at extreme risk throughout; tens of thousands of civilians have been used as human shields and have survived siege-like conditions. Thus, while 2017 proved to be a decisive year in terms of liberation, it was also a year for counting the cost of intense and sustained conflict.

Despite the devastating impact of the war on the Iraqi people, 2017 also represents a crucial year in the Iraq displacement crisis in that, for the first time since the beginning of the crisis, the International Organization for Migration's (IOM) Displacement Tracking Matrix has recorded more returnees (3.2 million individuals) than Internally Displaced Persons (IDPs, 2.6 million individuals)

across the country. According to IOM data, the overall number of IDPs decreased from 3 million in January 2017 to 2.63 million in December 2017. While the milestone of having more returnees than IDPs is clear and significant, the continuing reality of 2.63 million people still displaced gives unmistakable evidence of the ongoing challenge that faces the GOI both to motivate people to return and to ensure that they have the ability to do so in a safe and dignified manner.

A further salient influence in 2017 has been the continuing international depression in oil prices. While prices showed some signs of recovery towards the end of the year and did advance significantly from their 2017 low point in July, the decline that first became evident in 2014 has not yet released its grip on the market. When FFS was first established – in its initial form as the Funding Facility for Immediate Stabilization (FFIS) – the working assumption was that longer-term stabilization projects would be undertaken by the Government using public revenues as FFIS left a city or district. This sequencing did not materialize owing to the drastic drop in oil revenue. Although FFIS was then supplemented in 2016 by the Funding Facility for Expanded Stabilization, nevertheless the economic and fiscal consequences of persistent low prices for what is by far Iraq's major export commodity continues inevitably to act as a constraint on the stabilization investments that ideally would be made.



BEFORE AND AFTER IMAGES OF THE DOCTORS' ACCOMMODATION BUILDING AT THE TIKRIT TEACHING HOSPITAL WHICH WAS COMPLETED APRIL 2017 AND PART OF THE LARGER FFES REHABILITATION OF THE FACILITY.

With the displacement crisis tilting towards a plurality of returnees, in the development of stabilization strategies there has inevitably emerged a heavier emphasis upon understanding and acting upon the needs and the motivations of displaced persons who seek a safe and dignified return. Both the IOM and the REACH Initiative – an organization that exists to generate information and informational tools bearing on humanitarian issues, among which displacement is a priority area – have investigated the factors that motivate individuals and their families to return home.

The two organizations have arrived at similar findings. For example, the IOM found that there were three outstanding considerations that tended to motivate IDP returns. They were: the safety of the location of return; the possibility of finding work and recreating economic activity; the existence of favourable general conditions, meaning availability of key services.

Conversely – and with a variation relating specifically to shelter – the considerations that would most effectively dissuade potential returnees were: the unsafety of the location of origin; the lack of shelter, notably if a house had been severely damaged or was now occupied by others; and the absence of key services (IOM, 2017).

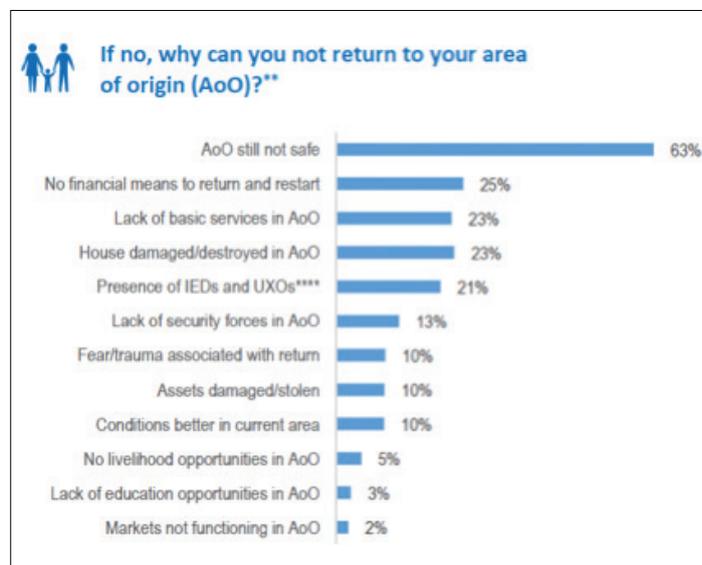
The REACH Initiative, meanwhile, in surveys undertaken in various IDP camps between December 2017 and January 2018, similarly found that security and stability concerns represented the principal factor that would inhibit returns (see Figure 2).

However, the survey also found that livelihood opportunities, availability of basic services, and shelter rehabilitation all took a place in the top five needs for IDPs to return in a dignified manner (see Figures 3 and 4).

Finally, the United Nations High Commissioner for Refugees (UNHCR) found in a survey of needs of IDPs, that access to livelihood opportunities was ranked as the most urgent need.

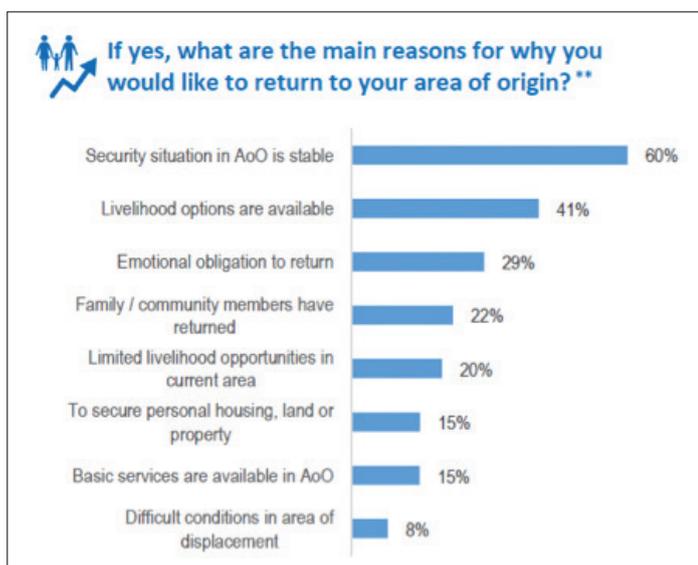
It is a reasonable inference from the combination of these surveys that the needs that have the highest importance with IDPs and other vulnerable groups in Iraq – once safety and shelter have been provided for – are work, education, health care, and robust public services. All of these are areas in which FFS is active, and given that the safe and dignified return of the IDPs who still number in the millions will clearly be essential to the creation of sustainable peace and stability, it follows that all mechanisms to stimulate the creation of these favourable conditions – notably in the areas of Anbar, Ninewa and Salah al-Din, which are the epicentres of displacement and return with 15%, 57% and 14% of IDPs, respectively, being from these governorates (IOM, 2017) – are in themselves powerful tools of stabilization.

FIGURE 2: WHY IRAQIS CHOOSE NOT TO RETURN TO AREAS OF ORIGIN



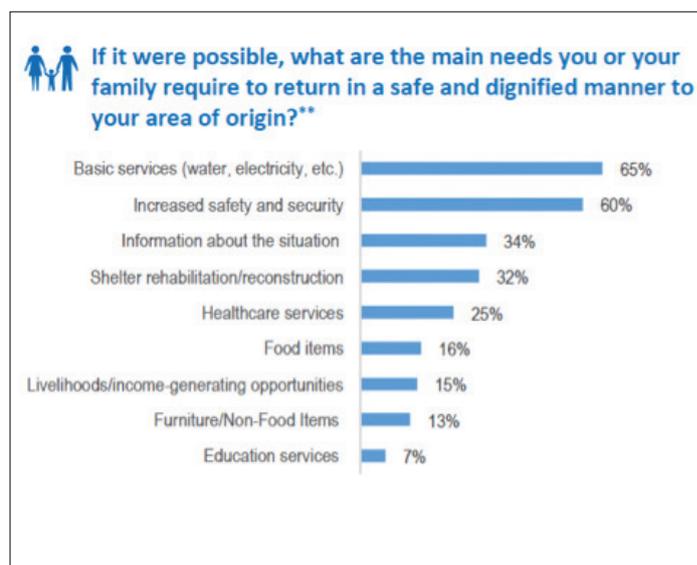
Source: REACH, 2018

FIGURE 3: REASONS FOR WANTING TO RETURN TO AREAS OF ORIGIN



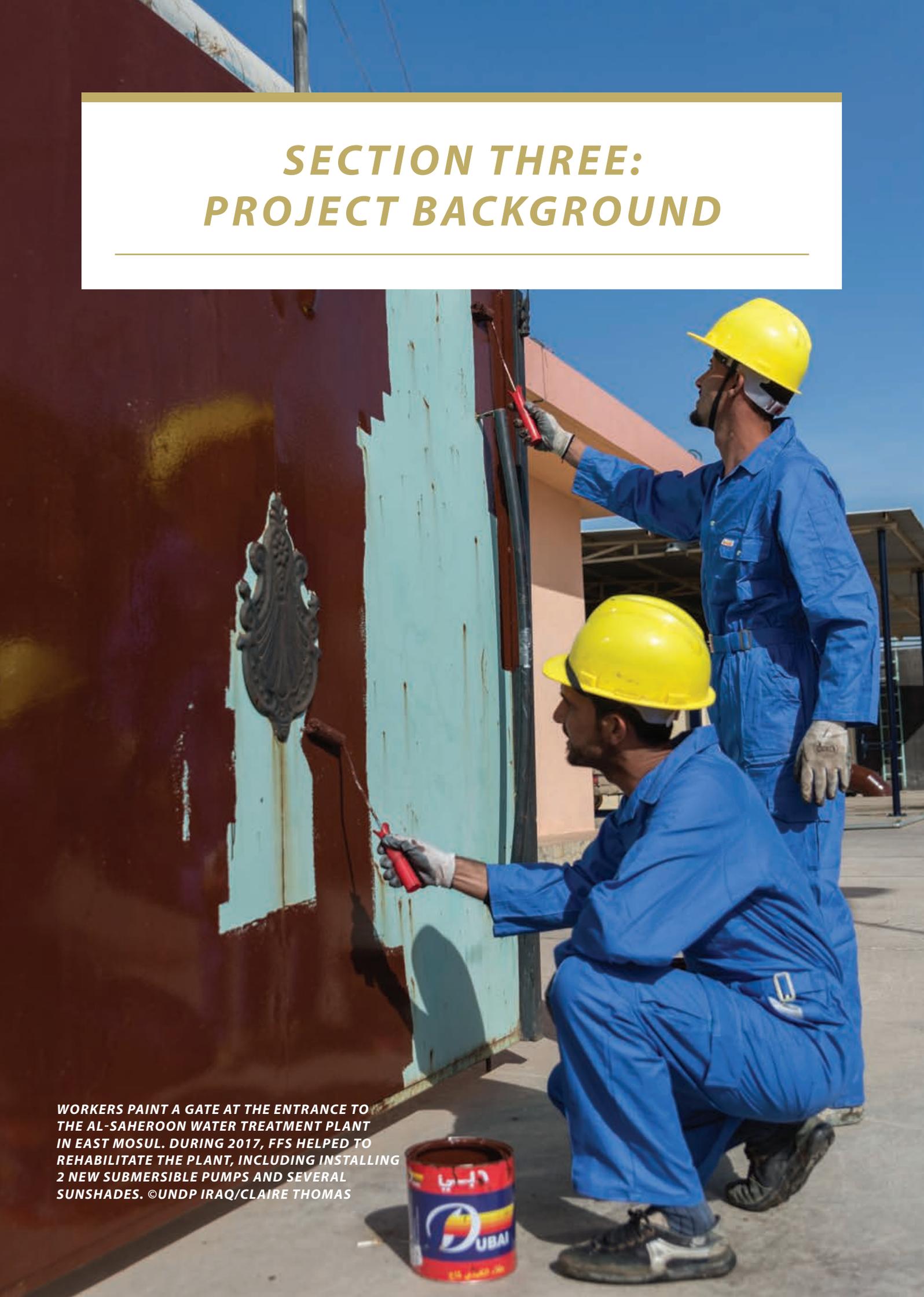
Source: REACH, 2018

FIGURE 4: NEEDS TO RETURN TO AREAS OF ORIGIN IN A DIGNIFIED MANNER



Source: REACH, 2018

SECTION THREE: PROJECT BACKGROUND



WORKERS PAINT A GATE AT THE ENTRANCE TO THE AL-SAHEROON WATER TREATMENT PLANT IN EAST MOSUL. DURING 2017, FFS HELPED TO REHABILITATE THE PLANT, INCLUDING INSTALLING 2 NEW SUBMERSIBLE PUMPS AND SEVERAL SUNSHADES. ©UNDP IRAQ/CLAIRE THOMAS

As described in Section One, the FFS is designed to enable the GOI to launch stabilization activities promptly, with minimal administrative complications and the ability to prioritize in a proactive and flexible manner in areas liberated from the occupation of ISIL. In the aftermath of occupation and conflict, the central purposes include the restoration of trust between the GOI and the populations of the affected areas, the facilitation of the return of the enormous numbers of IDPs – amounting over the duration of the conflict to some 5 million – and rebuilding local economies.

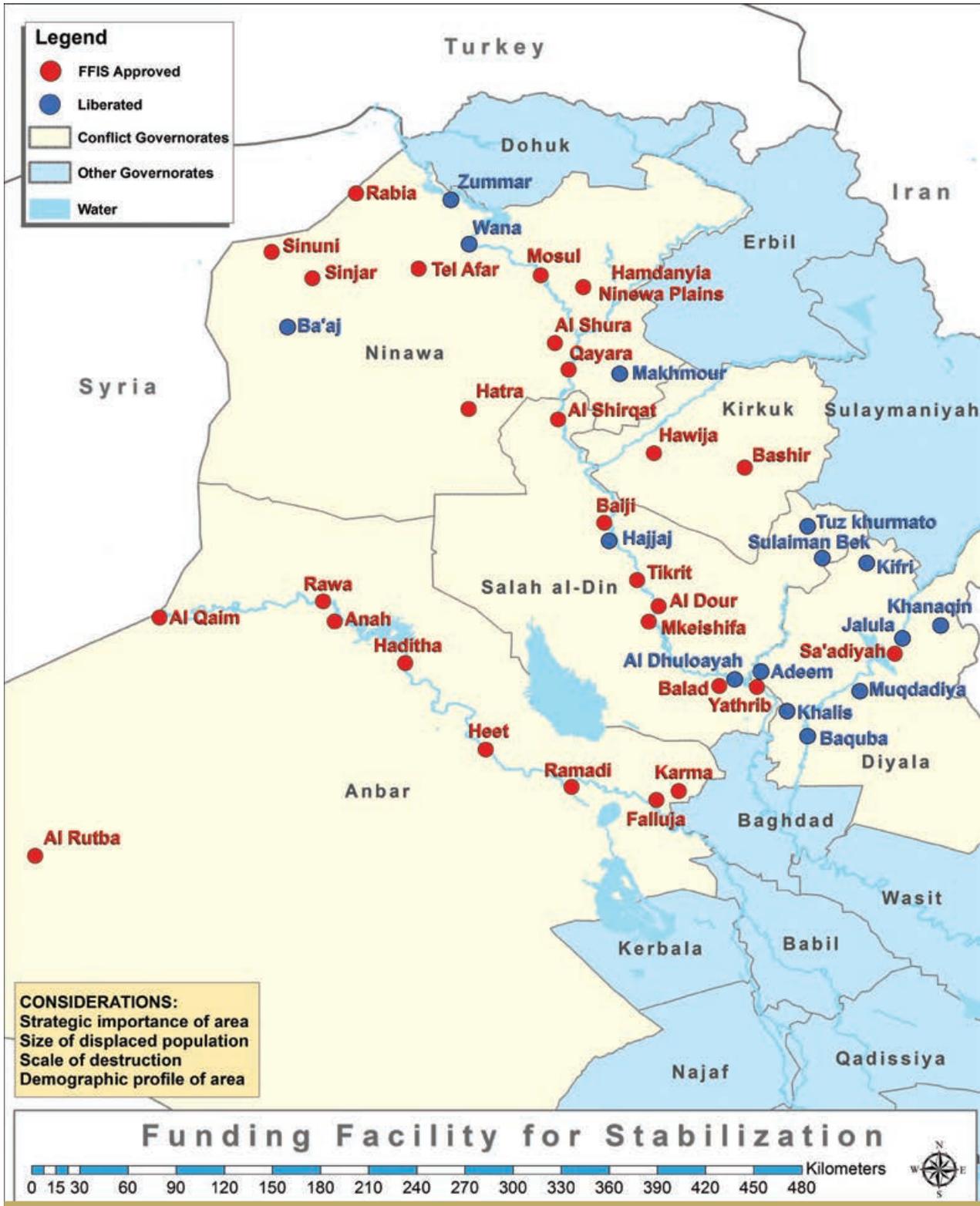
The operations of the FFS are separated into two channels, which share a common Steering Committee and together form the FFS as a whole. The first channel to be established was the Funding Facility for Immediate Stabilization, which began its activities in June 2015. The original conception was that FFIS would stand alone as an instrument of stabilization, providing immediate restoration of key services as well as ensuring basic safety and the availability of food, water, and housing in newly-liberated cities and areas. By April 2016, the Funding Facility for Expanded Stabilization (FFES) was introduced to undertake larger projects that target key public institutions and networks, and thus also provide motivation for IDPs to return home to a situation in which safety, dignity, and hope for a secure and even prosperous future could be realistic aspirations.

Both channels created the Funding Facility for Stabilization. Like the FFIS, the FFES was and is a fast-track instrument, but the distinctive role of the FFES lies in its concentration on large-scale infrastructure projects such as major bridges and roads, power plants and power distribution lines, water and sanitation systems, and – reflecting the crucial importance for IDPs of education and health care, as noted in Section One above – the rehabilitation of schools, universities, and hospitals. Through these projects, the FFES also places emphasis on creating employment on a large scale, and ensuring the efficiency and security of communications among the liberated areas. While there is, of course, an even longer-term dimension of the rebuilding process that would be reflected in sustainable development over a period of decades, this is not seen as a direct responsibility of the FFS. Rather, its role is to effect immediate remediation through the FFIS, continue the process in the medium term through the FFES, and thus lay down the foundations for the continuing growth that will follow over an extended period.

At the beginning of 2017, the Steering Committee of the FFS had endorsed stabilization activities in 28 areas of Iraq. The criteria for approval included the strategic importance of a given area, the magnitude of population displacement, the scale of physical destruction, and the demographic profile involved. It is noteworthy in contextualizing the progress attained during the 2017 year that five of the 28 areas were still under the control of ISIL at the time of their designation, although – as noted in Section One above – all were restored to the governance of the GOI in the course of the year.

In accordance with the need, emphasized in Section One, to strike a balance in any stabilization process between the general considerations that are intrinsic to stabilization and the particular needs and demands of the state and society involved, the FFS as a whole has evolved a fluid and yet well-defined system of operations with a view to bringing timely interventions where and when they are most needed.

This section will provide insights into these systematic activities by exploring FFS activities, which are channeled through “windows” of engagement, the project prioritization and implementation process and staffing structures that facilitate FFS engagements.



FFS MAP

ACTIVITIES OF THE FUNDING FACILITY FOR STABILIZATION



UNMAS CLEARANCE TEAMS SEARCH FOR EXPLOSIVES IN THE OLD CITY OF MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

When the FFIS was launched in 2015, its work was classified into four windows of engagement (see Figure 5), all of them dealing exclusively at this initial stage with immediate stabilization measures. Window One dealt with “Public Works and Light Infrastructure Rehabilitation.” The emphasis in this context was on the urgent tasks of jumpstarting key public services. Many of these were in places hazardous and contaminated with unexploded munitions. Repair was a priority – especially of buildings and communication lines that were necessary for utilities, as well as public buildings ranging from government offices to police stations. Communications and economic corridors were restored through emergency repairs to streets and to roads linking districts. In all of this,

employment was extended to workers whose families were typically cash-poor in the wake of conflict, and for whom cash payments for their labour were crucial in supporting fragile family economies. As was recognized in the subsequent creation of the FFES, these activities – essential as they were – could fall short of serving the needs of an area such as, for example, West Mosul, where destruction and dislocation was extreme. Yet the early FFIS efforts through this window were foundational in many cases.



THESE BEFORE AND AFTER IMAGES DEMONSTRATE THE IMPACT OF THE WORK OF WOMEN IN FALLUJAH, WHO REPAINTED THE INSIDE OF THIS SCHOOL AS PART OF A FFS CASH FOR WORK PROJECT.

Window Two dealt primarily with livelihoods and the viability of households. The goals of employment through Window Two focused especially on cash for work programmes, as well as the regeneration of small businesses and grants to vulnerable women-headed households. Window Two cash for work programmes are one of the most – if not the most – popular FFS projects with Iraqi people, as it injects much needed cash into communities.

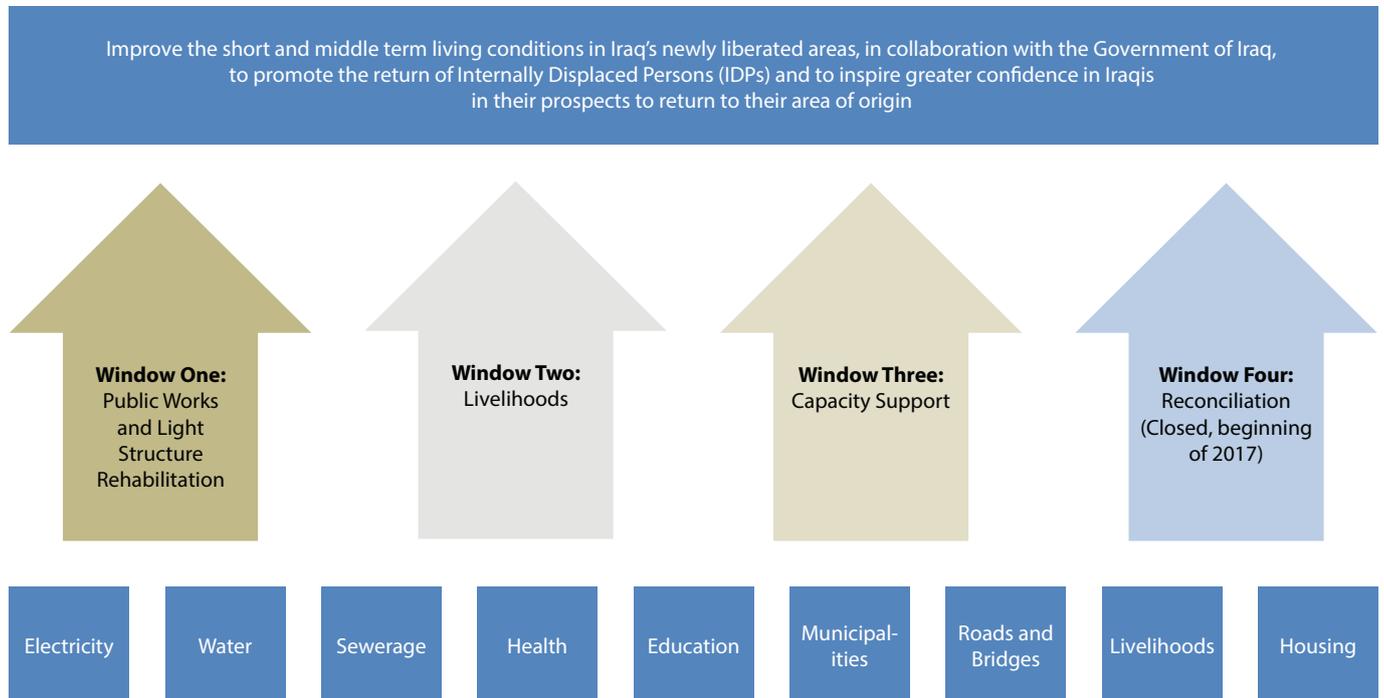
This level of engagement sought to enable community businesspeople – sometimes those who had previously operated businesses or had an artisanal skill, but also young people as well as potential women entrepreneurs – to restart a variety of small enterprises that could range from such areas as food supply and preparation to shops selling and repairing computers and cellphones.

The focus of Window Three was on capacity-support, especially as local governments resumed their operations after an enforced and destructive interval. UNDP directed expertise to the areas of greatest need that would help reestablish local governance, including the ability to develop and plan for stabilization, and to conduct monitoring and evaluation. Experts are embedded with local and governorate authorities to facilitate the stabilization process, and coordinate with the line directorates. Equally important has been the rehabilitation of key municipal infrastructure and outfitting with required assets (e.g., computers) that enable local governance: mayoral buildings, police stations, municipal garages and the hiring of Municipal Stabilization Advisors to assist the municipal governments (esp. Mayors) interface with UNDP during implementation.

Finally, Window Four was directed at reconciliation and the rebuilding of community cohesion. Although this window was discontinued at the beginning of 2017, the change did not indicate an under-valuation of the need for reconciliation, but rather represented a concentration upon the other three windows as providing for the rebuilding activities without which reconciliation could not take place. Further, the activities were broken out into an entirely separate UNDP program. As indicated in Section One above, 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 conflicting collective memories of the conflict and its antecedents. This factor continues to be a key consideration for FFS, and reopening of this window is anticipated in 2018.

In addition to the windows, FFS activities are also directed through nine sectors of engagement, which will be outlined in Section Three and can be seen in Figure 5.

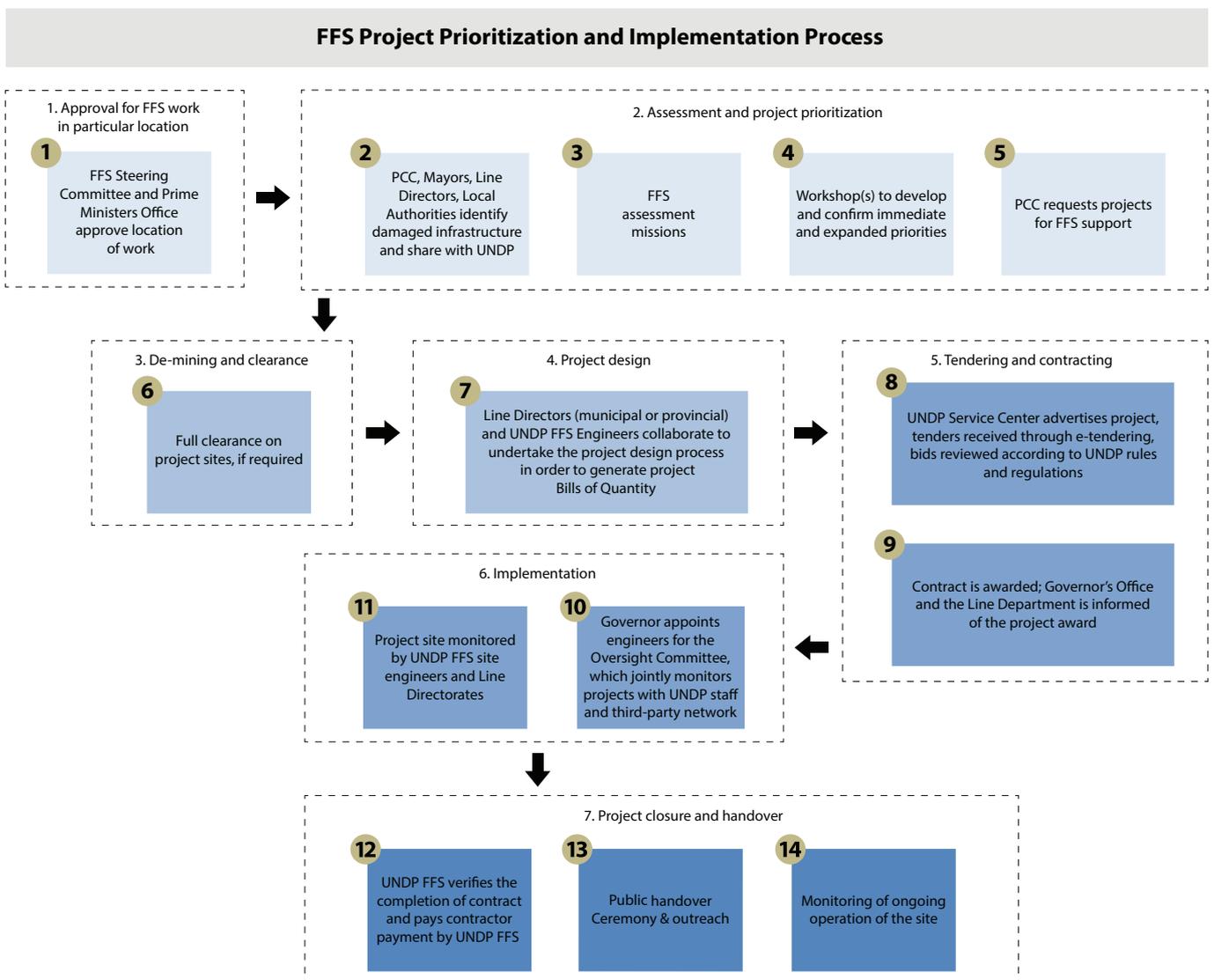
FIGURE 5: THE WINDOWS AND SECTORS OF THE FUNDING FACILITY FOR STABILIZATION



PROJECT PRIORITIZATION AND IMPLEMENTATION PROCESS

The significant expansion of the FFS in 2017 has meant that the program supports an extensive variety of stabilization activities. These priorities are set and implemented in a context of overwhelming need and FFS resources that, thanks to international donors, are considerable – but far from unlimited. The process, which is illustrated in Figure 6, is an innovative one that has been developed 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.

FIGURE 6: THE FFS PROJECT PRIORITIZATION AND IMPLEMENTATION PROCESS



The core of the system lies in the integrity of the needs assessment process (step 2-4 in Figure 6), through which data is obtained expeditiously, and assessments prepared that are especially speedy when they concern the immediate needs of newly liberated areas.

Workshops facilitated by UNDP (step 4 in Figure 6) confirm project priorities following the review and prioritization of projects by Governors, Mayors, Line Directors, and any other stakeholders requested to join. The workshops are an opportunity for dialogue between actors and to reach consensus regarding the prioritization of the immediate needs for a six-month period and of those for the medium-term spanning up to two years. The Government of Iraq can request support from any donor, including UNDP, following such needs assessments.

Essential, 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. The PCCs exercise genuine power in the governorates of Anbar, Salah al-Din, and Diyala, where their endorsement is necessary in order for any given stabilization activity to proceed. In Kirkuk, the same role is taken by a general Provincial Reconstruction Committee. In Ninewa, the unique and overwhelming needs of Mosul resulted in the appointment of the Ninewa Reconstruction Coordinator by the Prime Minister. The PCC (and its equivalents in Kirkuk in Ninewa) bring together all the line departments 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 the huge need across the governorates where FFS works, UNDP works with the Government to (step 2-5 in Figure 6) 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. UNDP processes also requires that the repair and restoration work will result in a facility that will be operated directly by the appropriate GOI end-user.

Following agreement on the projects, FFS procedures to tender through the dedicated operations team, the Service Center. FFS tendering, validation and payment procedures (steps 8, 9 and 12 in Figure 6) are crucial functions of UNDP, as a UN agency. Allowing the GOI to determine priorities and select projects coupled with tendering through UNDP's procurement system allows UNDP to support the government and move quickly to support needs. Further, given the challenging operating environment in Iraq, using UNDP's procurement system which meets global ethics standards helps guard against corruption. The GOI plays no part in the procurement process; following project selection and developing bills of quantities, tendering is conducted solely by UNDP.

Once a project is awarded, the signed contract shared with Government counterparts through a notification letter. The GOI then supports UNDP's overall oversight of the project implementation. The oversight committee, comprised of a representative from the pertinent line ministry for the project and UNDP engineer, reviews project implementation and ensures the projects are implemented according to the contract. This is one component of the overall FFS monitoring frameworks (steps 11 and 14 in Figure 6), which further includes both UNDP and third-party monitoring.

The prioritization and implementation process, therefore, is designed to advance the goals that are embodied in the windows of engagement. Expeditious action is the norm, and yet always with structures that ensure legitimate leadership role of the GOI and especially at the governorate and local levels, and the ability of UNDP to husband its resources effectively in the interests of effective and lasting stabilization.



UNDP ENGINEERS SPEAK WITH CONTRACTORS AT THE AL QUBBA WATER TREATMENT PLANT IN EAST MOSUL.
©UNDP IRAQ/CLAIRE THOMAS

STAFFING ROLES: SUPPORTING A GROWING PORTFOLIO

With 1,544 projects active throughout the five governorates in 2017, FFS operates with staffing arrangements that enable the organization to maintain a systematic approach to its activities. FFS also must remain acutely sensitive to the particular needs of the cities and districts with which it is engaged, making building and maintaining a relationship with local and national government counterparts an essential task. This is accomplished through the complementarity of Iraqi and international staff. The international staffing is centred largely in Baghdad and Erbil, though staff members travel regularly to maintain direct communication with colleagues in the areas in which projects are in progress. Staff members in those areas are primarily Iraqis who have an understanding of the cities, towns, or districts within which they work, and are specialists in engineering and stabilization.

When it comes to the selection, development and implementation of projects, three roles are particularly important for building and maintaining relationships with local government counterparts and to keep projects running efficiently: Municipal Stabilization Advisors, Liaison Officers, and Project Engineers. All three of these come under the broad supervision of the Stabilization Specialists, as well as collaborating closely with the Area Coordinator, but all three also have considerable flexibility in their respective spheres to respond to local conditions and needs. Overall, FFS is led by the Head of Stabilization, who, among many responsibilities, engages with Iraqi counterparts at the national and governorate levels, and the FFS Programme Manager.

Municipal Stabilization Officers (MSAs), as the title implies, are embedded with municipal authorities, with which they work on a daily basis. Capacity support within the municipal structures themselves is a crucial facet of the duties of all MSAs, in ways that will support efficient management and budgeting, while engagement with citizens at large is also essential in the interests of promoting necessary trust in local governance. In addition, they engage in regular communication with leaders in key positions, such as university presidents and vice-chancellors, hospital directors, members of the judiciary, police chiefs, and others.

A core role of the MSAs is to assist local officials in assessing damage from conflict and occupation, and in determining immediate needs that will lead to FFS project requests.

Regarding the initiation of FFS projects, when the most urban security tasks have been undertaken – most commonly clearance of explosive devices – the immediate preoccupations will be with infrastructure restoration and livelihoods. However, the MSA will continue to work with local authorities as other areas of stabilization are brought into action, and as upscaling takes place to expanded stabilization projects. Some MSAs have specific qualifications in engineering, and may on occasion be assigned engineering duties on projects that require their expertise, but others have advanced qualifications in areas such as architecture, public policy, or business administration. Reporting structures may also vary somewhat from area to area, depending on the size of the area and level of destruction, or in a province that has many or fewer active projects. Finally, the MSA also has a role in the monitoring process, primarily in providing focused progress reports on projects in the relevant city, town, or district.

Liaison Officers (LOs) take prime responsibility for maintaining direct communication between the more central and local levels of FFS activity. Assigned to particular stabilization areas, they maintain daily communication at provincial level with the FFS line directorate and with the authorities of the governorate. Beyond these liaison duties, the LOs also have important role in monitoring. Along with Project Engineers, they also conduct regular site visits to projects to review implementation progress and report on any issues. In the case of cash for work projects, the LO works with field monitors to ensure that cash is handled in accordance with control procedures and that workers are promptly and fully paid. The LO is also responsible for reporting on the benefits being conferred by each project by visiting work sites, speaking regularly with community beneficiaries, and continuing to maintain contact with community members for at least three months after project completion so as to be able to report authoritatively on its continuing impact.



FFS ENGINEERS AND CONTRACTORS STAND FOR A GROUP PHOTO AT A MAINTENANCE FACTORY IN EAST MOSUL, WHICH WAS UNDERGOING REHABILITATION DURING 2017 THANKS TO THE SUPPORT OF UNDP'S FFS. ©UNDP IRAQ/CLAIRE THOMAS

Project Engineers are essential for starting and implementing each project. Project Engineers are experts in civil, electrical, mechanical, or water engineering, and are the critical figures for project design, monitoring, and completion. The project engineers work alongside the line directorate counterparts in developing bills of quantities, providing technical capacity support to line directorate engineers as well as conducting essential function of determining what the requirements are for each project. The engineers ensure that the counterparts' needs are explicitly stated in the bills of quantities, and conduct regular site visits to review the facilities.

Once bills of quantities are tendered, project engineers oversee implementation of each project, ensuring the contractors are meeting the timelines in the contract; the work quality is high; and reports on any issues to Program Management. As shown in the adjacent FFS Impact story, FFS endeavours to hire female engineers, as well as women in any other of the many staffing positions, whenever possible.

FFS IMPACT: CONTRIBUTING TO REBUILDING A SOCIETY: EMPLOYING WOMEN IN FFS

Electrical engineer Saba Mohammed has been employed by FFS for several months working on rehabilitation projects in East Mosul. "I love this work," she says, "I love working with UNDP because I love being around people and helping rebuild my city after ISIL," says Sara. "We were treated very bad under ISIL. Women couldn't work, only stay at home. I was working in a pharmaceutical factory but when ISIL came I had to stop. They treated children very badly as well."

FFS is working with partners in 28 locations across Iraq, the majority of which are Iraqi companies. As part of the FFS Gender Strategy, the programme makes it a priority to hire women, particularly in cash for work projects where women are not only workers but have been placed in supervisory roles. The programme also makes it a priority to hire as many qualified women as possible in its own staff. Like Saba, many women living in areas under ISIL control where unable to work and had very few rights. In an effort to contribute to rehabilitating and restoring the rights of women, and their place in Iraqi society, the FFS aims to hire female Iraqi staff when and where possible.



*FFS ELECTRICAL ENGINEER SABA MOHAMMED
©UNDP IRAQ/CLAIRE THOMAS*

SECTION FOUR: 2017 SECTORAL DEVELOPMENTS



WATER STORAGE TANKS AT THE AL QASOOR WATER TREATMENT PLANT IN EAST MOSUL. THE TREATMENT PLANT IS THE SECOND LARGEST IN MOSUL, PROVIDING CLEAN WATER TO OVER 300,000 PEOPLE IN EAST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

WINDOW ONE SECTORAL DEVELOPMENTS

BASIC SERVICES (WATER ELECTRICITY, SEWERAGE)

The provision of essential utility services through supply of electricity, supply of water, and sewerage networks are taken for granted in many areas of the world. They are also, however, chronically vulnerable to disruption or destruction in conflict situations, and therefore of urgent concern during the post-conflict phase. They are also interdependent, in that water pumping operations and sewerage networks depend on energy in the form of electrical power, while sewerage networks require a constant source of water and the availability of clean water depends in turn on the effectiveness of sewage management. ISIL deliberately targeted water facilities and electricity in almost all of the 28 areas of intervention in an attempt to prevent returns and limit water availability for personal and livelihoods purposes. This resulted in the serious reduction – or in some cases, outright elimination – of clean water access to an estimated 3-3.5 million people over the course of the conflict. Electricity was also significantly reduced or eliminated as a result of the destruction of the electricity grid across the affected governorates. Generation, distribution, and transmission lines were targeted, with the latter two aspects damaged or destroyed in nearly all affected areas. Sewerage networks were particularly affected in urban areas where there was intense aerial ordnance, namely Mosul and Ramadi. While the networks were already ailing prior to the recent crisis, sewage and waste management became a major public health issue in large urban centers where the networks were damaged.

For that reason, all of these essential services in Iraq experienced significant degradation during the years of conflict. From the perspective of stabilization in the post-conflict era, this is cause for concern as lack of reliable access to any of the basic utilities quickly becomes a livelihood issue, creating the possibility of undermining a fragile peace. This is especially true if there is a perception of mismanagement or corruption that erodes the faith in the population at large in the legitimacy of the government. The converse of such risks is to underline the urgent necessity for stabilization and peace-building, and the foundational nature of rehabilitating basic utility services for these purposes. In sum, not addressing the key essential basic services can undermine government's legitimacy while sowing the seeds for potential future conflict and instability.



WATER

ALL BENEFICIARIES

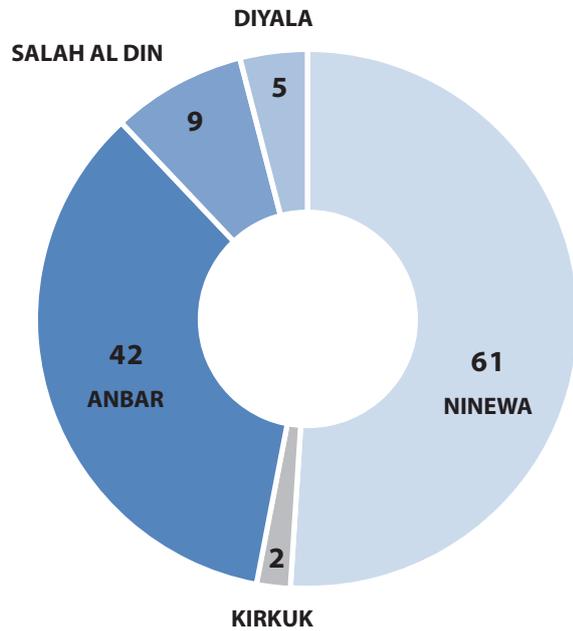
1,249,762

WOMEN BENEFICIARIES

428,838

A WELDER MAKES REPAIRS TO DAMAGED PIPES AT THE INTAKE FOR AL ZUHOOR WATER TREATMENT PLANT ON THE BANKS OF THE TIGRIS RIVER IN EAST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

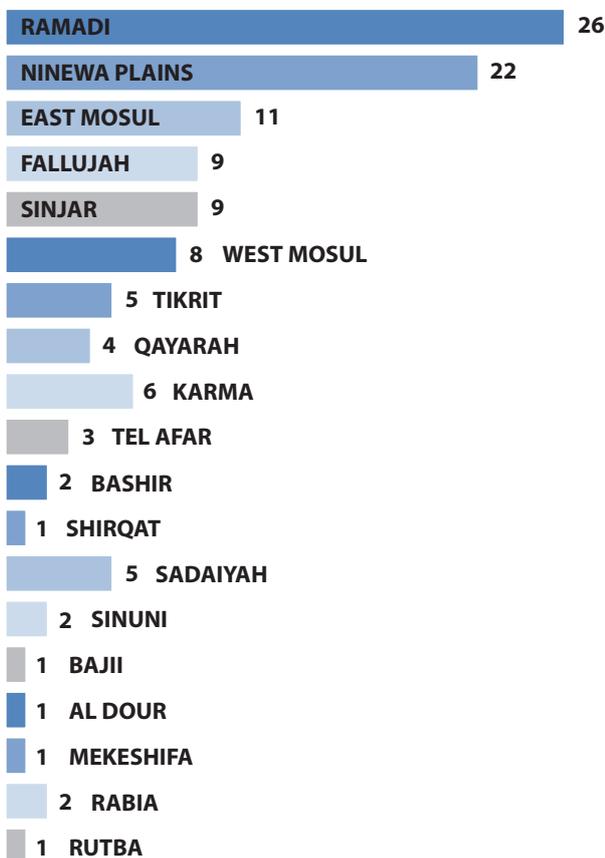
**REGIONAL BREAKDOWN
OF FFS WATER PROJECTS,
TOTAL NUMBER OF PROJECTS: 119**



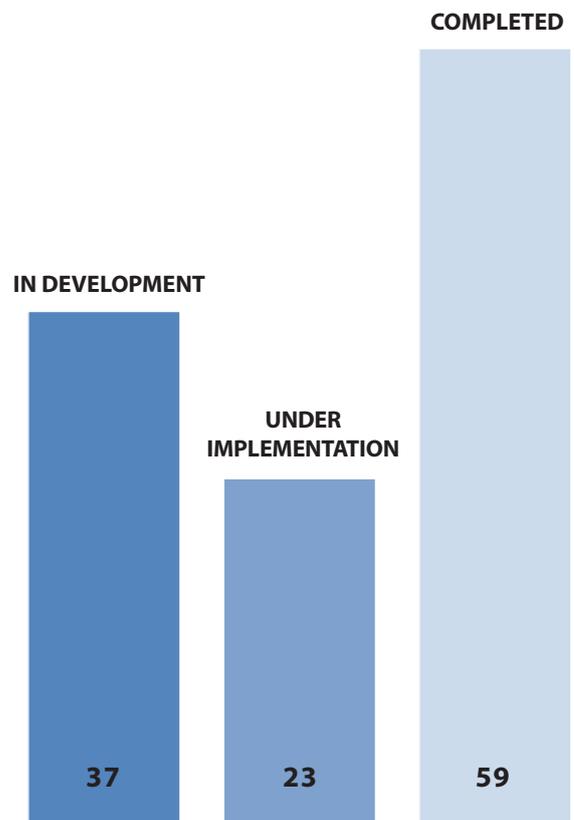
FFS WATER PROJECTS BY QUARTER



LOCATION OF FFS WATER PROJECTS



**MAJOR PROJECT STATUS OF
FFS WATER PROJECTS**





DAMAGED WATER PUMPS AND ELECTRICAL WIRES AT THE AL QUBBA WATER TREATMENT PLANT, EAST MOSUL'S LARGEST TREATMENT FACILITY. THE PLANT PROVIDES WATER TO APPROXIMATELY 500,000 PEOPLE IN EAST MOSUL IN ADDITION TO SERVING OUTLYING TOWNS SUCH AS TELKAIF IN THE NINEWA PLAINS. FFS BEGAN REHABILITATION WORK IN 2017 AND IS EXPECTED TO BE COMPLETE BY MID-2018. ©UNDP IRAQ/CLAIRE THOMAS

Iraq has particular environmental challenges in regard to water supply, and though it benefits from the major river systems of the Tigris and the Euphrates as well as tributaries, the dry climate makes the consolidation and provision of water to Iraqis particularly pertinent. Water supplies have been endangered in many parts of the country, jeopardizing the livelihoods of rural populations in some places. The damage inflicted by the battle for the country significantly reduced water access, which continued to be evident in 2017.

The urgency of FFS stabilization measures with respect to water during 2017 was a product both of the inherently vital nature of adequate water supply and of the overwhelming need with which the year began. Over the year, major successes were recorded through the 119 water sector projects that were undertaken and the impact of these projects was felt by a remarkable number of individuals. In total, 1,249,762 Iraqis benefited from FFS water sector interventions, including 428,828 women. The effort ran the full spectrum from light repairs to

infrastructure, to large projects of expanded stabilization that brought back into operation elements of water infrastructure that had been essentially destroyed. Water-related projects were undertaken, and many of them completed during the year, in all five of the governorates, with the repair and rebuilding of water treatment plants in both urban and rural areas being the most common need.

In the water sector, as in so many other areas, the needs in Mosul as the year opened were extreme, and in West Mosul the relatively late date of liberation and the pressing requirement to clear munitions and explosive devices left behind by ISIL forces meant that the restoration of a devastated water supply system had to await the establishment of safe conditions. The damage to key water treatment and pump facilities which served the East Mosul population as a result of poor maintenance and conflict, created a near total absence of functioning water infrastructure at the beginning of 2017.

Similarly, in West Mosul, residents were largely left without reliable access to water since early in the military campaign.

In East Mosul, completion of work on the Al Qasoor water treatment plant (WTP) by mid-year extended clean water access to some 300,000 people, with completion of two additional plants, Al Zuhor and Al Sahiron imminent by year's end. Together, these three stations provided clean water to 424,800 people in East Mosul. Moreover, work on East Mosul's largest WTP, Al Qubba, which will provide clean water to around 40 of East Mosul's neighbourhoods (approximately 500,000 residents) in addition to serving outlying towns such as Telkaif in the Ninewa Plains, began in 2017 and is expected to be complete by mid-2018.

In West Mosul, rapid intervention was essential to the beginning of work in the water sector as soon as safety requirements were met. In November, the renting of machinery for urgent repairs to damaged water pipes allowed the Water Directorate to repair approximately 800 pipes within several weeks. The involvement of the local water authority from the beginning also created a healthy sense of responsiveness to the community as the necessary projects began to be systematically developed and moved from immediate repair to expanded projects. While much remains to be accomplished in 2018, progress in Mosul since liberation has been rapid, and is a testament to the multi-faceted partnership and collaboration among the FFS, the Ninewa Water Directorate, the Iraqi Reconstruction Fund, and local authorities.

Diversity in water strategies also proceeds from environmental variations and the way in which they influence water supply sources in different areas. Even the two main river systems have seen flow diminished, but they continue to be essential to water supplies. In many places, use of wells is an essential contributor. Accordingly, in such Ninewa communities as Sinjar and Bashiqa, as well as in relatively remote areas of Anbar such as the towns of Heet, Haditha, and Rutba, FFS projects in 2017 have prioritized the restoration of pumping systems for wells, including the provision of generators where necessary. While such systems may provide clean water for tens of thousands rather than hundreds of thousands, their local significance can be enormous.

Particular success was attained in Anbar, notably in Ramadi. There, in the space of just a year from late 2016 to mid 2017, completion by FFS of the Big Ramadi Water Project brought the water system from being critically compromised to a situation where for all practical purposes all residents of the city had access to clean water,

approximately 500,000 people. By the end of 2017, the system had been successfully turned over to the water departments of Anbar and Ramadi. Comparable progress has been made in Fallujah during the year, with the opening of the Al Azrakiyah WTP in May being seen as a powerful symbol of the effective stabilization efforts in that city. This plant in itself serves some 60% of the population, and by the end of the year clean water was available to all residents. The rehabilitation of WTPs in other areas, such as in the Ninewa Plains town of Hamadaniya is supporting communities' access to clean water.



THE AL SAHIRON WATER TREATMENT PLANT IN EAST MOSUL. FFS WORK IN 2017 TO REHABILITATE THE PLANT, INCLUDING INSTALLING 2 NEW SUBMERSIBLE PUMPS, SEVERAL SUNSHADES AND GENERAL REPAIR WORK, PROGRESSED WELL AND WAS CLOSE TO COMPLETION BY THE END OF THE YEAR. THE AL SAHIRON PLANT, TOGETHER WITH THE AL ZUHOR AND AL SAHIRON PLANTS WILL PROVIDE CLEAN WATER TO 424,800 PEOPLE. ©UNDP IRAQ/CLAIRE THOMAS

FFS IMPACT: RESTORING BASIC SERVICES TO IRAQIS

In October of 2017 the FFS team visited the Al Qasr Water Treatment Plant on the Tigris River in the Ninewa Plains and examined a leaking tank and pipe that was preventing water being supplied to people in the area.

While there FFS staff met Sheikh Hussein, leader of Qasr village, who explained to that although some water is currently reaching the village via the plant, there are problems with the quantity and the quality of the water. "Very little water comes to the houses and the quality is very bad because we need to change some parts of the filtering system," he said.

Since that visit in October, FFS has supported the rehabilitation of Al Qasr Water Treatment Plant which, now fully functional, supplies clean water to 3,800 people in the Hamdaniya area.

Sheikh Hussein's explanation of the water supply in his area is representative of many towns in Iraq, where due to destruction or poor maintenance during ISIL occupation, the infrastructure is no longer able to provide the service it needs to. Recognizing that access to water is a basic service that is essential not only to motivate people to return, but to ensure that they stay once they do come home, by the end of 2017 FFS has undertaken 119 water projects providing access to water to 1,249,762 Iraqis. With 60 of those projects under development or being implemented the FFS is looking forward to contributing to the restoration of water services for many people in Iraq, just like those in Qasr village.



THE AL QASR WATER TREATMENT PLANT PRIOR TO REHABILITATION WORK UNDERTAKEN BY FFS ©UNDP IRAQ/CLAIRE THOMAS



SHEIKH HUSSEIN, LEADER OF QASR VILLAGE ©UNDP IRAQ/CLAIRE THOMAS



FFS STAFF VISIT THE ONGOING REHABILITATION OF A WATER TREATMENT PLANT.

Also essential in places where climate permits, FFS supported the rehabilitation of facilities to enable the conservation of rainwater. In the town of Shergat, in the northernmost area of Salah al-Din, FFS has restored a major rain collection facility, with lifting stations, that had been incapacitated by ISIL action. With only the installation of new submersible pumps to follow in early 2018, this will add an important degree of security to water supply in the area.

Finally, water supply in certain areas depends on lake water created by dams constructed in the late twentieth century. An important example is the Hamrin causeway in Diyala, which provides for the water needs some 80% of the population in that governorate as well supplying

irrigation to a large surrounding area. Falling into disrepair under the ISIL occupation, and at one point used as a defensive line by ISIL forces, the causeway was extensively damaged. FFS launched a large expanded stabilization project in early 2017 to provide strengthening and prevent further deterioration, and, despite the complexity of the project, design approval was gained by the end of the year for a restoration that will provide direct benefits for more than 11,000 farmers as well as having a positive impact on road communications itself.



ELECTRICITY

ALL BENEFICIARIES

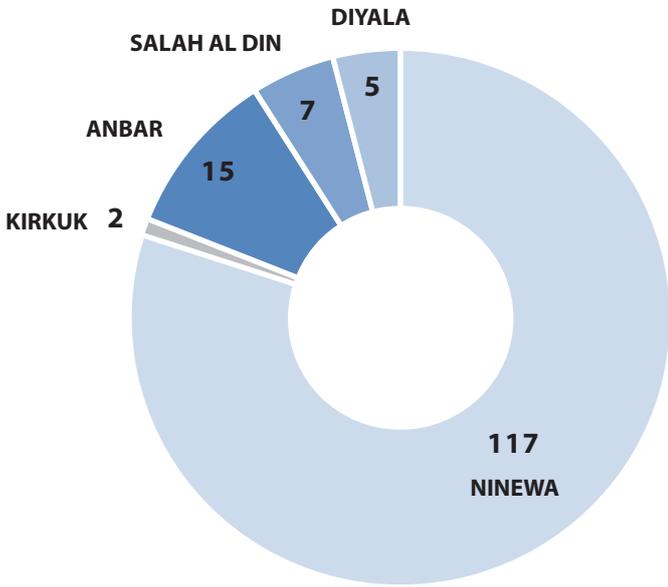
701,025

WOMEN BENEFICIARIES

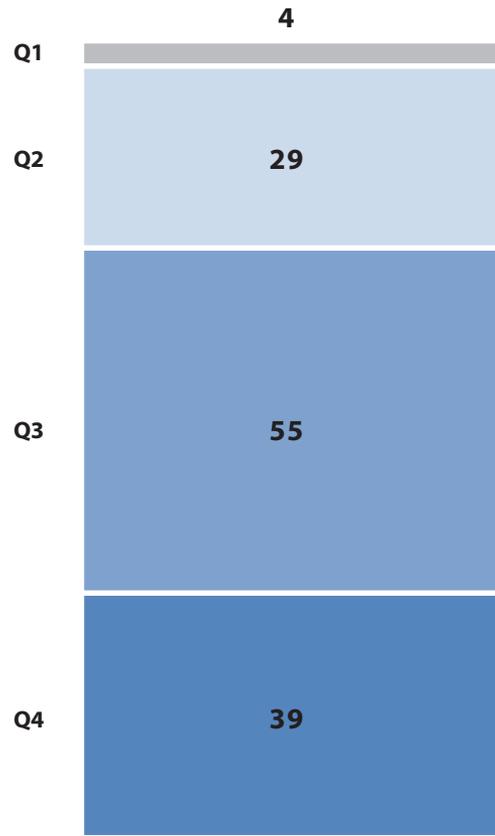
110,005

THE MUJAMMAH SIHY SUBSTATION, LOCATED IN EAST MOSUL, IS BEING REHABILITATED BY UNDP'S FFS. DURING 2017, WORK ON THE REHABILITATION OF SUBSTATIONS WITHIN THE CITY PROGRESSED SIGNIFICANTLY, WITH WORK ON EIGHT SUBSTATIONS BEGINNING OVER THE COURSE OF THE YEAR IN EAST MOSUL, WITH VARYING DEGREES OF COMPLETION.
©UNDP IRAQ/CLAIRE THOMAS

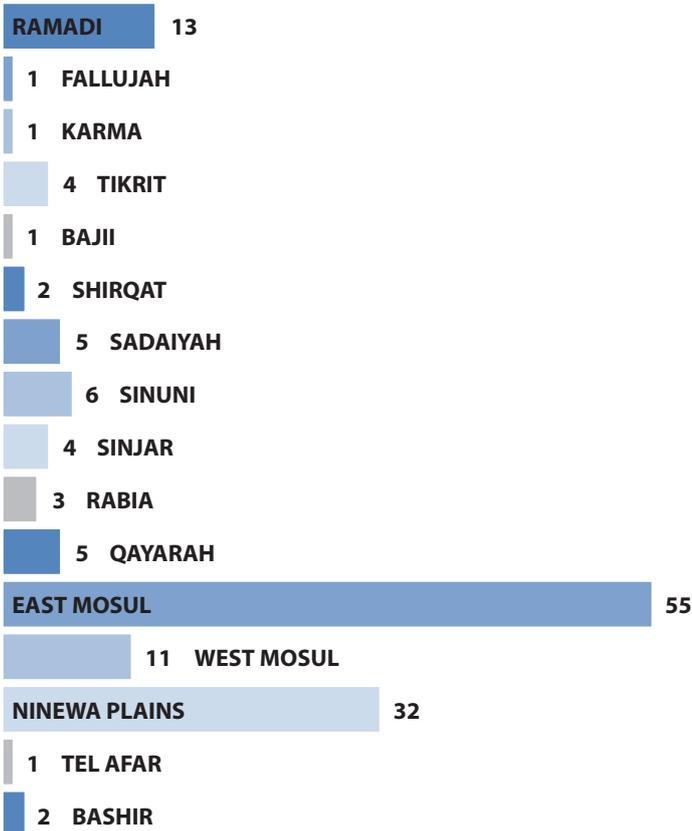
**REGIONAL BREAKDOWN
OF FFS ELECTRICITY PROJECTS
TOTAL NUMBER OF PROJECTS: 146**



FFS ELECTRICITY PROJECTS BY QUARTER



LOCATION OF FFS ELECTRICITY PROJECTS



**MAJOR PROJECT STATUS OF
FFS ELECTRICITY PROJECTS**

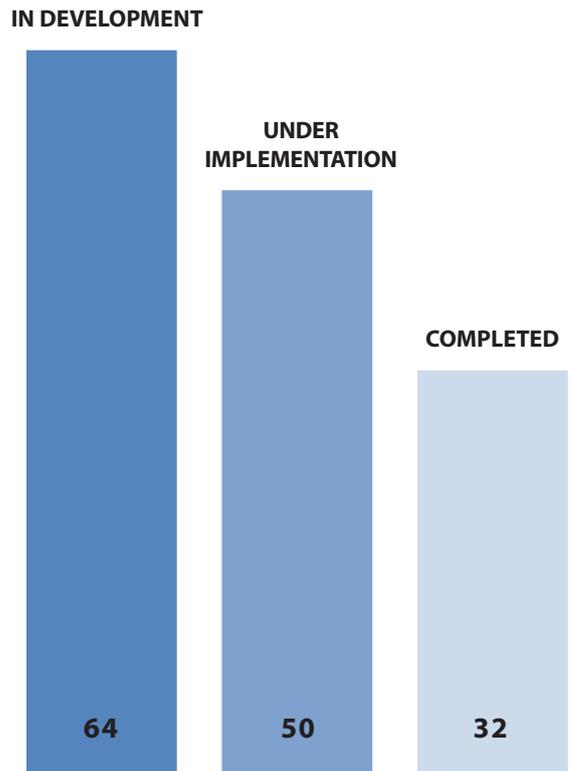
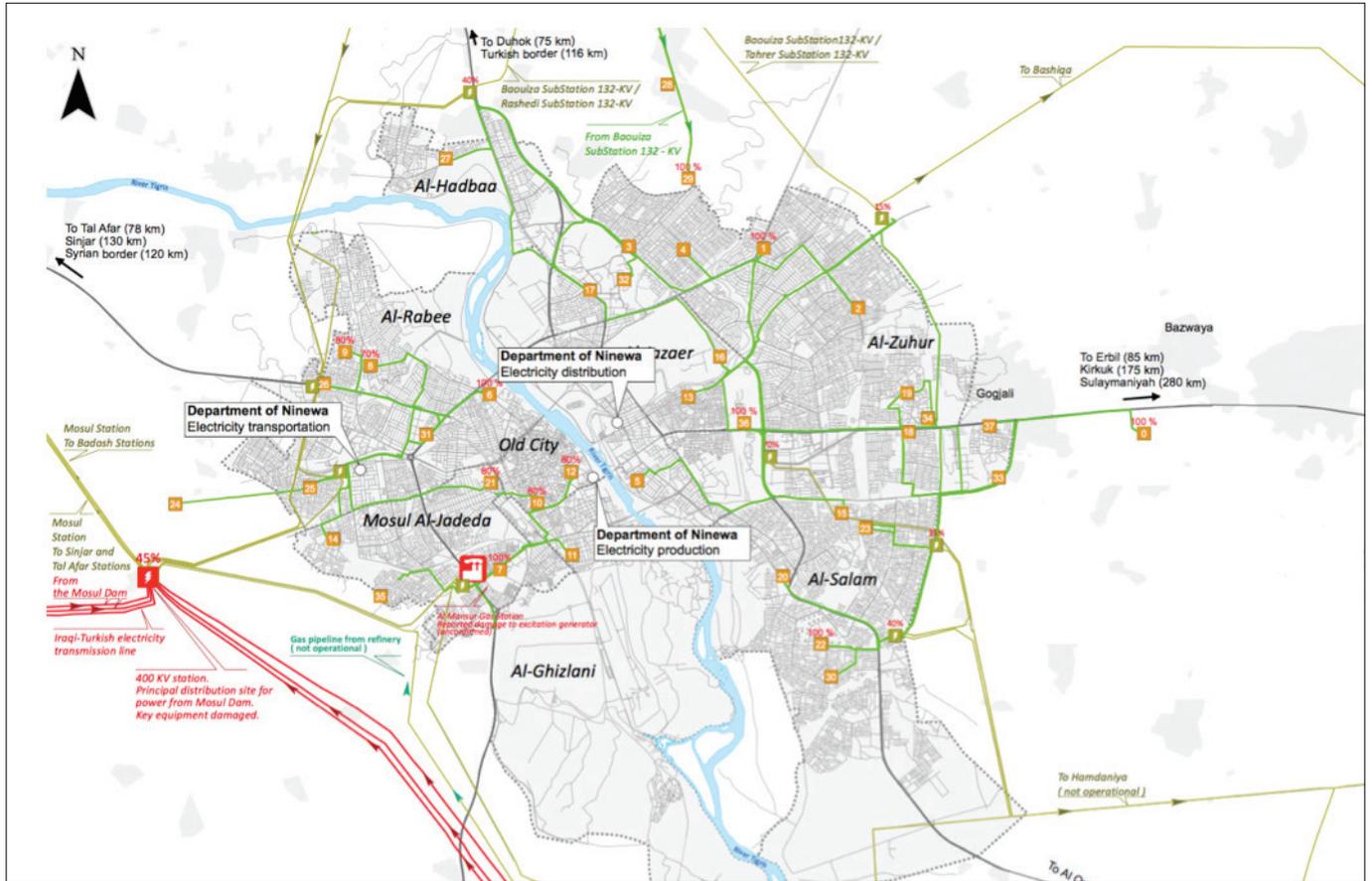


FIGURE 7: DAMAGE TO ELECTRICITY INFRASTRUCTURE IN MOSUL, AS OF MARCH 2017, UN HABITAT



The invasion by ISIL came at an especially sensitive juncture in terms of electricity provision. The GOI had recently added to the country’s generation capacity, which was projected to grow from some 12,000 megawatts (MW) to reach 20,000 MW by the end of 2015. With the advance of ISIL forces in 2014, by contrast, Iraq lost some 8,000 MW of its then-existing capacity, meaning that large portions of the country had electrical power for only part of each day. That security force expenditures has largely taken priority over state investments in basic utilities only underlines the urgent need for FFS work in the electricity sector. As shown in Figure 7, significant portions of the electricity network in both East and West Mosul were destroyed, as of March 2017 (map developed by UN Habitat, based on qualitative reports (UN Habitat) as of end of January supplemented with information supplied by representatives of the Electricity Directorate of Mosul, information supplied by UNDP, and cross-checked with satellite imagery dated 25 March 2017).

DAMAGE TO ELECTRICITY INFRASTRUCTURE

نسبة ضرر المحطة	N%	Percentage of damage <small>Validated by satellite imagery, site visit, or detailed report Energy Directorate.</small>
محطة فرعية متضررة قدرة 11_33 كيلو فولت	D	Damaged Sub Station (33_11 KV) <small>unconfirmed report, unless % is indicated</small>
محطة فرعية متضررة قدرة 132 كيلو فولت	L	Damaged Sub Station (132 KV) <small>unconfirmed report, unless % is indicated</small>
محطات ضغط عالي قدرة 400 كيلو فولت	H	High Voltage Station (400 KV)
محطات توليد الطاقة الكهربائية	P	Power Station
خطوط كهرباء ضغط عالي / 400 كيلو فولت	HP	High Pressure Voltage Transition Lines 400_KV
خطوط كهرباء ضغط متوسط / 132 كيلو فولت	MP	Medium Pressure Voltage Transition Lines 132_KV
خطوط كهرباء ضغط متوسط / 33 كيلو فولت	LP	Medium Pressure Voltage Transition Lines 33_KV
حدود المدينة	Solid line	City Boundary
حدود البلدية	Dashed line	Municipal Boundary

The year 2017 opened with a priority on immediate FFS action to rehabilitate electricity networks in the four key governorates of Anbar, Diyala, Ninewa, and Salah al-Din. The governorate of Kirkuk was added at mid-year. Although all electricity restoration is cost-intensive by its nature, needs varied according to locality. In Qayara, for example, the electrical system sustained relatively little damage under ISIL occupation, so that immediate repairs and some replacement of looted equipment was sufficient to restore the system to effective functioning. At the other end of the scale, notably in West Mosul, extensive work is needed to repair the decimated electrical system.

At the beginning of 2017, the needs within Mosul related to the rehabilitation of the electricity infrastructure were urgent. Assessment missions undertaken to East Mosul by FFS staff during the beginning of 2017 included visits to six out of the total eight electrical sub-stations, all of which required significant rehabilitation. While Mosul has retained some hydro-electric generating capacity from the Mosul Dam, it generates only 1x120MV, enough to power water treatment plants and hospitals for a few hours every day. Other generating facilities and substations continue to undergo repairs, with substantial progress being concurrently made in the installation of both temporary and permanent lines (including permanent underground lines) to assist in transmission. Extensive use has also been made of mobile substations.

As in other stabilization sectors, electricity restoration is more advanced in East Mosul than in West Mosul, although major projects are ongoing in both. In East Mosul, work on the rehabilitation of substations within the city progressed significantly, with work on eight substations beginning over the course of the year, with varying degrees of completion: Intisar (3%), Al Quds (3%), Al Hadba (3%), Arbajeya (just started), Sumar (3%), Besan (3%), Baweza (7%) and Al Muthana (2%). Nine additional substations projects were under development by the end of 2017, and due to this foundation work over the course of the year, a total of 17 33/11KV substations will have been rehabilitated by mid-2018, providing electricity to approximately 500,000 people.

As in East Mosul, repair of substations has been the most common need throughout 2017 in the five governorates, with FFS also undertaking extensive work on major power stations such as the Bashir power station in Kirkuk which, when completed, will supply electricity to 4,500 families, or 27,000 people. Meanwhile, the installation of high-voltage transmission lines (85% complete by the end of 2017) from East Mosul to a variety of locations in Ninewa Plains, in which area substations have been ex-

tensively rebuilt, will restore full access to power to a projected 500,000 people as a result of FFS action.

Throughout 2017, temporary arrangements have been made as far as possible for the restoration of partial access to power, in some places brought from a distance by installation of emergency lines, and in others through the provision of generators, such as in Ramadi, where more than 150 generators were provided over the course of the year.

The eventual goal of enabling the system to regain its pre-conflict capacity has been attained in some areas, and in at least one case is being exceeded. In the sub-district of Sinuni, in the Sinjar district of Ninewa, FFS work in 2017 has transformed electricity access for the 14,000 people in the area; the approaching completion of an extended transmission line will bring high-voltage electricity for the first time. In this case, FFS has worked closely with the GOI to implement an improvement in the system that had been planned pre-conflict, and is now being carried to completion.

Electricity network rehabilitation also supports other key stabilization goals. In the Sinjar district, for example, ongoing rehabilitation of the Cement Factory Substation will have a crucial impact on livelihoods in facilitating the operation of the cement factory, a major local employer. The Cement Factory Substation is located directly across the road from the cement factory, and not only powers the factory itself, but is also the main junction relaying power to Sinjar from Telaifar. The cement factory, a public-private company, when refurbished, will be one of the biggest employers in the area.

Electricity supply is also foundational to restoration of health and education facilities, and nowhere more so than in Ramadi, where the rehabilitation of six substations and the additional provision of diesel generators has allowed the expanded project at Anbar University to proceed with progress in many on-campus operations by the end of 2017, most significantly the return of 18,000 students over the course of the year. Electricity for water treatment has also been successfully connected in key areas, and even in West Mosul the running of a temporary overhead line across the Tigris River has enabled power to reach the New WTP, a project which will see more than 500,000 people in West Mosul benefit from access to clean water. Moreover, work to establish permanent connections to both New and Old treatment plants is advancing rapidly. Access to electricity for all purposes, therefore, has quickly emerged as a foundational element of both immediate and longer-term FFS stabilization activities.



THE AL HADBA SUBSTATION IN EAST MOSUL. REHABILITATION OF THE SUBSTATION WAS 3% COMPLETED BY THE END OF 2017. ©UNDP IRAQ/CLAIRE THOMAS



SEWERAGE

ALL BENEFICIARIES

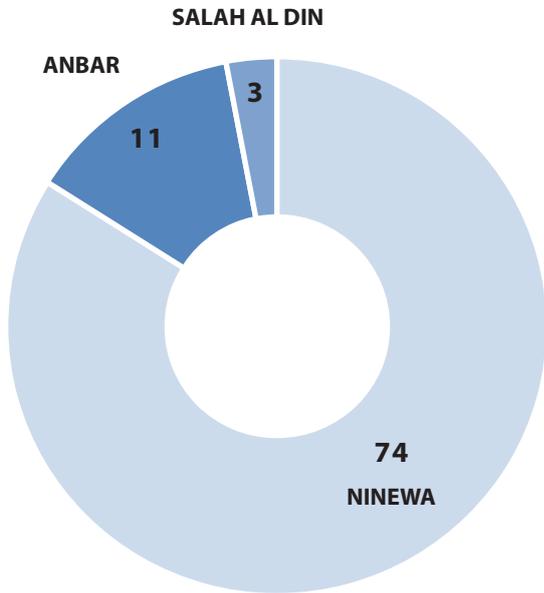
111,500

WOMEN BENEFICIARIES

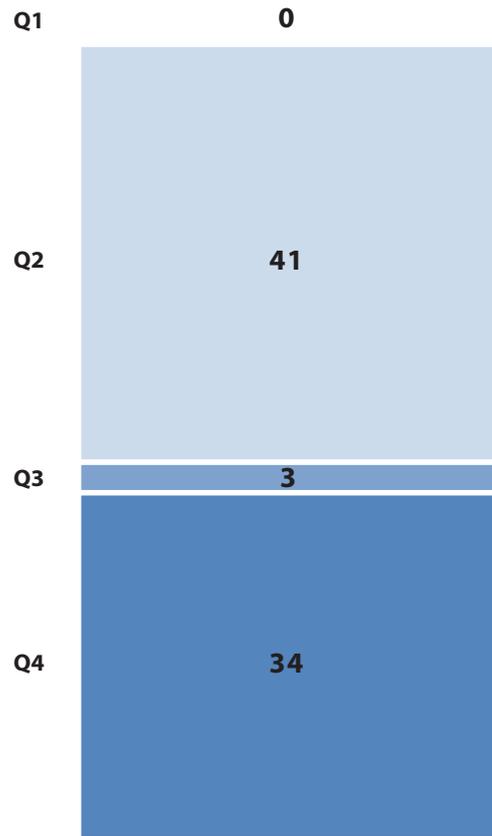
55,750

WORK IS UNDERWAY TO REPAIR THE SHIFA SEWERAGE SYSTEM IN THE WEST MOSUL HOSPITAL COMPLEX. ©UNDP IRAQ/
CLAIRE THOMAS

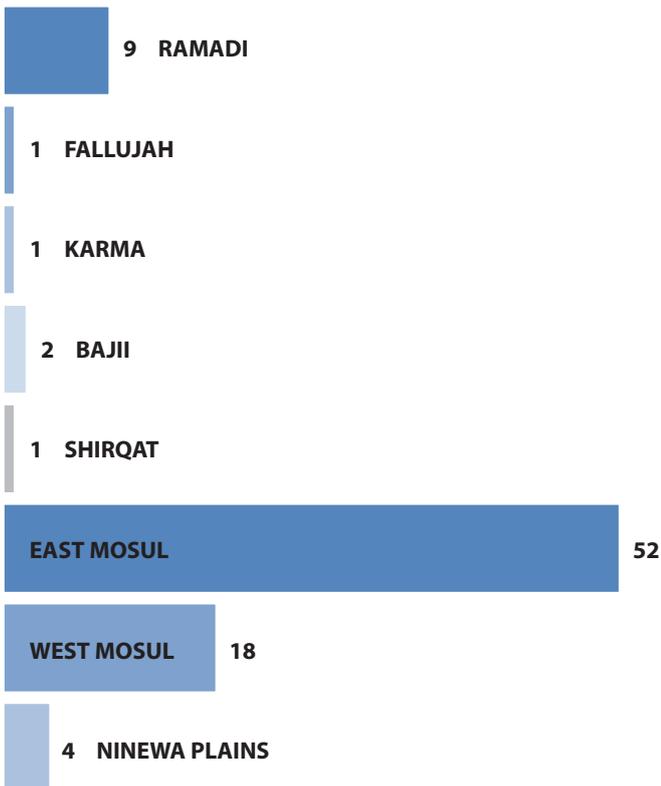
**REGIONAL BREAKDOWN
OF FFS SEWERAGE PROJECTS
TOTAL NUMBER OF PROJECTS: 88**



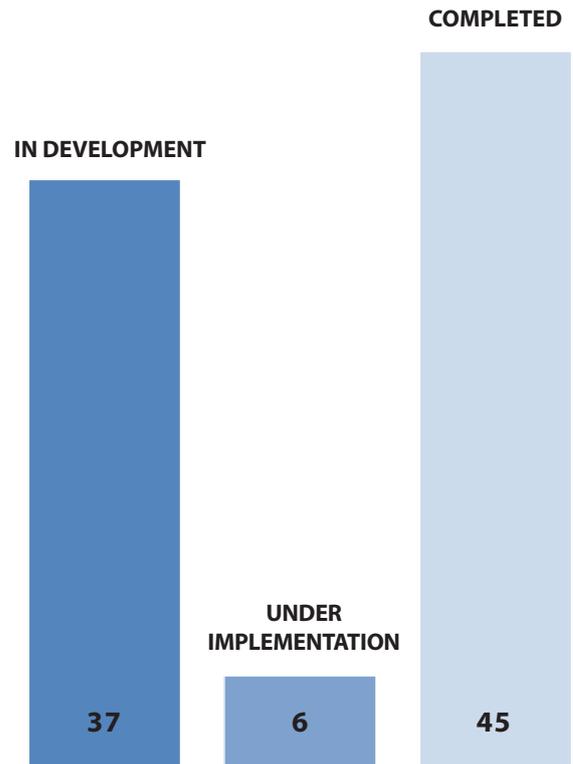
FFS SEWERAGE PROJECTS BY QUARTER



LOCATION OF FFS SEWERAGE PROJECTS



**MAJOR PROJECT STATUS OF
FFS SEWERAGE PROJECTS**



Stabilization activities relating to sewerage and those relating to water are closely interlinked. Not only is water required for key methods of sewage removal, but also the operation of wastewater treatment plants is an integral part of ensuring the cleanliness of public water supplies. However, sewage treatment is also a large and important significance of its own in terms of public health as well as in prevention of environmental degradation. In a post-conflict situation, public health assumes high importance in the face of threats arising from poor sanitary conditions and contaminated water that can range from parasitical infections to infectious waterborne diseases such as cholera and typhoid. Accordingly, the most immediate FFS projects frequently include the restoration of sewerage pipes and lifting stations, as well as the provision of sewage removal trucks.

In Mosul, the situation was complicated by the age of the system of pipes and culverts, and the inadequate capacity for wastewater treatment. Already outdated and in questionable condition pre-conflict, the infrastructure was about to undergo a thorough overhaul by the Nineva Sewerage Directorate when the ISIL occupation intervened. Neglect under the occupation, and then effects of conflict itself, ensured that sewage disposal was a major and immediate problem as soon as liberation took place. Before the earlier plans for renovation could be revived for implementation, FFS projects were needed in order to uncover and repair collapsed portions of the underground network. By the end of 2017, in full consultation with local authorities, 37 projects had been completed in East Mosul, resulting in substantial improvements to preventative public health. West Mosul, in this as in other sectors, had a later start, but by year's end three projects were complete and five more only awaited turning over to contractors for implementation. More were ongoing or in the process of tendering, so that 2018 is expected to see the continuation of significant progress.

In Ramadi, work on sewage infrastructure was already under way as 2017 began and expanded during the year to include the completion of three wastewater treatment facilities, which together, provided enhanced sewerage services to 29,000 people, as well as the rehabilitation of six sewage lift stations that allow a gravity-based system to function.

In Fallujah, one of the major FFES projects requested was rehabilitation of the Al Nuaymiyah Wastewater Treatment Plant. Many cities in Iraq do not have wastewater treatment plants; black water is deposited in the rivers. The introduction of wastewater treatment facilities for several

governorates had been in the Government of Iraq's plans prior to the ISIL crisis. Fallujah was one site where the facility was established; however, ISIL destroyed the plant soon after it was opened. During 2017, UNDP worked with local authorities to develop the design of the rehabilitation works and began tendering. The project will have a major, positive impact both on the environment on Fallujah – and beyond – and for the 430,000 in the Plant's catchment area – if funding is made available.

Sewage treatment is a matter of especially acute concern in urban settings, where large numbers of people live in close proximity and so diseases and infections can be transmitted rapidly. FFS projects in this sector, however, were not confined in 2017 to large cities. In the cities of Baiji and Karma, the restoration of one sewage lifting stations in each respective city, along with the installation of diesel generators in Baiji, was given a high priority during the year and ultimately resulted in improved sewerage services for 20,000 people in each city.



HEALTH

ALL BENEFICIARIES

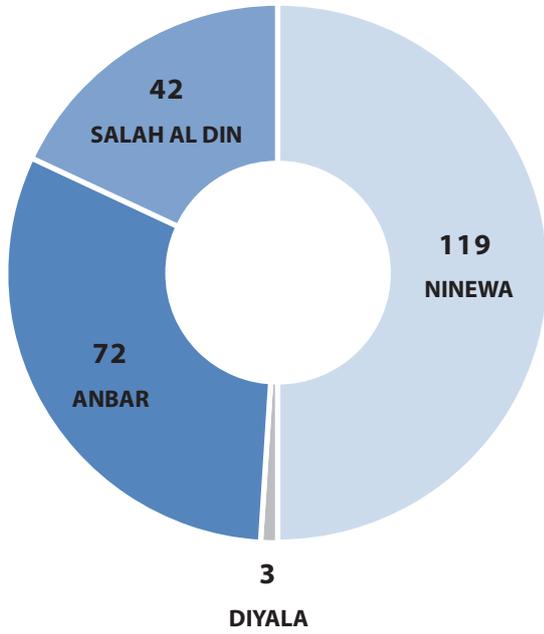
875,252

WOMEN BENEFICIARIES

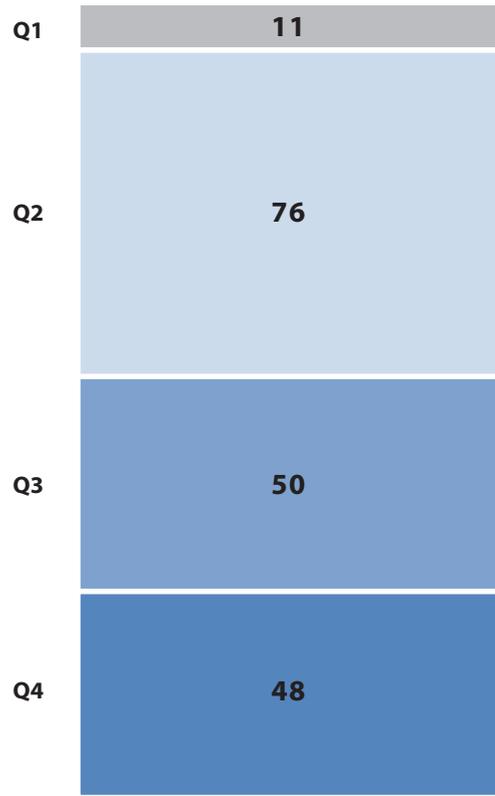
353,280

A SEVERELY DAMAGED PRIMARY HEALTH CENTRE (PHC) IN BARTELA. THROUGHOUT 2017, FFS HAS BEEN WORKING TO REHABILITATE PHCS SUCH AS THIS ONE. ALL TOGETHER, FFS HEALTH SECTOR PROJECTS IN 2017 MEANT THAT 875,252 IRAQIS HAD ACCESS TO BETTER HEALTH SERVICES. ©UNDP IRAQ/CLAIRE THOMAS

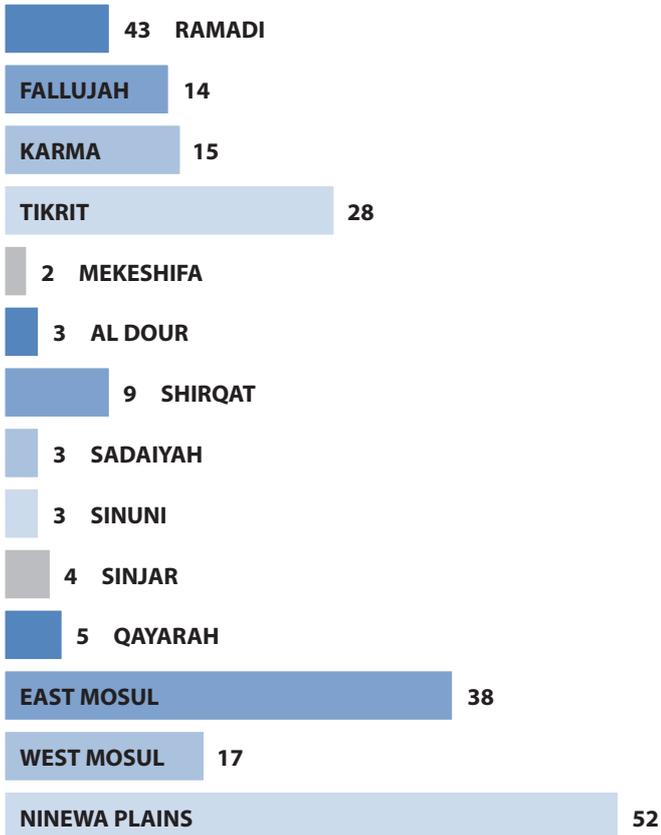
**REGIONAL BREAKDOWN
OF FFS HEALTH PROJECTS
TOTAL NUMBER OF PROJECTS: 236**



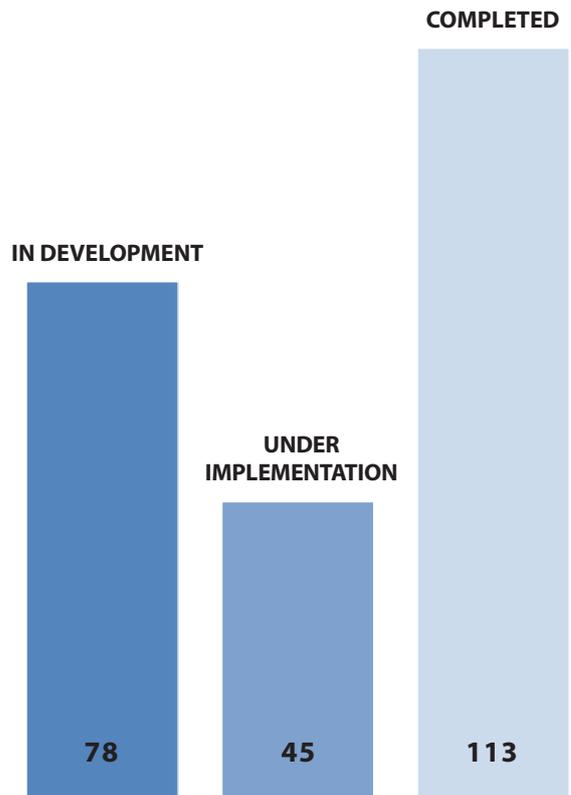
FFS HEALTH PROJECTS BY QUARTER



LOCATION OF FFS HEALTH PROJECTS



**MAJOR PROJECT STATUS
OF FFS HEALTH PROJECTS**



That restoration of adequate health care would assume key importance in a post-conflict situation is not surprising. Hospitals, clinics, and all other health-related facilities share in the destructive impacts of conflict situations. Medical doctors and other health professionals are as subject to displacement as are other members of the population, and persons with these qualifications – who frequently have greater resources to enable them to move, and skills that are in demand in many parts of the world – may also make voluntary decisions to leave the conflict area. At the same time, the need for effective health care is increased by the effects of conflict. Most obviously, high rates of serious injury are experienced by those directly engaged in the fighting and by the civilian population at large – indeed in modern conflicts, such as that in Iraq, where civilian casualties typically predominate. Emergency care is clearly required in conflict situations, but support for the longer-term recovery of the injured and care for those who have lasting disabilities will persist into the post-conflict era.

Adding to these demands is the higher likelihood of outbreaks of disease associated with insanitary conditions and tainted water supply experienced by displaced people. Routine medical care will also typically be absent or difficult to access, and areas connected with reproductive health may be especially affected. In this sense, that resource allocation in post-conflict contexts prioritizes the most vulnerable populations is essential as the continuing development of effective health care systems in the post-conflict era is intimately linked with the building of state legitimacy and support for capacity-building – both in terms of infrastructure re-development and in terms of human capacity – at the earliest possible moment.

Restoration of health care facilities has had a high priority throughout 2017, with it being the third most frequently requested project by volume and fourth by value. In 2017, the opening of primary healthcare centres (PHCs) has been pervasive in both urban and rural contexts, as these centres offer essential opportunities for people who in many cases were isolated from health and medical services during the years of conflict and ISIL occupation to resume their access to much-needed health care.

Also of central importance has been the effort to restore hospitals and notably, to launch expanded stabilization projects to construct new or greatly expanded hospital facilities. Both smaller scale PHC projects, as well as large scale FFES health initiatives have had major impact in terms of access to health care service in Iraq, with 875,252 people having enhanced access to medical facilities.

In 2017 FFS has focused much of its work on the rehabilitation of PHCs which, by their nature, are much smaller scale projects compared to hospital rehabilitations, can be finished in a much shorter timeframe, and subsequently provide all important access to primary care facilities at the neighborhood level. As can be seen by the adjacent FFS Impact story, administrators are overwhelmingly pleased with the work FFS has been undertaking on PHCs in their neighborhoods. Over the course of 2017, FFS rehabilitated 39 PHCs.

FFS IMPACT: WORKING TO RETURN HEALTH CARE SERVICES TO IRAQIS

In November of 2017, Iraqi men work to fit a new drainage pipe at the Al Mansoor Primary Healthcare Centre in West Mosul. "One of the quarters of the hospital was badly damaged by an explosion earlier this year," explained the clinic's manager Doctor Shamel. "It needed repairs including new ceilings, painting, electrical, cooling units, sunshades, windows, furniture etc. Some parts of the hospital are now functioning, but the repairs are not yet finished. I'm very happy with how the work is going," he said.

The Al Mansoor Primary Healthcare Centre is an example of one clinic that is being rehabilitated with the support of the FFS after being damaged during the battle to liberate the city of Mosul from ISIL control. When completed, this clinic will provide health care services to 1200 people per day and serve a catchment area with 47,000 people.

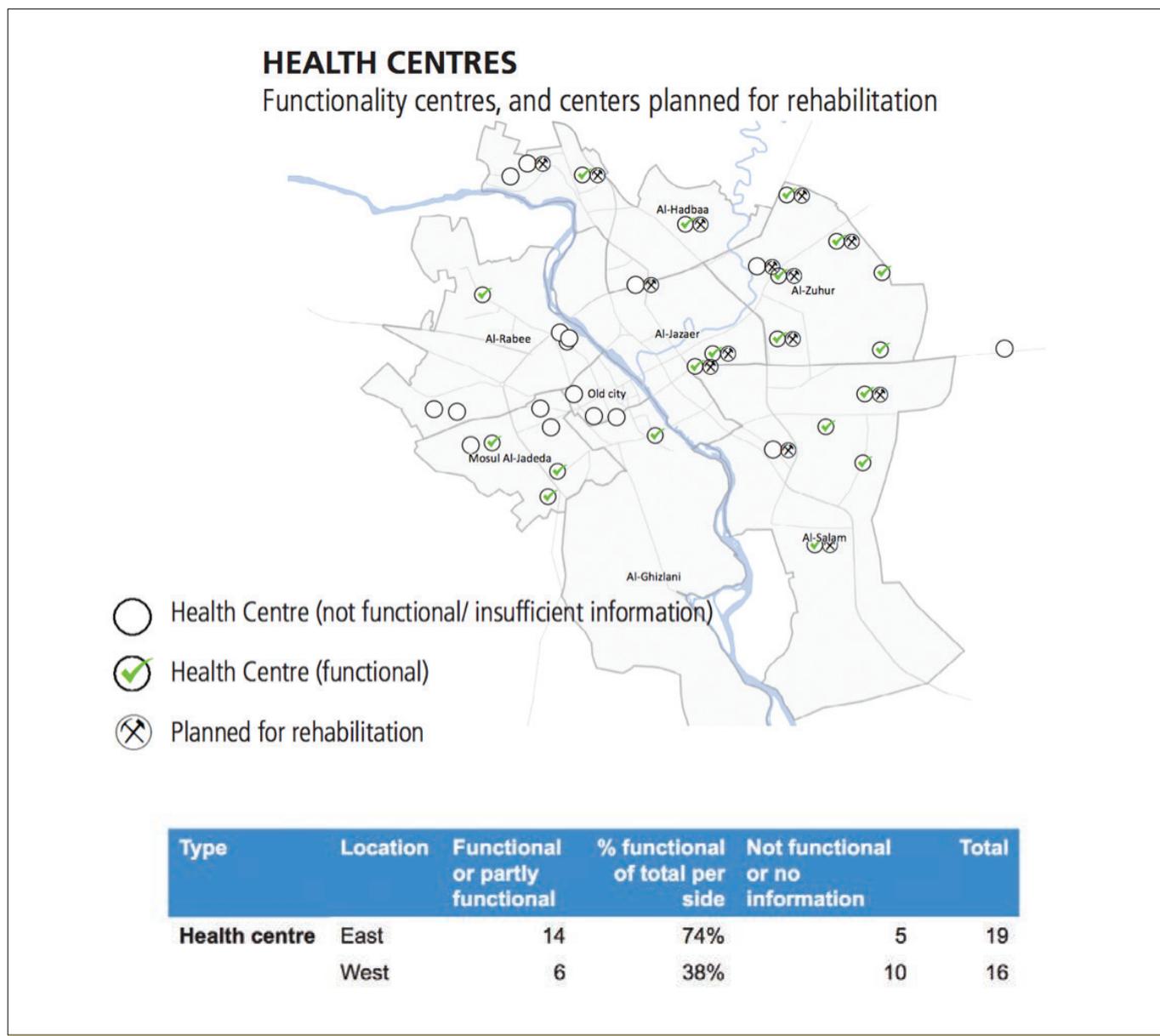
Meeting day to day health care needs but also supporting the longer-term recovery of the injured and giving care for those who have lasting disabilities from conflict will persist into the post-conflict era in West Mosul and other parts of Iraq, making rehabilitation of health care facilities incredibly important. To date, the FFS has supported the health care sector through 236 healthcare related projects, giving access to health services back to 875,252 people in Iraq.



IRAQI MEN WORK TO FIT A NEW DRAINAGE PIPE AT THE AL MANSOOR PRIMARY HEALTHCARE CENTRE IN WEST MOSUL.

As Doctor Shamel illustrates, the work needed in these facilities can be extensive, and FFS currently employs 21 Iraqis as Municipal Stabilization Advisors and Liaisons Officers to work with managers like Doctor Shamel to ensure work is progressing efficiently and to the standard that is expected by the end user. Through the FFS network of locally based advisors, officers and engineers the FFS is restoring essential services, like the health care provided at the Al Mansoor Primary Healthcare Centre, and also providing employment opportunities to Iraqis, as they support the rehabilitation of their country through FFS projects.

FIGURE 8: LOCATION AND FUNCTIONALITY OF MOSUL PHCS AS OF JUNE 2017



DEVELOPED BY UN HABITAT, FROM INFORMATION FROM WHO, UNDP, LOCAL INFORMANTS, AND SATELLITE IMAGERY

In Mosul, data collected by UN Habitat based on information from WHO, UNDP, local informants, and satellite imagery shows in Figure 8 that in East Mosul (as of June 2017) 14 out of a total of 19 PHCs were functional. This is in large part due to the work of FFS, who completed the rehabilitation of a total of eight PHCs over the course of 2017. In West Mosul, only six out the 16 PHCs were functional as of June 2017. Over the course of the year, FFS

completed the rehabilitation of five PHCs in West Mosul. The 2017 rehabilitation of the Al Mansoor, Saleh Al Shabkhon, Al Mamoon, Whabia Shabkoon and the Sport Medical Center PHCs was a large contribution to the rehabilitation of some of the first health care facilities to become functional; providing basic health services within West Mosul, outside of the over-capacitated West Mosul General Hospital.



A WORKER PLASTERS A WALL AT THE JAMEEA PRIMARY HEALTH CLINIC AT MOSUL UNIVERSITY. THE HEALTH CLINIC SERVES 300 - 500 STUDENTS PER DAY, PROVIDING CARE TO STUDENTS FROM MOSUL UNIVERSITY, NINEWA UNIVERSITY, HAMDANIYA UNIVERSITY AND TELAFAR UNIVERSITY. ©UNDP IRAQ/CLAIRE THOMAS

The FFS health-related initiatives have encountered significant obstacles directly related to the recent conflicts, in terms of the extent of the damage to health facilities in the country. As ISIL forces gained territory, hospitals were increasingly restricted to the treatment of ISIL fighters, and when they were abandoned, in many cases deliberate damage was done by ISIL elements. Nowhere was this more true than in Mosul, where nearly all major hospitals such as the West Mosul General Hospital, Al Shifaa Medical Complex, the Ibn Atheer Hospital, and the Al Khansa Teaching Hospital were severely compromised by burning and looting. That the Al Khansa Hospital had been the major provider of maternity and pediatric care for an extensive region also exacerbated the results of the more general restriction by ISIL of women's and maternal health care.

In places, the effort to advance stabilization by repairing hospital facilities where repair was hindered by ongoing security concerns, particularly due to the intentional nature of the destruction of health facilities. The Al Qayarah General Hospital, for example, had to be cleared of explosive devices before any restoration could begin, while

in July 2017 the Shergat Main Hospital was hit by mortar fire as rehabilitation was taking place, necessitating a further phase of repairs.

Nevertheless, the year has seen solid gains, particularly regarding the restoration of major hospitals in the larger centres that not only serve urban populations but also – for specialized services – large rural areas also. Mosul has historically served as a medical centre for much of northern Iraq, and the damaging of hospitals on both sides of the city, but especially in West Mosul, created an area of need that required rapid action. The Al Shifaa Hospital Complex in West Mosul, which was, in fact, a cluster of hospitals offering exemplary care in a range of medical specialties, was used as an ISIL base and to a large measure destroyed. Although rebuilding will be a lengthy and cost-intensive process, during 2017, FFS proceeded rapidly to prepare bills of quantity for those portions of the complex that can be rehabilitated, commission designs for longer-term full-scale rehabilitation, and to work towards tendering for expanded stabilization projects accordingly.



DAMAGED BUILDINGS INSIDE THE WEST MOSUL HOSPITAL COMPLEX, WHICH SERVED AS ONE OF ISIL'S HEADQUARTERS AND WAS HEAVILY BOMBED IN THE BATTLE TO RETAKE THE CITY. THE FACILITY INCLUDED A DOZEN HOSPITALS, CLINICS AND STAFF QUARTERS, THE MOSUL UNIVERSITY TRAINING HOSPITAL, A BLOOD BANK, A BURNS AND PLASTIC SURGERY UNIT, AND AN X-RAY UNIT. ©UNDP IRAQ/CLAIRE THOMAS

In East Mosul, FFS engineers worked with engineering consulting firms and the Ninewa Health Directorate to conduct assessments, develop designs, and produce bills of quantities. The focus was on Al Shifaa, Ibn Al Atheer, and Al Khansa Hospitals. These Expanded Stabilization projects will be major undertakings, but ultimately will provide high quality healthcare to hundreds of thousands of people in Mosul. These three hospitals, Al Shifaa, Ibn Al Atheer, and Al Khansa, each have significant catchment areas, serving people 300,000, 250,000 and 500,000 respectively. The preparation work done during 2017, therefore, will have significant impact once the work on the hospitals are completed during 2018/19.

Also a focus has been the re-establishment of major teaching hospitals, which not only provide needed care but also advance the training of doctors and other health professionals whose skills are essential to the longer-term future of health care and thus of stabilization. The Tikrit Teaching Hospital, for example, was a major priority in Salah al-Din, and the subject of the first Expanded Stabilization project.

The Tikrit Teaching Hospital is the largest hospital in the Governorate with a capacity of 400 beds. It also provides training to the local College of Medicine, is recognized as operating at international standards, and graduating students who serve throughout the country. It is the main medical institution for Salah al-Din, serving Tikrit and surrounding towns and villages and a general population of two million people.



BEFORE AND AFTER PHOTOS OF THE BLOOD BANK AT THE TIKRIT TEACHING HOSPITAL WHICH WAS REHABILITATED WITH THE SUPPORT OF FFS AND COMPLETED MAY 2017.



BEFORE AND AFTER PHOTOS OF THE CARDIAC UNIT AT THE TIKRIT TEACHING HOSPITAL WHICH WAS REHABILITATED WITH THE SUPPORT OF FFS AND COMPLETED JUNE 2017.

During 2017, critical segments of the Hospital were fully rehabilitated, including the Blood Bank, the Blood Centre Lab, the Dialysis Unit, Emergency/Surgery Building, and the Cardiac Unit. Furniture was also provided to the emergency department at the end of the year. Following these achievements, contracts for the major renovations required for the main hospital were awarded during 2017, and work will begin in 2018.

These major renovations required for the main hospital, comprised of outpatient, inpatient, and service build-

ings, will begin following the recruitment of engineering experts to monitor implementation of the hospital. The works for the main building includes the outpatient building, comprised of the X-ray department, physiotherapy department, laboratory, outpatient consultation rooms, cardiac unit, and administration unit. The inpatient "tower" includes the operations department, intensive care unit, patient wards, gynecology department, orthopedics, the ear, nose and trachea unit, and special surgical unit.

The services building, which will also be rehabilitated, houses the heating, ventilation and air conditioning and sanitation services for the inpatient and outpatient buildings. Upon completion, this facility will provide advanced health services to two million people in central Iraq.

Likewise, planning for full restoration of the Fallujah Teaching Hospital is also well advanced, with design work approved by the Anbar Health Directorate and procurement imminent as of the end of 2017. Moreover, hospital facilities in Anbar, particularly for women, will also be greatly enhanced by the rehabilitation of the Ramadi Maternity Hospital, design approval for which was obtained by FFS in late 2017. The Maternity Hospital, which has 260 beds, will be the primary effort in 2018 for Expanded Stabilization works in Anbar, ensuring that Anbaris have access to advanced maternity and pediatric care. As illustrated by Figure 9 below, the Hospital sustained significant damage from mortars, rocket-propelled grenades, fire, and other battle-related destruction. Battle damage severely damaged the electrical, mechanical, and plumbing in the main building, as well as the external sewage treatment facility and electrical equipment. Architectural and civil repairs are also required, especially the second floor which will require significant rehabilitation. When complete, it is expected to provide state of the art maternity and pediatric care for more than 250,000 people in Anbar.



**FIGURE 9: INTERNAL WALLS
CONDITION ASSESSMENT OF RAMANDI
MATERNITY HOSPITAL**

Finally, the rehabilitation of the Hamdaniya Hospital began in 2017, and marked the first Expanded Stabilization initiative in the Ninewa Plains. By the end of 2017, the rehabilitation was approximately 86% complete. Both the maternity and emergency buildings were completed and work was ongoing on five operating theaters, day wards, and halls, and the interior, which was completed in stainless steel wall cladding. Work will continue into 2018 with work on the medical gases, air conditioning, ducting, sanitary facilities, electricity, and lighting still remaining to be done. All of Phase I is expected to be completed in the beginning of 2018. During the latter part of 2017 a second phase was under bill of quantities development. Phase II will include a pediatric building, blood bank, autopsy building, central medical store, and main hall. Once completed the Hospital will ensure access to advanced healthcare to over 150,000 people in the Ninewa Plains.

In the Salah al-Din towns of Al Dour and Mkeishifah, meanwhile, the results of prompt action in the health sphere became evident during the year. Liberated in 2015 and with most of the population returned, this area saw the completion of all five health-care related projects, including the rehabilitation and supplying of equipment to three PHCs, and their successful handing over to local authorities. All together, 50,000 people benefitted from the rehabilitation of these PHCs.

The turning over to state authorities of responsibility for facilities restored by FFS projects is also a reminder of the linkage of FFS programs in the area of health with those in other sectors. This is true in a very direct sense for the sectors of sewage treatment and water supply, which have such a major impact on public health. However, there is also an important connection with capacity-building. At the municipal level, for example, the liberation of East Mosul in early 2017 gave rise to a growing local capacity to prioritize needs and participate in developing bills of quantity, in health care as in other areas. In Anbar, embedded FFS municipal stabilization advisors have assisted in the building of capacity along similar lines. This municipal ability is especially important in that health is an extremely cost-intensive sector, second in this respect only to electricity, so that decisions have crucial resource implications. More broadly, the over-arching goal of FFS in rebuilding trust in the legitimacy of the national state provides a further linkage with health, in that it strengthens the ability for broad and effective policy-making in this critically important field. Thus, FFS activities in 2017 have not only provided for both immediate and expanded projects in the area of health but also for the prospect of longer-term stability.



EDUCATION

ALL BENEFICIARIES

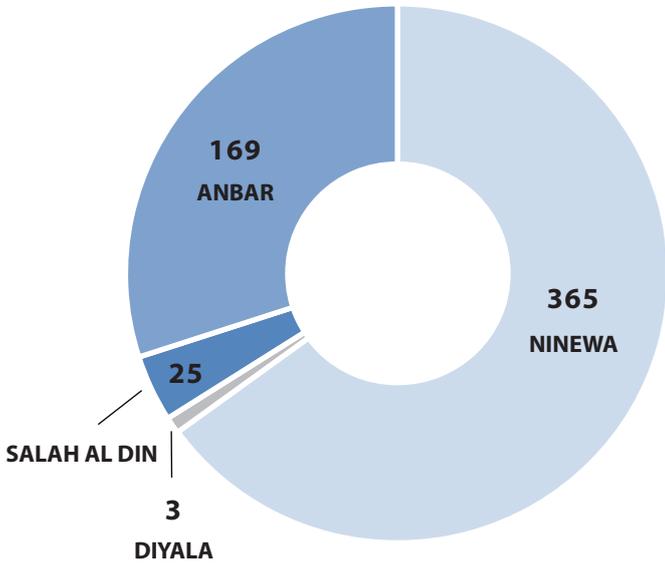
230,753

WOMEN BENEFICIARIES

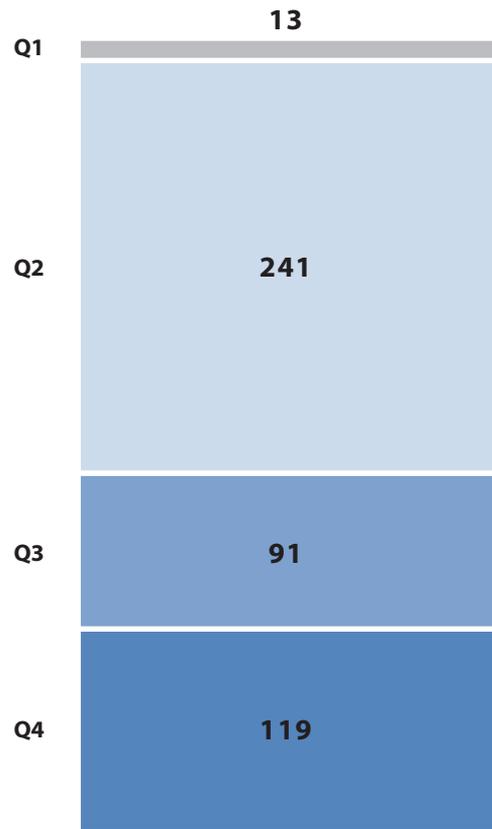
64,745

WORK IS ONGOING AT AL-SHOROQ PRIMARY SCHOOL IN FALLUJAH. IN 2017 IN ANBAR, FFS BEGAN A LARGE-SCALE EXPANDED STABILIZATION EDUCATION INITIATIVE THAT INCLUDED THE RENOVATION OF 56 SCHOOLS AND TWO ADMINISTRATIVE BUILDINGS ANBAR-WIDE. THROUGH FFS SCHOOL REHABILITATION PROJECTS IN 2017, INCLUDING THOSE IN THE EXPANDED STABILIZATION CHANNEL, APPROXIMATELY 20,000 PUPILS IN ANBAR WERE ABLE TO RETURN TO THE CLASSROOM. ©UNDP IRAQ/CLAIRE THOMAS

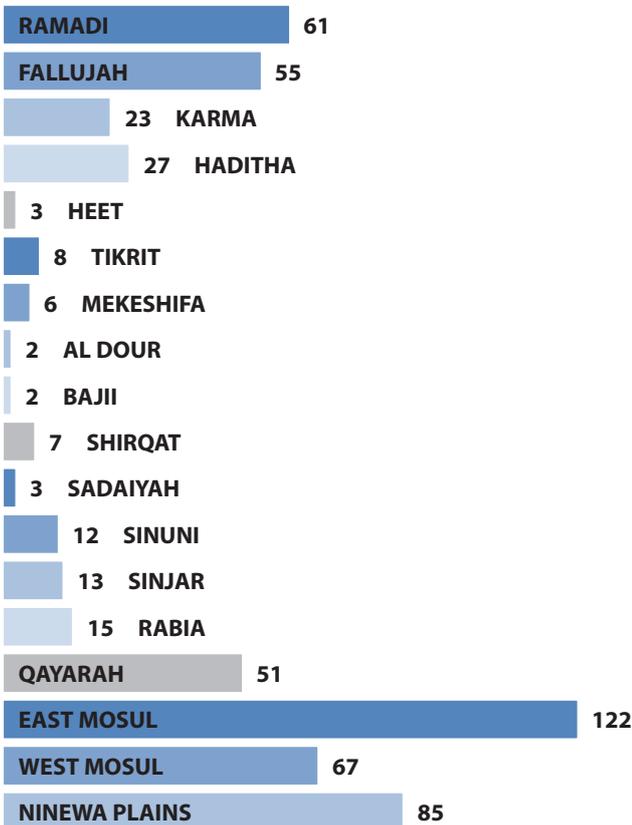
**REGIONAL BREAKDOWN
OF FFS EDUCATION PROJECTS
TOTAL NUMBER OF PROJECTS: 562**



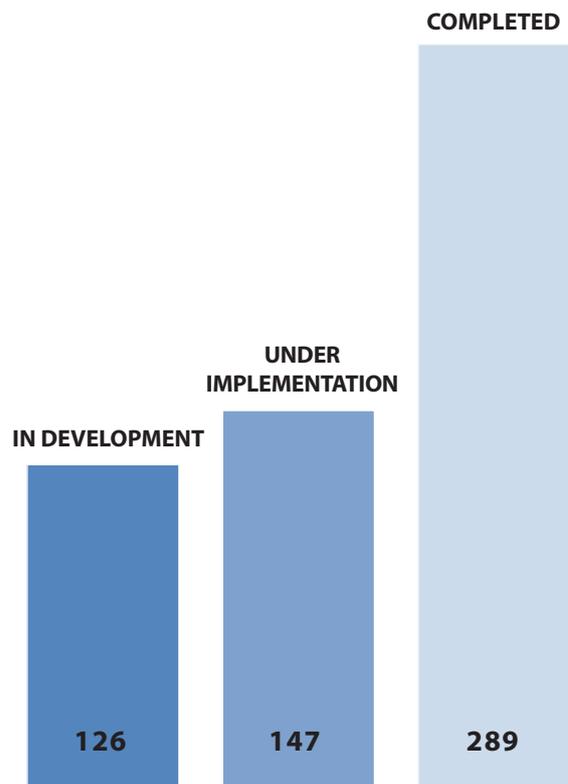
FFS EDUCATION PROJECTS BY QUARTER



LOCATION OF FFS EDUCATION PROJECTS



**MAJOR PROJECT STATUS
OF FFS EDUCATION PROJECTS**



Education, whether formal or informal, is a basic need of every society. Even in the most dangerous of conflict situations, parents, other relatives, and close community members pass on knowledge to younger people. In post-conflict situations, however, the rebuilding of formal education necessarily assumes a high priority, for a series of important reasons. These reasons in part have a cultural role with the preservation and intergenerational transmission of knowledge of all kinds – cultural, historical, scientific – as well as to do with a process of equipping young people (and mature students) with the ability to lead productive post-conflict lives.

Schools are also important for socialization. When rebuilt and restored to stable operation, they become safe spaces where children may gain formal knowledge securely. For those children who were either out of schools or learning in ISIL-run facilities, the importance of returning to school is critical. Education also has economic significance in the securing of livelihoods, and in this respect, adult education has particular importance in its vocational forms. Higher education is also crucial in that universities train highly-skilled people whose work is essential to the stabilizing process – medical doctors and other health professionals, policy analysts, educators, lawyers, engineers, and others. Less precisely measurable in terms of data, but perhaps most importantly of all, education creates hope and aspiration, as evidenced through the story in the FFS Impact story below. The realistic expectation that young people – girls and young women, boys and young men – will be able through their studies to attain secure, prosperous, and rewarding life paths is in itself a compelling incentive to families and communities to seek a stable and sustainable peace in the wake of conflict. As demonstrated in Section Two, access to education features as one of the top nine factors that would influence the decision of IDPs and their families to return home.

Education projects in 2017 were focused in four governorates; Anbar, Ninewa Salah al-Din and Diyala. In these key geographical areas in which this work has been concentrated, the largest number of projects in any of the sectors have involved education. Overall, the highest concentration of education projects were located in the Ninewa governorate.

The high number of education related project reflects, in part, the reality that there are many local schools and that the restoration of any given school may be, in construction terms, a relatively small project. However, it also indicates the importance that must be attributed to education as an element of stabilization. As well as restoring many schools to full operation, major universities and other institutions of advanced education have also received priority in 2017. In all of these areas, attention to gender considerations and, as a result, having equal impact to women and men and girls and boys, has been maintained as a central priority for the FFS.



A CLASS IN SESSION AT THE AL-TAGHLLUBIA SCHOOL FOR BOYS IN THE NINEWA PLAINS ON THE DAY IT REOPENED AFTER BEING CLOSED FOR THREE YEARS. DURING 2017, FFS SUPPORTED THE REHABILITATION OF THE SCHOOL. MISS FATIM, A PARENT OF ONE OF THE SCHOOL'S PUPILS IS HAPPY TO SEE HER SON RETURN TO THE SCHOOL. "IT'S VERY NICE TO COME BACK TO YOUR ORIGINAL PLACE," SHE SAID. "WE APPRECIATE THIS SO MUCH. IT'S A VERY NICE FEELING TO SEE YOU ARE HERE AND ARE HELPING US, AND THAT STUDENTS CAN COME BACK HERE TO STUDY." ©UNDP IRAQ/CLAIRE THOMAS

Although education-sector projects were the most frequently undertaken in 2017, they were not the largest in terms of dollar investments. In fact, the overall budget for education related projects was approximately USD 97,984,539.00 following health and electricity. This is reflective of, as highlighted above, the relatively low cost of one singular school rehabilitation project. In some important liberated areas education is pre-eminent both in investment terms as well as in the number of projects. In Ramadi by the end of the second quarter of 2017, for example, almost one-third of all projects were in education (60 of 177) and these represented USD 23.9 million in investment out of a total of USD 89.64 million; in Fallujah, meanwhile, the 51 education projects represented exactly half of the total of 102, and accounted for USD 20.84 million out of a total investment of USD 70.63 million.



A COMPLETED SCHOOL FOR GIRLS IN HEET. OVERALL IN 2017 THE OVERALL BUDGET FOR EDUCATION-RELATED PROJECTS WAS APPROXIMATELY USD 97,984,539 FOLLOWING HEALTH AND ELECTRICITY.



A CLASS IN SESSION AT THE AL FARAHID SCHOOL FOR GIRLS IN EAST MOSUL. THE SCHOOL HAS A STUDENT POPULATION OF 900 FEMALE STUDENTS WITH 19 CLASSROOMS THAT SUFFERED VANDALISM AND DAMAGE DURING ISIL'S OCCUPATION OF THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

The year 2017 also brought important lessons learned for FFS in the education sector. It was important to recognize that, particularly in this sector, to rehabilitate functionality in schools is, clearly, a complex task, in which physical reconstruction of buildings is only one element. There is a strong logistical component required, in order to supply the needed furniture, equipment, books, and basic supplies of all kinds are pressingly required. Thus, 2017 has brought a valuable recognition to the FFS that the difficulty of fully restoring education can, in part, be proportional to the degree of disruption experienced by any given community.

It is for this reason that the process has been able to advance notably in East Mosul, where by the end of 2017 there were 122 active or completed education projects out of a total for all sectors of 354, and some 40,000 pupils had returned to their studies. This level of achievement was connected with the relatively early liberation of East Mosul (in early 2017) and the reality that most IDPs from there had been absent for a relatively short period, meaning that the areas was accessible to FFS teams early

in the year and stabilization activities were able to proceed quickly. Work in the education sector progressed in West Mosul in the mid to latter half of 2017, with a total of 67 ongoing projects by the end of the year. In some cases, schools operated for part of each day while FFS teams work on full restoration during the other available hours. By the end of the year, twenty-nine schools in East Mosul and seven schools in West Mosul were completed. Overall, FFS is undertaking work on over 120 schools in all of Mosul.

FFS launched several FFES initiatives in 2017. In Anbar, FFS began a large-scale Expanded Stabilization education initiative that included the renovation of 56 schools and two administrative buildings Anbar-wide. Through FFS school rehabilitation projects in 2017, including those in the Expanded Stabilization channel, approximately 20,000 pupils in Anbar were able to return to the classroom.

FFS IMPACT: “THE RENOVATION OF THIS SCHOOL IS THE RENOVATION OF THE LIFE OF THE PUPILS HERE”

In October 2017 Principal Jubrail Ibrahim of Al-Taghllubia School for Boys in the Ninewa Plains poses for a photo on the day the school reopened its doors to pupils. “The renovation of this school is the renovation of the life of the pupils here,” he said. “There was no one here for 3 years after ISIL came.” Since the middle of 2017 the FFS has been working to rehabilitate Al-Taghllubia School for Boys, which suffered damage during ISIL occupation. “The students went to Erbil, Duhok, Baghdad, Kirkuk,” Principal Ibrahim explained. “Today is the first day the pupils came back to their school. It’s made us all very happy.”

The reopening of Al-Taghllubia School for Boys, a milestone moment for the community of Hamdaniya, but is just one of the 70 schools in the Ninewa Plains and 387 schools across Iraq where FFS has completed rehabilitation. The functioning of Al-Taghllubia School for Boys will give back to 200 children the opportunities in life that can come with education. Giving these children a safe space to develop friendships and learn life skills can allow them to shape their lives and the communities to which they belong. As Principal Ibrahim so eloquently illustrates, the rehabilitation of a school is not only the rehabilitation of a building, but of a community, and the lives of the children that live there.



PRINCIPAL JUBRAIL IBRAHIM OF AL-TAGHLLUBIA SCHOOL FOR BOYS ©UNDP IRAQ/CLAIRE THOMAS



CLASSES IN SESSION AT AL-TAGHLLUBIA SCHOOL FOR BOYS.

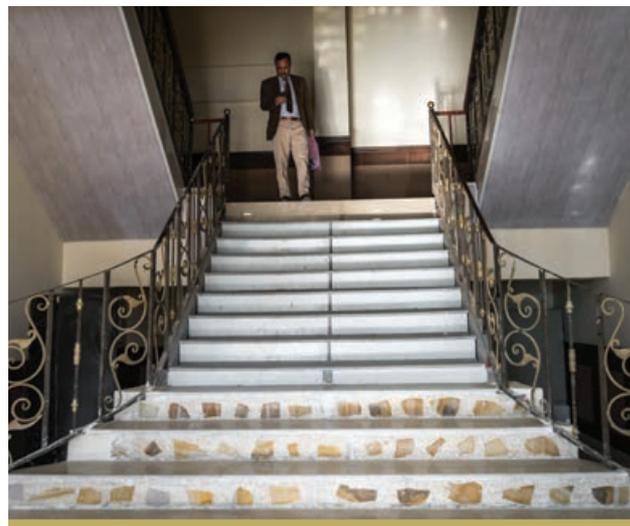
FFES initiatives in 2017 also included projects focused on advanced education institutions, including universities and vocational colleges. Advanced education and training institutions, by their nature, are expensive to restore. By comparison, say, with a community school, the buildings are large and complex. Equipment, notably for scientific and medical programs, is highly specialized and frequently suffered damage beyond repair during the ISIL occupation and the conflicts surrounding it. Full rehabilitation of these institutions, therefore, will require investments that may easily reach into the tens of millions of dollars in a single city. FFS has invested USD 22.6 million in support to universities in Tikrit, Ramadi, Fallujah, and Mosul by the end of 2017; however, many needs still remain in all these universities.

Anbar University in Ramadi, one such higher education FFES project, is an institution serving some 20,000 students, of whom one-third originate from outside of Anbar and so bring a strong element of inter-regional cohesion. Through 2017, the University was the subject of 28 FFS projects, of which 19 were completed by the end of the year. This was in addition to six on-campus electricity projects and a cash-for-work project to clean the university buildings and grounds. This intensive effort resulted in restoration of the Central Library, and the complete or pending rehabilitation of such important components of the university as the engineering school and the Desert Studies program.

Another major area of focus during 2017 was at Fallujah University, namely the Sekeniya campus. During 2017, FFS rehabilitated the Veterinary, Administration, Economics, and Law faculties, and the entire electricity network at the campus, providing power to the faculties. Overall, 40 percent of the work on the facility was completed by the end of the year and students had already returned to class with thousands of students have already returned to class with thousands - both young women and young men - in the classrooms. Over the course of the year FFS also provided education materials to the University, which included IT equipment, printers, security cameras, water filtering systems, projectors, and HVAC parts.

Finally, in Mosul work on higher education has been focused on the facilities of the multi-campus University of Mosul in the eastern portion of the city - where, again, major electricity and reconstruction projects have been carried to completion. Mosul University is a key priority for the Ninewa Governorate and city residents. The project falls under Expanded Stabilization channel, given the significant level of destruction due to the University's role as a center of ISIL operations during the recent conflict.

The university suffered significant damage during the battle for Mosul, resulting in varying estimates for whole-scale rehabilitation ranging from \$350-\$500 million. FFS began operations in 2017, first with the supply of supply one 500KVA generator in July, to ensure that students who sat for exams over the summer had electricity. Furthermore, a further 93 generators were supplied to other facilities on campus. FFS also began work on the Women's Education Faculty, which was 15% complete by the end of the year and on road repairs throughout the campus, which were 80% complete by the end of the year. Also in West Mosul, key projects for restoration of the engineering programme of Ninewa University were in advanced development, as well as in vocational education, where work is expected to begin in 2018. More projects are in the planning stages, and FFS is planning to undertake USD 35-50 million of rehabilitation works at Ninewa University in 2018 funding dependent. This includes key faculties such as engineering, medicine, arts, administrative buildings, central libraries, dormitories, internal networks, and more.



A REHABILITATED STAIRCASE INSIDE HEGMA HALL AT THE NINEWA UNIVERSITY COLLEGE OF MEDICINE IN EAST MOSUL. THE FFS HAD UNDERTAKEN SIGNIFICANT SUPPORT TO HIGHER EDUCATION FACILITIES IN TIKRIT, RAMADI, FALLUJAH, AND MOSUL BY THE END OF 2017; HOWEVER, MANY NEEDS STILL REMAIN IN THESE UNIVERSITIES. ©UNDP IRAQ/CLAIRE THOMAS



A BURNT ROOM AT THE AL HADBA WOMEN'S DORMITORY IN MOSUL UNIVERSITY. ONCE REHABILITATION WORK IS COMPLETE THE AL HADBA WOMEN'S DORMITORY WILL HOUSE APPROXIMATELY 1,000 FEMALE STUDENTS, ALLOWING THEM TO RETURN TO THEIR STUDIES. ©UNDP IRAQ/CLAIRE THOMAS

Education is also an important opportunity to support women and girls. The urgency with which this element of stabilization has been pursued is due in part to the disproportionate harm done to women's education under ISIL occupation, with girls and women being denied access to key elements of education for ideological reasons. As shown by the FFS Impact story, the rehabilitation of girls' schools has been welcomed in Iraqi communities, not only as it will allow girls to go to school, but in many cases, also women to work. Priority has been given to the early restoration of the Women's Faculty for Education at Mosul University, as well as the awarding of the contract during 2017 for the rehabilitation of the Al Hadbaa Women's Dormitory, which, when completed, will provide 1,000 beds for women scholars. At another

higher education institution, the Anbar Technical Institute, located in Fallujah, the end of the year saw 30% of work on the women's dorm of the institute reaching completion. Schools for girls have also been prioritized in many centres. Where possible, cash for work initiatives for women have been associated with the rehabilitation of girls' schools, as in the Kokjali district of Mosul, where repairs to desks are carried out by women workers.

FFS IMPACT: PROVIDING SCHOOLING FOR GIRLS AND JOBS FOR WOMEN IN THE NINEWA PLAINS

In October of 2017 Principal Amal Azzu Petros of the Mareem al Adhraa High School in the Hamdaniyah Sub District in Ninewa Plains comments on the FFS rehabilitation work in her school, "all of us are happy," said the Principal. The school re-opened on October 7, 2017 after being closed for three years due to ISIL occupation. Following the re-opening of the school, 250 young women were able to continue their education and 15 female teachers were able to return to work.

Mareem al Adhraa High School is one of 70 schools in the Ninewa Plains region that were rehabilitated by FFS, at least nine of which were all girls' facilities. FFS recognizes the rehabilitation of schools as a key mechanism for stabilization and has undertaken 562 education related projects throughout Iraq. The importance of education is recognized not only for giving educational opportunities back to young people that were denied them during the conflict with ISIL, but also by providing additional employment opportunities, particularly to women educators employed in all girls establishments. Through projects like the rehabilitation of Mareem al Adhraa High School the FFS is helping return girls to school and women to work in Iraq.



PRINCIPAL AMAL AZZU PETROS OF THE MAREEM AL ADHRAA HIGH SCHOOL ©UNDP IRAQ/CLAIRE THOMAS



CLASSES AT THE MAREEM AL ADHRAA HIGH SCHOOL IN THE HAMDANIYAH SUB DISTRICT IN NINEWA PLAINS ARE ONGOING. ALSO, TEACHERS AT THE SCHOOL STAND FOR A PHOTO. ©UNDP IRAQ/CLAIRE THOMAS



ROADS AND BRIDGES

ALL BENEFICIARIES

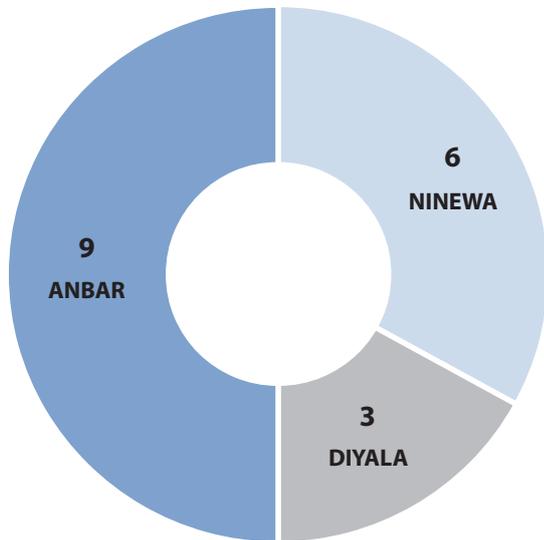
152,000

WOMEN BENEFICIARIES

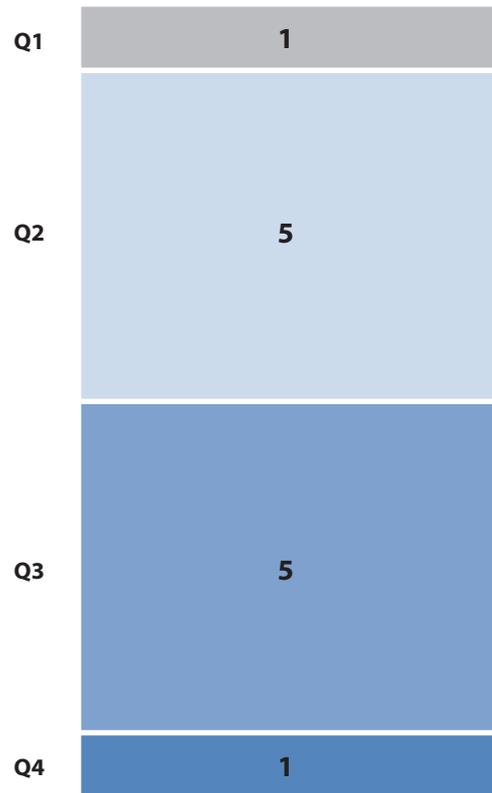
78,260

WORK IS UNDER WAY TO REBUILD THE JAMILA BRIDGE IN EAST MOSUL. THE BRIDGE, WHICH CONNECTS AL MUTHANA NEIGHBORHOOD WITH ALZUHOR NEIGHBORHOOD, WAS DESTROYED BY ISIL. BY THE END OF 2017, WORK ON THE BRIDGE WAS 55% COMPLETE; A STEP IN THE DIRECTION TOWARDS RECONNECTING THESE TWO NEIGHBORHOODS. ©UNDP IRAQ/CLAIRE THOMAS

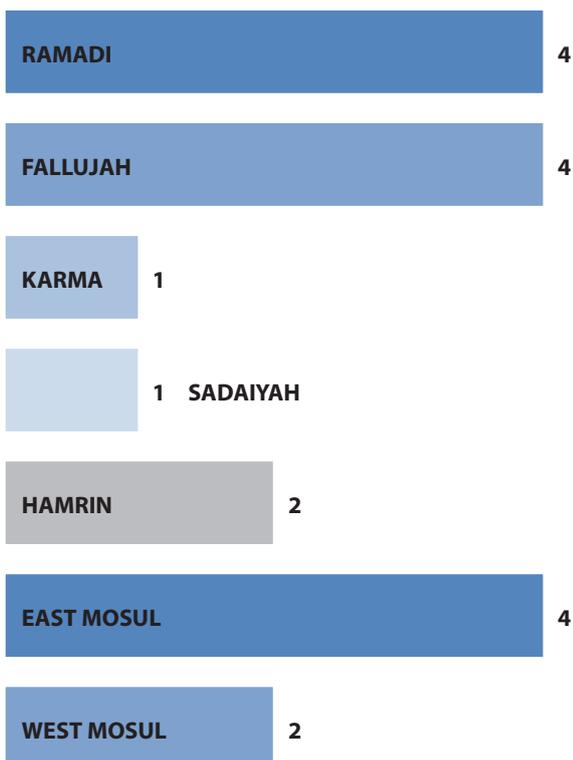
**REGIONAL BREAKDOWN OF
FFS ROADS AND BRIDGES PROJECTS
TOTAL NUMBER OF PROJECTS: 18**



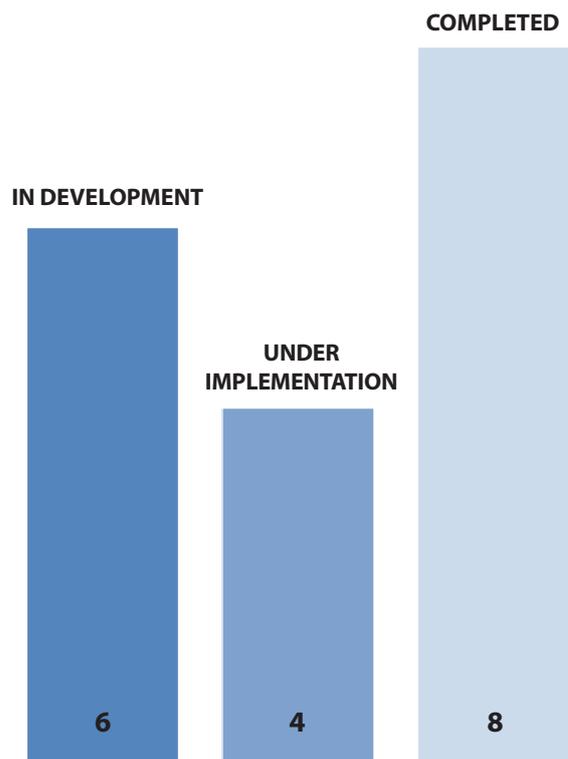
**FFS ROADS AND BRIDGES
PROJECTS BY QUARTER**



**LOCATION OF FFS
ROADS AND BRIDGES PROJECTS**



**MAJOR PROJECT STATUS OF
FFS ROADS AND BRIDGES PROJECTS**



Rehabilitation of transportation infrastructure has typically taken high priority in post-conflict stabilization for both short-term and longer-term reasons. The economic returns are substantial, as restoration of transport circulation allows for re-establishment of trade and manufacturing growth. In the shorter term, the more localized benefits include clearing the way to health and education institutions that may have become inaccessible, as well as to markets where buyers and sellers of local products meet. Restoring transport infrastructure is also labour-intensive, so that employment opportunities are created. Nevertheless, there is also potential in this area for inadvertent harm to be done to the stabilization process, unless strong safeguards are in place. The need for speed in addressing urgent transportation needs by launching heavily-resourced projects must be guarded by strong safeguards, such as the stringent procurement and monitoring procedures used by FFS. Also sensitive in some post-conflict situations has been a perceived imbalance between decisions favouring the transportation system of the state as a whole and the needs of local communities, although the geography of Iraq tends to minimize this concern, in that the pre-eminence of the two main river systems and of key nodal points on the rivers means that restoration projects focusing on bridges in, for example, Mosul or Fallujah by their nature are beneficial to local transport interchange and also to longer-distance networks. In effect, the beneficial impacts on stabilization of restoring transportation infrastructure can of course be defined economically, but also extend to supporting other sectors such as health and education, contributing to reconciliation through decision-making shared among diverse community groups, and serving as a symbol of stabilization associated with healthy and legitimate governance at local and more centralized levels. Essential to all of these outcomes, as in other sectors of stabilization, is the effective involvement of communities in a decision-making process seen to be fair and transparent, and one that is capable of yielding local benefits that have an immediate impact and also lasting benefits.

The 2017 year has seen a heavy emphasis on restoration of roads and bridges with varying degrees of damage and coverage by rubble. As noted above, bridges have especial importance both to local traffic and to longer-distance communications. Among the bridges compromised by conflict are the five bridges over the Tigris River at Mosul, as well as two spanning the tributary Khosar River in East Mosul, three bridges in Ramadi over the River Euphrates and the Habbaniyah Canal, four bridges in Fallujah includ-

ing those spanning the Euphrates River, and bridges at such other centres as Shergat.

Not all of the bridges are being restored by FFS, as other agencies are involved in Mosul REFAATO, the Iraqi-led Reconstruction Fund, and the World Bank, for example. While FFS concentrates on the bridges over the Khosar River. Regarding bridges elsewhere, FFS has taken a leading role throughout the year. In Mosul, REFAATO, the Iraqi-led Reconstruction Fund, and the World Bank, for example, while design work had been completed and approved on the Sukar Bridge. Restoration of an additional structure, the Sanhareeb Bridge, had been requested by local authorities and was in the process of assessment by FFS engineers. It is noteworthy that the work on the Sayedee Al Jamila Bridge prompted visible public enthusiasm, on social media and elsewhere, as a project of permanent reconstruction as opposed to temporary solutions – an example of the ability of transportation infrastructure restoration to serve as a positive symbol of stabilization.

Throughout 2017, FFS worked on rehabilitating seven bridges in Anbar through the Expanded Stabilization channel. In Fallujah, meanwhile, where only the New Concrete Bridge had remained passable, reconstruction of two of the other bridges was well advanced by the end of 2017: the Japanese Iron Bridge 60% complete, and the Fallujah Iron Bridge 43%. The latter bridge is an iconic structure that again serves as a symbol of stabilization. As well as their local importance, the Fallujah bridges have a crucial influence on longer-distance communications between Baghdad and the western portion of Anbar. In Ramadi, the Al Ma'moun Floating Bridge was reconstructed within a five-month period, the Palestine Iron Bridge was also completely restored, and the Palestine Concrete Bridge had completed tendering and awaited the beginning of the project in early 2018. Thus, together with other bridge projects in smaller centres, the year saw extensive restoration of crossings of both the Tigris and Euphrates rivers and their associated waterways.



WORK IS UNDERWAY TO REBUILD SUKAR BRIDGE IN EAST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

Road work concentrated primarily on urban areas that had seen their street networks damaged and, in some cases, effectively destroyed. As with work in other sectors, road reconstruction supported complementary goals in key respects. In West Mosul, a decision was made immediately on liberation to give priority to the road system serving the Al Athbah Hospital, an institution that specializes in providing treatment for victims of trauma. By the end of the third quarter, the avenue leading to the hospital was completely restored, as well as the hospital's internal road network. With regard to education, road systems serving both Mosul University and Anbar University formed important elements of the successful efforts to rehabilitate these institutions for student attendance.

Attention was also given during the year to cross-cutting goals. In Diyala, for example, the latter part of the year saw a project to restore five roads covering some 10 kilometres that link five adjoining communities, with the express purpose of allowing approximately 615 girls to travel to school. As well as the employment of women in other transportation-related projects, this priority given to facilitating the education of female students indicates the gender-aware character of this sector. Focused

attention has also been given in this sector, as in others, to safeguards against corruption. The urgency of restoring communications and the engineering complexities of doing so have meant a rapid move to expanded stabilization projects that demand substantial resources, meaning that the effective implementation of the established processes defined in Section Two above has been an important priority.

Thus, while much remains to be done in 2018, transportation linkages have been transformed in 2017 from the severely compromised conditions that prevailed when liberation was attained.



HOUSING

ALL BENEFICIARIES

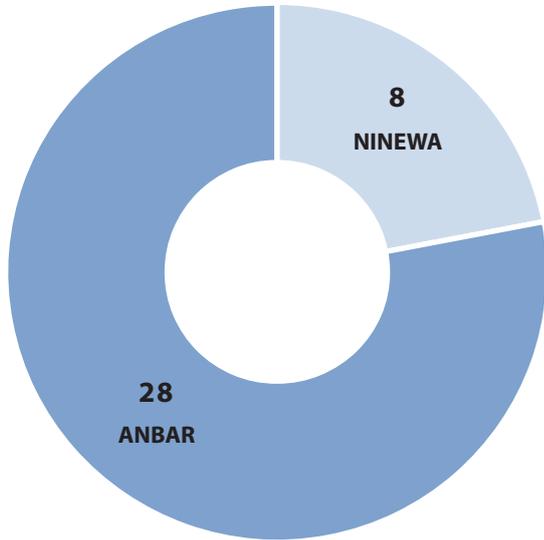
103,467

WOMEN BENEFICIARIES

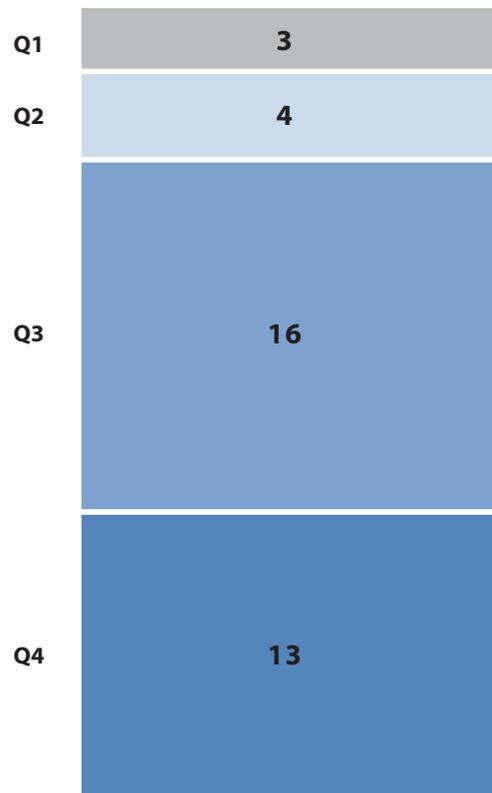
51,682

FATHER OF FOUR, QAYS JASIM ELYAS, STANDS FOR A PHOTO WITH HIS FAMILY OUTSIDE HIS HOME IN BARTELA. DURING THE BATTLE AGAINST ISIL QAYS' HOUSE WAS TOTALLY BURNT AND ALL HIS FAMILY'S POSSESSIONS RUINED OR STOLEN. THE HOUSE HAS SINCE BEEN REHABILITATED WITH THE SUPPORT OF FFS. BY THE END OF 2017, OUT OF SOME 2000 HOUSES SCHEDULED FOR REHABILITATION IN BARTELA AND BASHIQUA, 210 HAD BEEN COMPLETED AND 500 HAD GONE THROUGH THE ASSESSMENT PROCESS. ©UNDP IRAQ/CLAIRE THOMAS

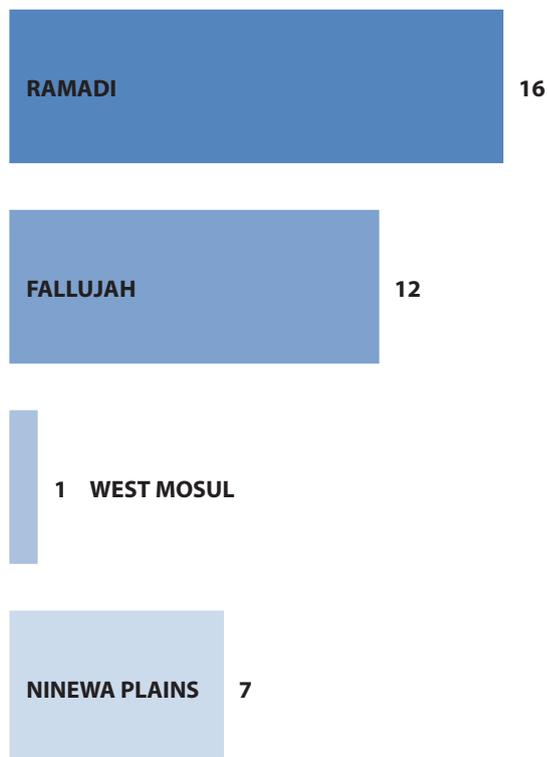
**REGIONAL BREAKDOWN
OF FFS HOUSING PROJECTS
TOTAL NUMBER OF PROJECTS: 36**



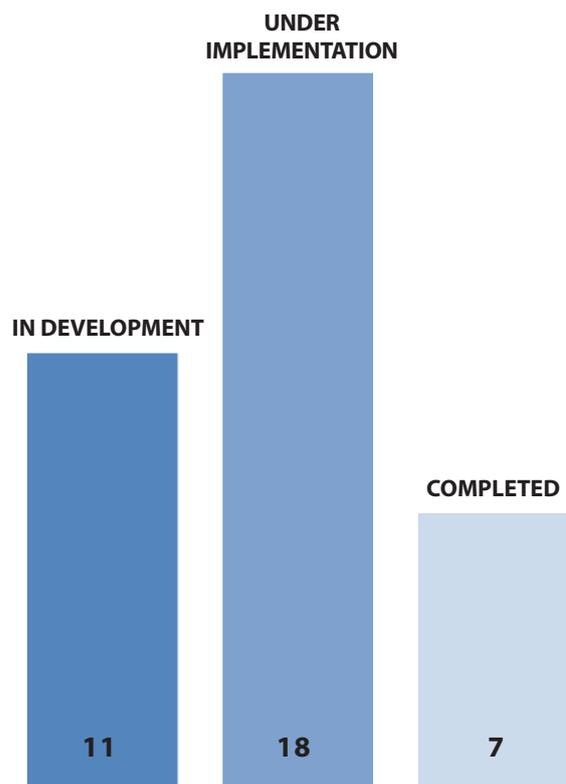
FFS HOUSING PROJECTS BY QUARTER



LOCATION OF FFS HOUSING PROJECTS



**MAJOR PROJECT STATUS OF
FFS HOUSING PROJECTS**



The need for adequate housing for survivors of conflict and for returning IDPs is an integral part of post-conflict stabilization. Physical planning and rebuilding is, of course, the first prerequisite. Yet the significance of housing damage is not measured solely in terms of the basic need for shelter. Whether through the scars on houses that have been visibly caused by armaments, such as bullet holes, or the looting of furniture and other possessions, the damage is for many Iraqis a very palpable reminder of the enormity of their struggle through the past years of conflict. Rebuilding, therefore, necessarily includes enabling the restoration of a strong sense of community and neighbourhood that, in particular, will embrace the most vulnerable households – notably, in the wake of conflict, those headed by widows and those that include people with disabilities. A further area of complexity, especially for returning IDPs, though also for those who remained in places of conflict and saw others take partial or complete possession of their homes, is the disentanglement of disputed rights to property. While issues relating to housing, land, and property rights were not generally prominent on the agenda of the more traditional twentieth-century UN peacekeeping operations, subsequent approaches to peacebuilding, however, have steadily come to give focused attention to this area. The UN's Guiding Principles on Internal Displacement were adopted in 1998 as a broad aggregation of legal protections already enunciated in binding international conventions. While Guiding Principle 6 sets out the right of all persons to be protected from arbitrary exclusion from their homes, Guiding Principle 29(2) takes note of the specific obligations on state authorities to facilitate the restoration of properties illegitimately taken, or to provide for proper compensation. Thus, while physical reconstruction and the provision of shelter is a necessary first priority, the rebuilding of community and the affirmation of the rule of law are also essential to stabilization as it relates to housing.

In the area of housing, the 2017 year opened with a concentration on the major pilot project being pursued in Anbar, centering on key neighbourhoods in Ramadi and Fallujah – primarily the neighbourhoods of Hay Qadisiya in Ramadi and of Hay Rissala in Fallujah. The methodology of the project was innovative and carefully designed. Based on a budget guideline of USD 2000 per home, the project involved, from the beginning, an emphasis on taking a supporting role as residents rebuild a neighbourhood, not simply houses. The process begins with consultation between FFS and local authorities, during which satellite imagery is used to identify the neighbour-

hoods in greatest need of reconstruction, and to develop preliminary work plans. Teams led by local municipal office-holders then meet with mukhtars and community organizations in the priority neighbourhoods, following which engineers and social organizers (usually locally-employed women) conduct assessments of every house. Competitive letting of contracts follows, with each bidding contractor required to use local labour, and mukhtars and neighbourhood leaders remain closely involved as work progresses. Thus, through community involvement at every stage, the growth of social cohesion is enhanced as an integral part of the approach.

By mid-2017, the pilot project had reached a stage of maturity that led not only to upscaling in the original cities, but also extension to the Ninewa Plains towns of Bartella and Bashiqa. Because the latter two towns are prominently composed of members of religious minorities, their experience of ISIL occupation was especially harsh, and many houses of displaced people were deliberately burned as ISIL forces retreated.



THE ENTRANCE TO A HOUSE WITH FIRE DAMAGE IN THE TAIBA HOUSING COMPLEX IN BARTELA. ©UNDP IRAQ/CLAIRE THOMAS



A FAMILY'S BELONGINGS ARE STORED INSIDE A BADLY BURNED HOUSE IN THE TAIBA HOUSING COMPLEX IN BARTELA. FFS IS WORKING WITH LOCAL CONTRACTORS TO RESTORE 2,100 HOUSES IN BARTELA, INCLUDING 250 HOUSES IN THE TAIBA AND AGADIR HOUSING COMPLEXES. ©UNDP IRAQ/CLAIRE THOMAS

By the end of 2017, out of some 2000 houses scheduled for rehabilitation in Bartela and Bashiqa, 210 had been completed and 500 had gone through the assessment process. In Ramadi and Fallujah, meanwhile, some 6,800 houses had either been fully restored or were actively in process. The pilot in Ramadi had grown to include 16 separate projects, each of which will eventually include some 500 houses, and in Fallujah 12 such projects. From relatively small beginnings in the early part of the year, housing stabilization had therefore grown within just 12 months to be a substantial program.

Also important during 2017 have been the ways in which the housing sector also advanced the cross-cutting priority of gender mainstreaming. In the housing pilot project women took a central role, notably as housing engineers and social organizers, meaning that approximately one-third of the housing teams are composed of women. This inclusiveness, which has been strongly supported by the Anbar governorate and by municipal authorities, has the additional benefit that assessment of women-headed households by all-female teams avoids constraints that might otherwise have arisen from social convention, and ensures that no household will be excluded for that reason.

Other positive developments have also accompanied housing restoration. The development of neighbourhood cohesion has also proved in a local sense to be an important aid to reconciliation between groups and among those who may have responded to conflict in divergent ways. Connected with this, though belonging primarily to the municipalities sector, have been efforts to restore court facilities for the adjudication of property titles.

Also in property matters, as well as in other human rights areas, the FFS communicates to the GOI any concerns regarding necessary protections. FFS maintains a Do No Harm approach to housing, as with all activities, and ensures that UNDP's Social and Environmental standards are met. In practice, and as explained above, for housing, this requires additional effort to be exerted during the planning stages to ensure that issues related to land rights, home ownership, or otherwise are not violated. Further, ensuring that criteria for engagement are well-established and communicated to neighborhoods prior to undertaking work is crucial.



INSIDE A ROOM IN THE MAHABAA HOUSING COMPLEX IN BARTELA, WHICH PROVIDES HOUSING FOR VULNERABLE CHRISTIANS. THE COMPLEX, COMPRISED OF 106 FLATS, IS BEING REHABILITATED WITH THE SUPPORT OF UNDP'S FFS. ©UNDP IRAQ/CLAIRE THOMAS

During the course of implementation of thousands of house repairs in Fallujah, Ramadi, Bartela, and Bashiqa, issues surrounding home ownership have not arisen, likely as a result of the relatively short displacement period. However, UNDP is vigilant in its implementation to ensure that the legitimate homeowners are present during assessments. First, FFS requires that the homeowner be present during the assessment process and able to produce documentation in order to proceed with the assessments. Second, FFS has hired social organizers from the target neighborhoods, which serve as the linkage between communities (mukhtars, sheikhs, etc.) and UNDP's assessment teams to ensure that the occupants are the legitimate homeowners. This crucial bottom-up approach provides a community check on home ownership. Lastly, local authorities, namely from Municipalities, are able to guide UNDP and serve as the government link when questions of ownership arise.

By the end of 2017, therefore, the sector of housing had seen important progress, tangible, as well as in assessment, for prompt action in 2018. At year end, through the implementation of 36 housing projects, 103,467 Iraqis

had been directly impacted through the rehabilitation of their home. Considering the core importance of shelter for a safe and dignified existence, and the speed at which FFS worked through 2017 to build and implement this housing portfolio, this is truly a notable achievement.

At the same time, however, shortage of funding in this area had already been identified as a problem by mid-year. Even in Anbar, where the successes in Ramadi and Fallujah have prompted the Governor to request that the program be further expanded, the original budget is inadequate. On an even greater scale, the overwhelming need in Mosul – and especially in West Mosul – largely remains to be addressed. Districts in and surrounding the Old City in West Mosul, where bitter fighting took place and was intensified by the area's deep cultural and symbolic importance, were devastated to an extent that will require the rehabilitation of tens of thousands of housing units. The meticulous process of removing explosives and other munitions precluded the making of any significant beginning in 2017. Experience in Anbar and in Nine-wa Plains will undoubtedly prove crucially beneficial, although the continuing magnitude of the task is clear.

WINDOW TWO SECTORAL DEVELOPMENTS

LIVELIHOODS

While all sectors of stabilization activity have great importance, the ability to generate and sustain economic livelihoods has in some respects an especially broad significance for both general and particular reasons. At the most general level, peacebuilding is about creating a basis of hope for the future. Without the realistic prospect of a decent livelihood, moderate as it may be, there is little room for hope. At more specific levels, livelihood is intimately related to health, in that the diseases of poverty can only be avoided – even eradicated – through proper livelihoods distributed throughout any given community. Livelihood is similarly related to housing, in that a healthy household requires adequate shelter and space that must somehow be paid for. Moreover, livelihood also has many connections with education, ranging from the availability of time for children to go to school, to the nutrition required for effective learning, and ultimately to the resources necessary for any person who can benefit from advanced education to be able to avail themselves of that opportunity. Livelihood is also bound up with the nature of conflict itself. While conflict, of course, has many causes, economic issues are frequently among them. Conversely, if peace brings hope, pride, and opportunity in a livelihood sense, the drive to maintain and entrench that peace will become broad and deep in any affected community.

However, the cultivation of sustainable livelihoods in a post-conflict situation is also inherently complex. As well as implying a building process in economies that have suffered extreme damage, it may also involve (especially following long periods of conflict) reversing adjustments that have been made during the conflict itself. A key example is that young people, mainly though not exclusively young men, may have found livelihoods as combatants, and unless peaceful livelihoods quickly become available, they may have an incentive to seek or at least to acquiesce in renewal of armed operations. Equally, those who have provided essential supplies and services to armed forces on whatever side may have a similar leaning.



LIVELIHOODS

ALL BENEFICIARIES

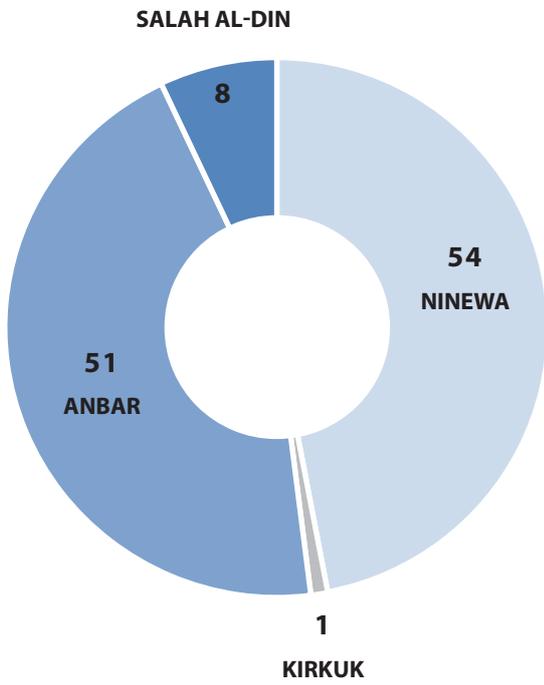
24,455

WOMEN BENEFICIARIES

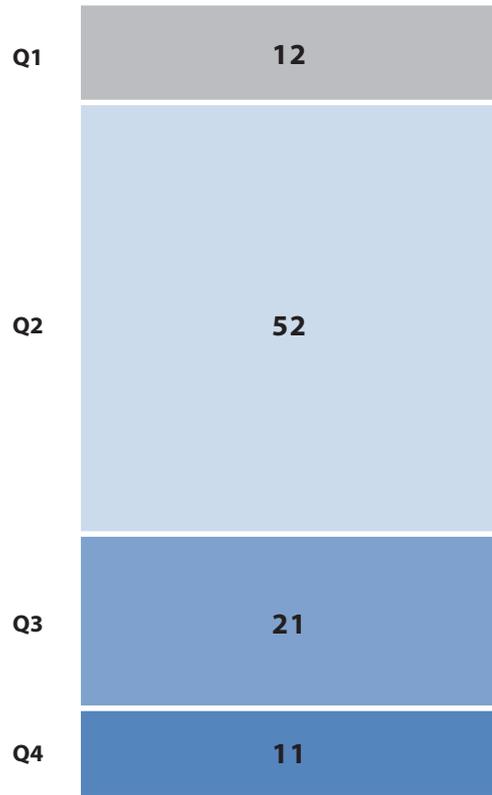
6,655

MEMBERS OF A FFS SUPPORTED CASH FOR WORK TEAM STAND FOR A GROUP PHOTO ON THE ROOF THEY ARE CLEANING AT THE DAMAGED NINEWA UNIVERSITY IN WEST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

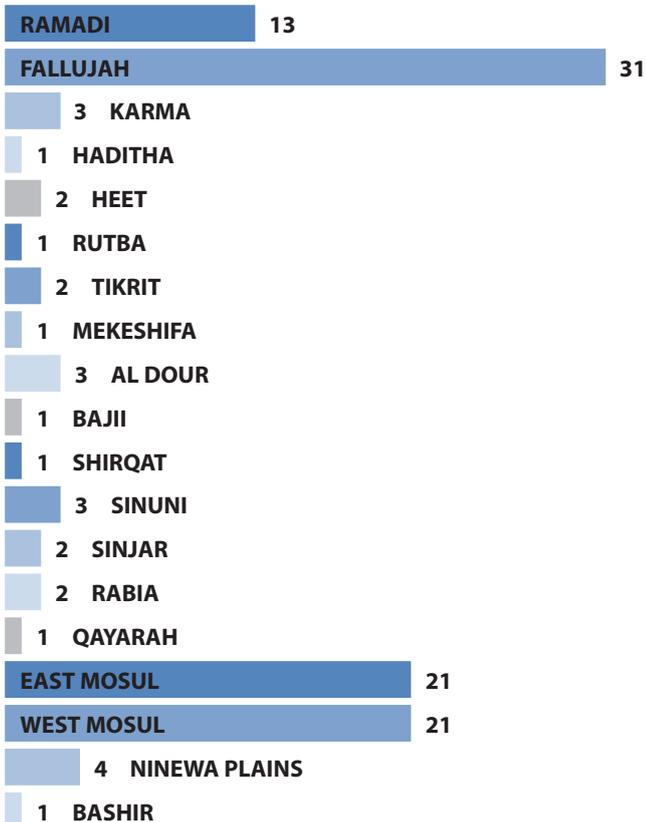
**REGIONAL BREAKDOWN OF
FFS LIVELIHOODS PROJECTS
TOTAL NUMBER OF PROJECTS: 114**



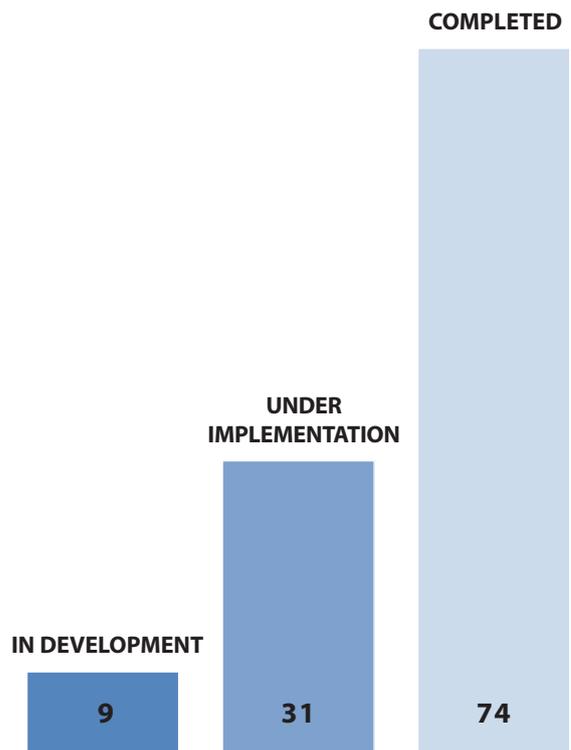
FFS LIVELIHOODS PROJECTS BY QUARTER



LOCATION OF FFS LIVELIHOODS PROJECTS



**MAJOR PROJECT STATUS
OF FFS LIVELIHOODS PROJECTS**





RUBBLE AND DEBRIS IS CLEARED BY CASH FOR WORK TEAMS FROM THE STREETS OF MOSUL'S OLD CITY, WHICH SUFFERED EXTENSIVE DAMAGE DURING ISIS OCCUPATION AND THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

Livelihood raises key issues regarding youth and gender. Young people have the longest horizon, and so sustainability of livelihood (along with health and education) is essential to realistic hope for an extended future. However, at the same time, opportunities must become available quickly, not least (as noted above) to provide a disincentive to lapsing into conflict-era subsistence patterns. In terms of gender, women and men experience conflict in different ways. As well as vulnerability to sexual and gender-based violence, women in conflict areas who have responsibility for household and reproductive labour will typically experience these tasks becoming more onerous and more dangerous. These conditions do not necessarily subside quickly in the post-conflict phase, and the ability to attain a viable livelihood is a crucial factor in moving away from such threats and constraints. This is all the more true where households are headed by women, including widows of male combatants.

Livelihoods continued to be a major focus of FFS work in 2017. Livelihood activities, widely valued and supported in communities of all kinds, have proven crucial to jump starting local economies, particularly in areas such as West Mosul, where few other opportunities are available. Throughout 2017, however, local officials consistently reported that livelihoods support is more than just about ensuring that people have jobs. It is also about dignity, and employing youth as a means of drawing them away from extremist ideology. The importance of the contribution of livelihoods work to allowing people to return to their place of origin with dignity, cannot be overstated, and the popularity amongst Iraqi people cannot be overstated, as evidenced by the FFS Impact story. Throughout the year livelihoods projects have taken place through various modalities: cash for work, small business grants, and cash grants to women-headed households.

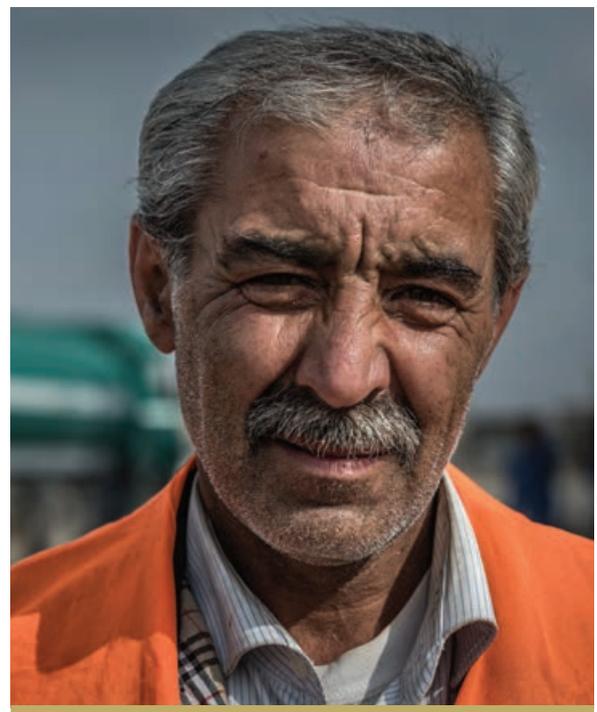
FFS IMPACT: SUPPORTING FAMILIES TO REBUILD THEIR CITIES

FFS staff met Haiman Sadiq in November 2017 as he started his first day working on an FFS cash for work project in the Al Jadeda area of West Mosul.

Originally from the Old City of Mosul, Haiman's home was destroyed by an airstrike during the battle to liberate the city from ISIL control. He now lives with his family in East Mosul and is happy to have an opportunity to be involved with the cleanup of his city. "I'm happy for two reasons," he explains. "Cleaning the city helps the people, and also the salary is very important for me because it helps me support my family."

In 2017, FFS supported 114 livelihoods schemes across Iraq, supporting 24,455 people and 6,655 women to earn an income to support their family, either through cash for work opportunities or small business grants to women headed households. As we heard from Mr. Sadiq, these schemes have an immediate and direct impact on the ability of Iraqis to support their families.

As the FFS and the Government of Iraq work together to support Iraqis to return home, having the possibility of an income and with this the possibility to access basic services like electricity, is one of the biggest pull factors drawing people back to their area of origin.



*FFS CASH FOR WORK EMPLOYEE, HAIMAN SADIQ.
©UNDP IRAQ/CLAIRE THOMAS*

Cash for work activities, the most common modality for livelihood projects, not only provided crucially needed short-term job opportunities, but also paved the way for large scale reconstruction initiatives. Nowhere is there a more powerful demonstration of the necessity of this work than in West Mosul, which endured intense bombardment and, in some locations, almost complete destruction. Important health and education facilities such as the West Mosul General Hospital and Ninewa University were significantly damaged, intentionally by ISIL forces in some cases. The first step towards rehabilitation was clearance of rubble by FFS cash for work crews in order to allow reconstruction to take place, which provided income opportunities for 60 beneficiaries (15 women, 45 men) in the case of West Mosul General Hospital, and 40 beneficiaries (11 women, 29 men) at Ninewa University, over a period of seven weeks.

Overall in West Mosul, cash for work projects generated 420 work opportunities, crucially needed in a city where there are few other income-generating opportunities. Project locations were diverse in West Mosul, according to neighbourhood. In Al Jadeeda, for example, 200 beneficiaries (40 women, 160 men) cleared rubble and debris from 65 schools, five primary healthcare centers, an electricity station, a house for the elderly, and a disability center. The FFS response in the devastated Old City in West Mosul was swift. The FFS Team coordinated closely with the Ninewa Coordinator for Stabilization and Reconstruction and UN partners on the Old City response, and in 2017 the first projects in this part of the city began, in the neighbourhoods of Soq al Mosul, Sheikh Abu Al Ola 2 and Naby Gargas, and Sheikh Abu Al Ola 3, with each project deploying 150 workers. The clearing of streets in these areas began to facilitate the return of families who, due to the complete blockage of many streets, were physically unable to return to their homes until a path was cleared.

While many cash for work projects focused on clearing rubble from essential facilities and streets, some projects focused on the rehabilitation of important community infrastructure. For example, restoration of public parks in Fallujah created opportunities for 150 workers for 45 working days, and also facilitated access to public spaces that are important for creating opportunities for social interaction and, in turn, fostering socially cohesive and inclusive cities, helping to ensure an adequate quality of life for urban citizens. Also in Ramadi, where eight out of 10 initiatives were completed by the end of 2017, projects focused not only on removing rubble,

but also beautifying neighbourhoods, an essential step towards making streets and houses into communities, thus rebuilding social bonds which will be essential for sustaining peace in Iraq.

Livelihoods work, however, does not come without significant risk. Challenges in 2017 related to the continued presence of explosive hazards, which has meant both risk for site workers and continued closure of working areas by the Federal Police to allow for de-mining. Particularly in West Mosul, this is a continuing danger. The ongoing successful partnership with UNMAS, however, has proved a crucial tool for overcoming this challenge. Throughout 2017, UNMAS and its implementers cleared hundreds of sites to allow UNDP livelihoods projects, and other work, to begin. In addition, UNMAS also provides crucial training to UNDP cash for work labourers to educate them regarding work safety and basic explosive hazard awareness.



UNMAS EXPERTS HOLD AN EXPLOSIVE HAZARD TRAINING COURSE FOR CASH FOR WORK WORKERS IN WEST MOSUL. WORKERS PARTICIPATING IN FFS SUPPORTED CASH FOR WORK SCHEMES ARE PROVIDED WITH TRAINING ON HOW TO RECOGNIZE AND REACT TO THE THREAT OF MINES AND IMPROVISED EXPLOSIVE DEVICES. ©UNDP IRAQ/CLAIRE THOMAS

The year 2017 also brought challenges related to the mandate associated with FFS work. FFS livelihoods work is strictly meant to be confined to the immediate clean-up of war remnants, and FFS strictly enforced with the local authorities that workers are not undertaking ordinary garbage collection services or municipal responsibilities.

The recognition of challenges, such as the one highlighted above regarding the mandate of projects, is possible only due to the stringent monitoring framework that has been put in place for livelihoods projects, with 2017 marking a crucial revision in this area. Revamping the monitoring system for cash for work projects was a priority for FFS during the year, to ensure that projects were being delivered in a transparent way. As explained in Section Five, adherence to UNDP's strict code of conduct regarding operating procedures is essential to the success of the FFS, notably with respect to the components of the programme, like the cash for work, which involve large volumes of cash. Key components of this monitoring framework include:

- Deployment of third party monitors, with a ratio of 30 workers per monitor (during part of Quarter Three, the ratio had been 50:1. By early fall, the ratio had changed to 30:1);
- Cash transfers being conducted in the presence of FFS Liaison Officers and monitors, and completed on a weekly basis;
- Regular site visits by the UNDP Livelihoods Team to cash for work activities;
- Remote, ad hoc interviews with beneficiaries by UNDP Livelihoods Team; and
- Payments to contractors only completed at the end of each project. This follows verification of cash transfers by the FFS Livelihood Team and Program Staff, which includes review of documentation provided by the contractor and interviews with beneficiaries.

One of the most significant successes in livelihoods work in 2017 was the engagement of women. Throughout the year the FFS continued to introduce new means to encourage the recruitment of women in the cash for work crews. Projects at enclosed sites such as hospitals and universities deploy smaller teams, but enable women to participate.

Experience has shown that women are often unwilling to participate in cash for work teams in open areas and with labour-intensive rubble removal due to cultural norms. Activities in enclosed sites better enable women to participate, and FFS has seen a substantial increase in participation of women as a result.

Women workers themselves have responded extremely positively to these opportunities, as demonstrated by The FFS Impact story below. In West Mosul, for example, following the completion of work at Mosul General Hospital, female workers asked if they could be rotated to other locations since, even though they had only worked for 30 days under this project, it had contributed significantly to improving their livelihoods. In East Mosul, the FFS undertook 21 livelihoods projects by the end of 2017, 15 of which were completed. Two projects were ongoing, including a cash for work project in Nerkhal neighbourhood that deployed 700 workers in total, of whom 161 were women. In total, 5,000 people had benefited – to the level of 60-90 days per person – from cash for work projects in East Mosul by year's end, 450 being women. Also in East Mosul, a further project was ready by the end of 2017, to be launched in early 2018, to employ a work force consisting of 80% women to repair desks in Kokjely schools. This is a pilot project aimed at developing new approaches to employing women, and it also builds on experience in Fallujah, where 165 women (out of 190 workers) carried out a clean-up of twenty public schools, with productive results that prompted the Anbar Directorate of Education to request additional such projects.

FFS IMPACT: PROVIDING INCOME OPPORTUNITIES FOR FEMALE BREADWINNERS AND HEAD OF HOUSEHOLDS

In November of 2017 25-year-old Lumia Tallat stood to speak with FFS staff while cleaning a classroom in a damaged school in the Al Jadeda area of West Mosul. “This work is very helpful for me,” she says. “I hope I can continue with this work. It’s the only way I can support my family.” One of her sons lost an eye after being hit by an ISIL car bomb, and her husband suffers from severe mental illness after ISIL militants tried to kill him. Lumia is therefore the sole breadwinner in her family, a situation that unfortunately is not unusual in West Mosul, and in other areas of the country.

Throughout 2017 the FFS continued to introduce new means to encourage the recruitment of women in the cash for work crews. Projects at enclosed sites such as hospitals and universities deploy smaller teams but enable women to participate. Additional third-party monitors have been deployed to FFS cash for work projects to ensure partners are adhering to contractual specifications requiring women’s participation to an expected norm of at least 15%. With ongoing support from donors, FFS hopes to be able to continue to give these essential income-generating opportunities to Iraqi women.



25-YEAR-OLD LUMIA TALLAT

“When I received my first payment, I was very happy to be able to buy electricity for my home,” she explains. FFS cash for work projects provide urgently needed income opportunities for both men and women. Particularly for women this is often the only source of income available due both to scarcity of positions and also to social stigma attached to many types of work. Like Lumia illustrates, for those women who are the sole breadwinners or the head of their households, FFS cash for work could be the only method of paying for electricity, health care, or any other essential services.



A WOMAN WORKS ON THE INTERIOR OF A SCHOOL IN FALLUJAH AS PART OF A FFS SUPPORTED CASH FOR WORK PROJECT.

Outside of the major cities, livelihoods projects in Heet and Haditha were completed in late 2017 that supported 588 beneficiaries, of whom 61 were women. Participation of women in restoration projects, especially those involving outside work, met cultural resistance in some areas – notably in Ninewa Plains – and although 12 women were included in cash for work projects in Bartela, women’s overall employment participation rates remained relatively low. Everywhere, meanwhile, additional third-party monitors have been deployed to cash for work projects to ensure partners are adhering to contractual specifications regarding pay and working conditions, and to track women’s participation to an expected norm of at least 15%.

In some locations, women’s involvement in cash for work projects is complemented by cash grants to women-headed households. While verification of potential beneficiaries for these grants is a painstaking and ongoing process undertaken by the Ministry of Labour and Social Affairs (MOLSA), the FFS has worked with MOLSA to refine the beneficiary list to include returning IDPs.

Overall, therefore, livelihoods projects during 2017 have been directed in the first instance to addressing the immediate need for cash employment in liberated areas, with projects conducted within a scrupulous process designed to ensure proper use of resources, high standards in the treatment of workers, and that youth and gender considerations are taken fully into account. Cash for work also sets the foundations for expanded stabilization projects and for the evolution over time of a stabilized economy within which sustainable livelihoods will extend into a future of healthy economic integration.

WINDOW THREE SECTORAL DEVELOPMENTS

MUNICIPALITIES, RULE OF LAW, AND ADMINISTRATIVE SERVICES

Across the country, the Municipalities Directorates play a crucial role in the lives of Iraqi citizens. On a practical level, the services rendered under the Municipalities Directorates are in many ways the first signs that the government is operational. Basic services of cleaning streets, removing waste and trash, fixing roads and sidewalks, and operating local government-owned enterprises are immediately visible to returnees every day. The significant increase in requests from the PCCs to support Municipalities Directorate needs exemplify the importance of re-establishing these services. Further, local governance is crucial in part because of its ability to facilitate communications with the central state and to shape resource transfers from central to local contexts. Municipal governments are also uniquely placed to engage with communities in localized decision-making. For these reasons, the restoration of legitimacy at local level is inseparable from restoration of the legitimacy of the central government. Local authorities can also be highly effective in channeling resources for urgent projects, identifying needs on the ground and directing resources in ways that reinforce a local sense of ownership of the reconstruction process, and then in participating in mapping out longer-term routes towards economic stability and growth. Finally, the presence of local police in the communities helps instill a sense of security for returns. It is important, therefore, to support the local police in re-establishing their presence in their neighborhoods, often through the rehabilitation of physical headquarters for police to be based.

However, the capacity of municipalities to undertake these roles successfully depends on recovery from the disruptions of conflict, both in terms of basic functioning and service delivery and in the re-establishing of a secure revenue base. The ability to hire or rehire an adequate workforce depends on the ability to pay salaries, while the continuing provision of services ranging from regulating local markets to community-based policing is reliant on secure and predictable revenue. Prioritizing the health of municipal governance, therefore, is a crucial sector in itself as well as contributing importantly to stabilization goals in other sectors.

Disruption of the functioning of municipalities by conflict and during ISIL occupation was evident both in the inability of local authorities to offer services and in physical damage. In Mosul, for example, some 70% of municipal buildings had been destroyed by the time of liberation. Loss of equipment through conflict-related damage or theft also depleted the ability of municipalities to participate in immediate clearance and repair. During the early part of 2017, therefore, and continuing as new areas were liberated, one priority of FFS was to replace essential equipment, such as 20 dump trucks and six backhoes provided early in the year for use in East Mosul. Provision of such pieces of equipment continued during the year, as did restoration of municipal garages and warehouses in many centres. Also important in enabling municipal staff to return to work, along with repairing buildings, has been the provision of basic office equipment: desks, chairs, computers and other IT items.



MUNICIPALITIES

ALL BENEFICIARIES

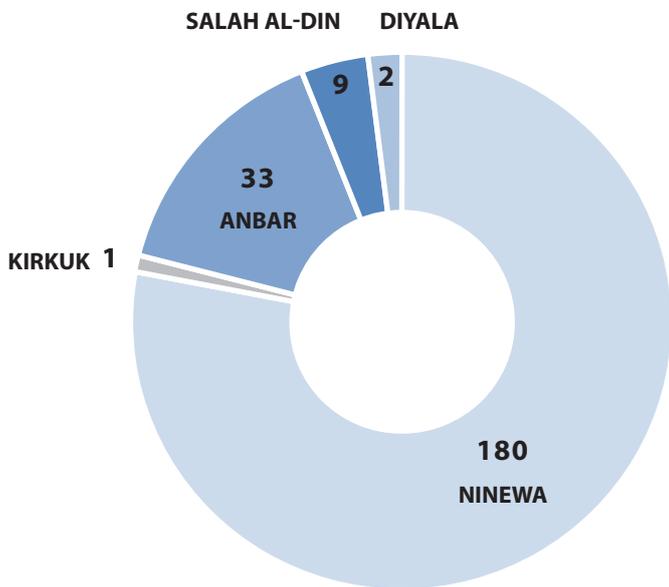
470,848

WOMEN BENEFICIARIES

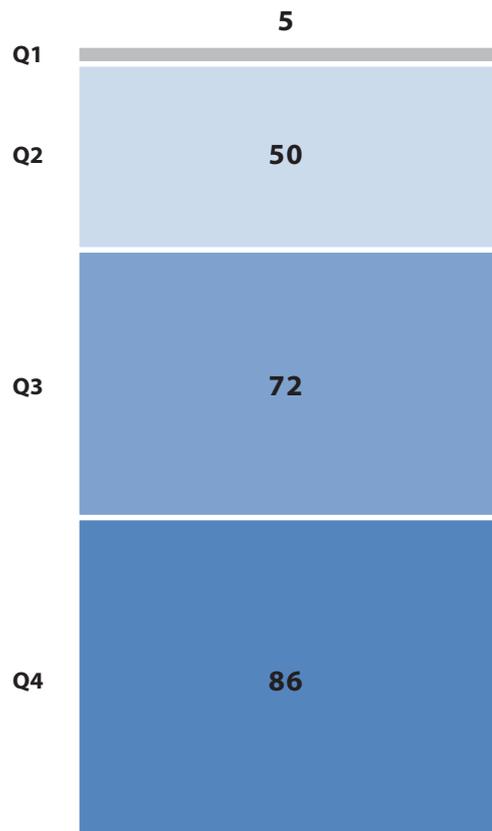
229,737

WORKERS MAKE REPAIRS TO A MAINTENANCE FACTORY IN EAST MOSUL, WHICH WAS BADLY DAMAGED DURING ISIS OCCUPATION AND THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

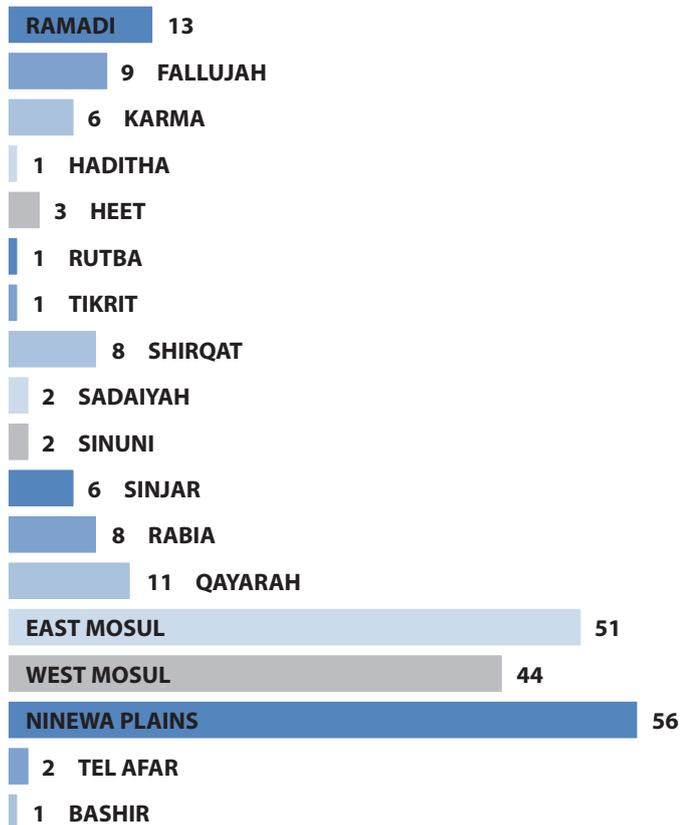
**REGIONAL BREAKDOWN OF
FFS MUNICIPALITIES PROJECTS
TOTAL NUMBER OF PROJECTS: 225**



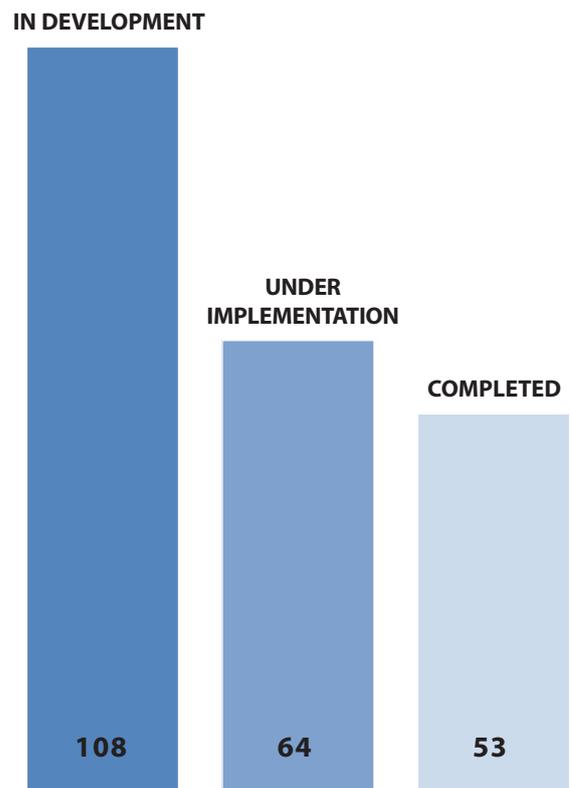
FFS MUNICIPALITIES PROJECTS BY QUARTER

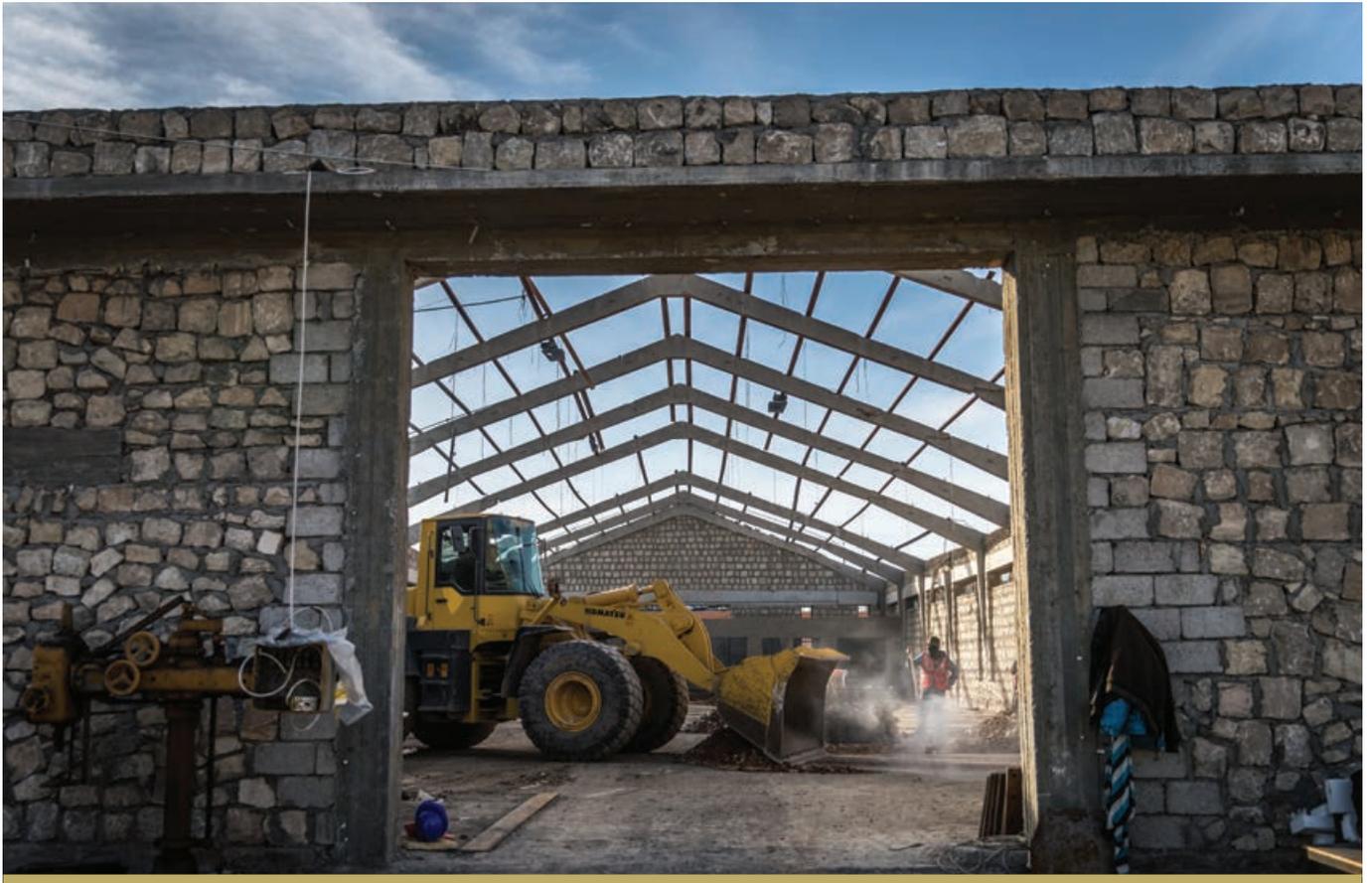


LOCATION OF FFS MUNICIPALITIES PROJECTS



**MAJOR PROJECT STATUS OF
FFS MUNICIPALITIES PROJECTS**





IN MOSUL SOME 70% OF MUNICIPAL BUILDINGS HAD BEEN DESTROYED BY THE TIME OF LIBERATION. LOSS OF EQUIPMENT THROUGH CONFLICT-RELATED DAMAGE OR THEFT ALSO DEPLETED THE ABILITY OF MUNICIPALITIES TO PARTICIPATE IN IMMEDIATE CLEARANCE AND REPAIR. FFS SUPPORTED THE REHABILITATION OF AN EAST MOSUL MAINTENANCE FACTORY, WHICH IS PICTURED. ©UNDP IRAQ/CLAIRE THOMAS

Other developments in the municipality sector have multiple benefits in that, while they provide direct services to citizens they also augment municipal revenues on a stable and ongoing basis. The restoration of municipal shopping centres and markets is a key example that has brought both economic and fiscal stabilization to both rural and urban areas. In the Hamdaniya District, for example, the rehabilitation of the municipal vegetable market, completed in late 2017, enabled no fewer than 101 shops to reopen. While providing the municipality with rental revenues, the market also brought additional food security to the area while supporting the business stability of local producers. Not surprisingly, it has proved to be a popular development and it has been paralleled in other municipalities throughout other governorates. Equally popular has been the completed restoration in the Fall of 2017 of the asphalt plant in Heet, described by the head of the local council as the best project in the area. Munic-

ipally-owned asphalt plants have key advantages in that they re-employ local workers (25 workers are employed in the plant in Heet), support projects on roads and bridges, and through the sale of asphalt to contractors bring substantial municipal revenues. Urban examples can be found in East Mosul and in Ramadi, among others, and they illustrate that state-owned manufacturers continue to have a place in stabilization activities in conjunction with private-sector business such as those of contractors.



A CAR WASH IN KARAMLESS IS ONE OF 31 MUNICIPAL SHOPS THAT HAS BEEN REHABILITATED WITH THE HELP OF UNDP'S FFS. ©UNDP IRAQ/CLAIRE THOMAS

Also in 2017, FFS was requested to rehabilitate a number of other key municipal-level facilities in order to re-establish local government activities. The re-establishment of Agricultural Directorates and the restoration of agricultural offices in rural areas such as the Ninewa Plains, providing services ranging from seed distribution to business advice. In Qayara, taking a different example, an important service was restored with the opening late in 2017 of the rehabilitated Nationality and Civil Service Building, easing the process for citizens to acquire essential identity documentation.

Because of the importance to state legitimacy of the re-establishment of the rule of law, FFS support for policing and court functioning continued throughout the year, with restoration of police stations and courthouses foundational in many areas. Effective functioning of the justice system has special importance for returning IDPs, who may need to turn to the courts to adjudicate property issues. An important development in 2017 was the adoption of more comprehensive planning in FFS support for policing, with the identification of police stations for priority rehabilitation across entire urban areas.

In Mosul, for example, 15 police stations had been designated by mid-year – as well as the police academy – for urgent rehabilitation projects. While these are examples of urban policing support, the re-establishment of effective policing has equal if not greater urgency in more remote areas of the governorates, as in the Anbar vicinity of Heet, Haditha, and Rutba. By the end of 2017, the police station in Heet was approximately 80% complete, and when it is in full operation in early 2018 it will allow some 100 police officers to be active in the area. In some areas of continuing instability, such as in Shergat, police stations can be targeted by remaining ISIL activists, but even there mortar damage to the police station during the third quarter of the year has quickly been remediated.

Stabilization support for municipalities, therefore, has been an important facet of FFS activity throughout 2017, and this has brought benefits in itself as well as contributing to other sectors and goals.



WORKERS PLASTER THE WALLS INSIDE THE AGRICULTURE DIRECTORATE IN EAST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS



AN IMPORTANT DEVELOPMENT IN 2017 WAS THE ADOPTION OF MORE COMPREHENSIVE FFS WORK TO SUPPORT LOCAL POLICING. WITH THE IDENTIFICATION OF POLICE STATIONS FOR PRIORITY REHABILITATION ACROSS ENTIRE URBAN AREAS, THE CAPACITY OF POLICE FORCES WAS ENHANCED. PICTURED IS THE REHABILITATED FALLUJAH POLICE STATION.

SECTION FIVE: CROSS-CUTTING TRENDS OF 2017



MEMBERS OF A CASH FOR WORK TEAM STAND FOR A PHOTO WHILE CLEANING INSIDE THE NABOKHATH NASSAR SCHOOL IN YARMOUK NEIGHBOURHOOD OF WEST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

As demonstrated by Section Four, FFS has achieved significant results in 2017 in all sectors, despite the tremendous challenges and more work remaining. When considering the work and achievements of 2017, a number of cross cutting trends can also be noticed, namely the growth of the expanded stabilization port-

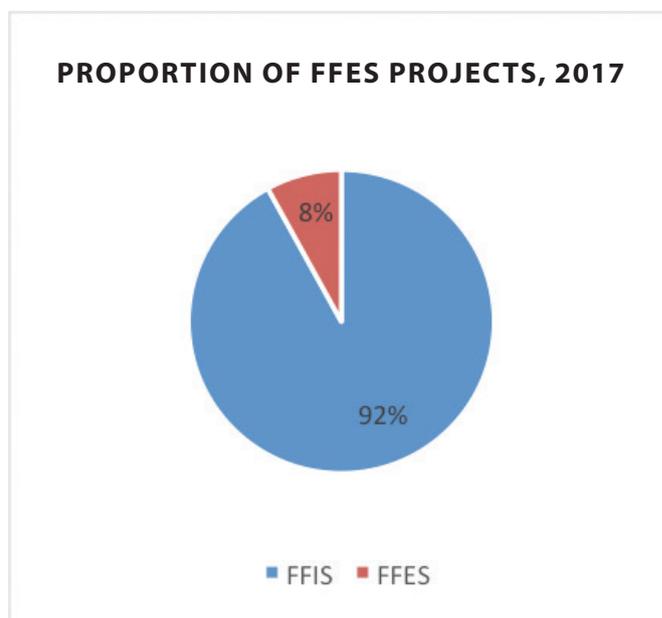
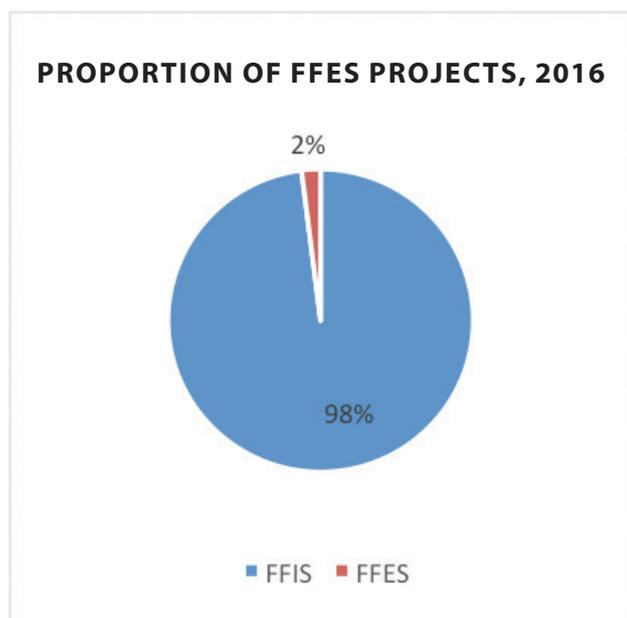
folio, an ongoing dedication to United Nations commitments related to gender mainstreaming and fraud mitigation, strict adherence to a revamped monitoring framework and implementing UNDP's Social and Environmental Standards. These six topics will be explored in more detail below:

GROWTH OF THE EXPANDED STABILIZATION PORTFOLIO

The year 2017 was one of rapid growth for the FFS overall, but particularly for the Expanded Stabilization (FFES) portfolio. As outlined in Section Three, FFES was put in

place in April 2016, but really found its footing in 2017, with a 6% growth in overall number of FFES projects in relation to the whole FFS portfolio (see Figure 10).

FIGURE 10: PROPORTION OF FFES PROJECTS IN 2016 AND 2017



The growth in the monetary value of FFES projects between 2016 and 2017 was extraordinary, growing from USD 2.2 million to USD 20.5 million. This dramatic one-year growth demonstrates not only the commitment of donor countries to significant levels of Iraq rehabilitation, but also the stark reality of the enormous level of need for infrastructure rehabilitation within the country.

As noted in greater detail in Section Four, the year 2017 saw FFES work begin on multiple bridge rehabilitation projects such as the Fallujah Iron Bridge, Japanese Concrete Bridge in Fallujah, (Palestine) Concrete Bridge in Ramadi, and the Sayedatee Al Jamila Bridge and Sukar Bridge in Mosul. These high visibility projects are important in their role as essential transport linkages but also in the symbolic importance that the rehabilitation of large scale infrastructure like bridges have in communities, as signs of demonstrable movement away from times of conflict.

FFES also began work in 2017 in significant hospital rehabilitation work on sites such as the Hamdaniya Hospital, Qayara General Hospital and Tikrit Teaching Hospital. Although the scale of the rehabilitation of these health centers is large, the benefits that they bring to the immediate and larger communities is equally as significant. The Tikrit Teaching Hospital upon completion, for example, will provide advanced health services to 2 million people in central Iraq.

Finally, also notable is the FFES progress made in the rehabilitation of higher education facilities. Anbar University, for example, as is discussed in more detail in the Education section above, will offer higher education opportunities to more than 20,000 students when fully reopened and, thanks to FFES work, opened for the first time in three years in 2017 for 18,000 students.

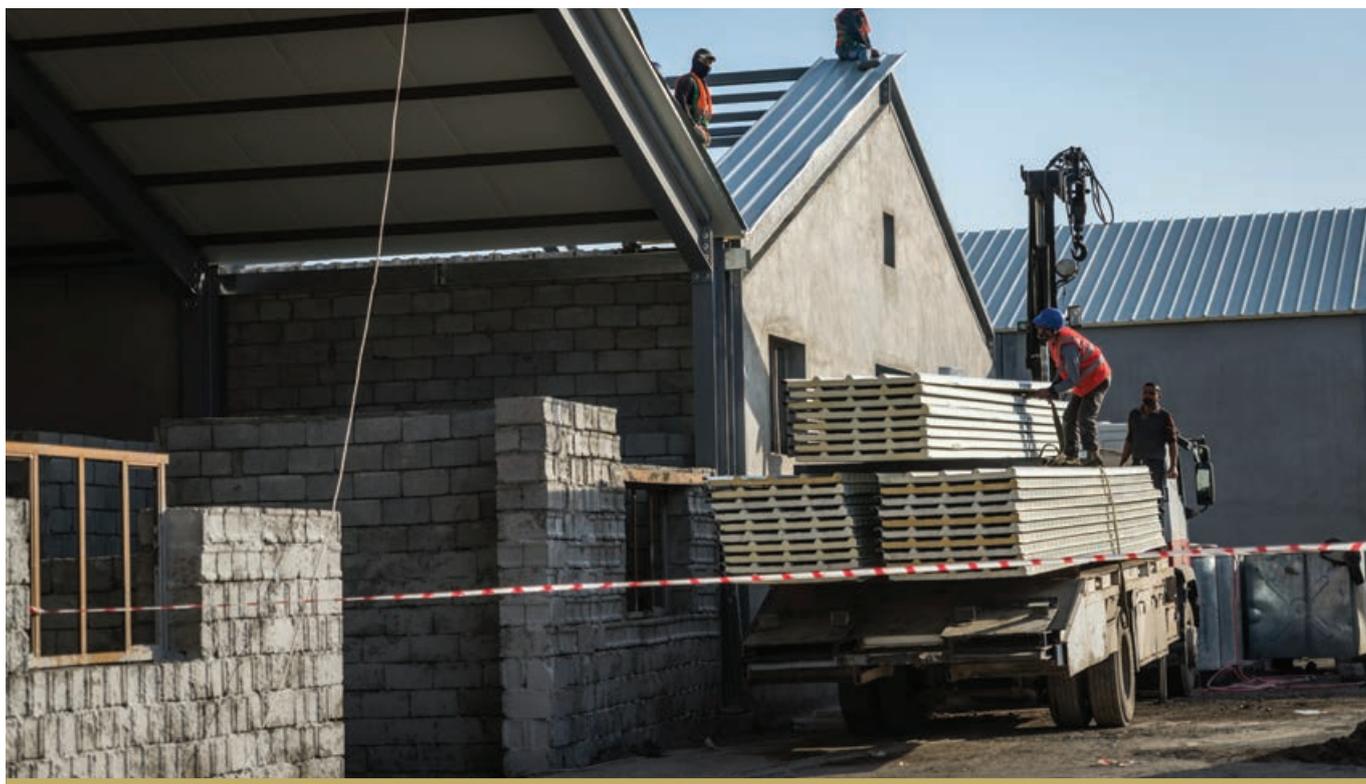
SCALING-UP CAPACITY SUPPORT INITIATIVES

While the increase in operational capacity of municipal officials is, in some ways, intangible in its nature, the impact of the work is demonstrable through the increasing number of projects that local authorities were able to manage as 2017 progressed. For example, in East Mosul, the number of projects increased by more than 100 between Quarter Three and Quarter Four in 2017. While this was due also to the scaling up of the FFS Service Centre and wider access to East Mosul by the FFS team, the importance of the increase of capacity of local officials to develop bills of quantity and prioritize their needs cannot be understated.

In 2017, the number of Stabilization Advisors directly supporting Governorate and local authorities in stabilization work increased from one in 2016 to four in 2017. These experts work directly with Iraqi authorities and communities to understand and guide the prioritization process as well as oversee implementation. The role of the Stabilization Advisors is further strengthened by the Area Coordinators, who further guide UNDP and the Iraqi government on conflict sensitive issues, needs of the communities, and communicate the role of FFS more broadly.

The recruitment of a dedicated Gender Advisor in early 2017 also demonstrates the commitment of FFS to improve gender mainstreaming in programming described below, and has resulted in concrete improvements at the local level in introducing more women-specific priorities and projects. This guidance from the Gender Advisor is both inward-looking toward FFS program, as well as advising Governorate and local authorities and implementing partners on the importance providing more concrete opportunities for women in decision-making.

As explained in Section Three the role of MSAs throughout the governorates has been central to all FFS actions in support of capacity development initiatives. Identified as local experts regarding the issues facing municipal governance, the MSAs are embedded by FFS in municipal offices to be technical advisors and take a role in monitoring, but also are vitally involved in maintaining communications between national, governorate, and municipal authorities to promote coordination and to ensure that local priorities and concerns are recognized at the other levels.



WORKERS MAKE REPAIRS TO A MAINTENANCE FACTORY IN EAST MOSUL, WHICH WAS BADLY DAMAGED DURING ISIS OCCUPATION AND THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

Support to capacity development also extended to monitoring and gender mainstreaming practices. Throughout 2017, the continuing stringent application of control procedures administered and monitored locally by Stabilization Advisors, Area Coordinators, MSAs, Liaison Officers, and Project Engineers is a measure of the safeguards against corruption that are essential to successful stabilization. Moreover, FFS has consistently enlisted the support of Mayors, mukhtars, and others in enlarging the participation of women in all decision-making, both individually and in the empowering of women's organizations. The Gender Advisor, Stabilization Advisors and Area Coordinators have also been instrumental throughout the year in advancing this process.

The overall aim of FFS capacity support initiatives is to create the environment for Governorate and municipal governance to flourish, by ensuring the governor and the provincial line directors have the infrastructure and equipment (tools) to provide planning and direction for sustainable governance. The completion of significant numbers of projects by FFS in 2017 also meant that municipal authorities took possession of a significant amount of municipal infrastructure, on top of growing

management responsibilities as IDPs continue to return home. The deployment of Stabilization Advisors, Area Coordinators, a Gender Advisor, Municipal Stabilization Advisors, and Liaison Officers was, in 2017, one of the primary ways which FFS provided capacity support to Municipal and Governorate authorities. Overall, approximately 29 positions were added in the FFS team to improve capacity support exercises.

Finally, capacity support in terms of rehabilitation of the municipal buildings and provision of heavy equipment to municipalities was also substantially increased in 2017. While at the end of 2016, there were a total of 12 municipality related projects, but the end of 2017 that number had increased to a total of 225, a clear demonstration of the intensity of the focus FFS placed on supporting the enhancement of municipalities through 2017.

FOCUSING ON GENDER MAINSTREAMING



FFS ENGINEERS SARA MAHMOOD (LEFT) AND WEJDAN AHMED STAND FOR A PHOTO AT THE QUBBE ROUNDABOUT IN EAST MOSUL. "I LOVE WORKING WITH UNDP BECAUSE I LOVE BEING AROUND PEOPLE AND HELPING REBUILD MY CITY AFTER ISIS," SAYS SARA. "WE WERE TREATED VERY BAD UNDER ISIS. WOMEN COULDN'T WORK, ONLY STAY AT HOME. I WAS WORKING IN A PHARMACEUTICAL FACTORY, BUT WHEN ISIS CAME I HAD TO STOP. THEY TREATED CHILDREN VERY BADLY AS WELL." ©UNDP IRAQ/CLAIRE THOMAS

The commitment of the UN to gender equality is longstanding. First prominently expressed in the 1979 Convention on the Elimination of All Forms of Discrimination Against Women, this principle has been powerfully affirmed in an extended series of global and regional declarations and policy frameworks. The Sustainable Development Goals are especially influential in making clear that gender equality, as well as being a human right to which the UN is irrevocably and intrinsically committed, is also a driver of development. Stabilization activities, therefore, must necessarily 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 for the attainment of stabilization goals of all kinds.

Since its inception FFS has recognized that just as women and girls are especially vulnerable in conflict situations, so they also have a disproportionate burden in the process of rebuilding. The year 2017 was seminal in the formalization and prioritization of gender mainstreaming in FFS programming, notably by the addition of a full-time gender expert to the FFS staff. The addition of a Gender Advisor noted above, and the subsequent development of a FFS Gender Strategy, was a recognition that women are invariably central to the process of rebuilding community, whether in a material or a cultural sense. Moreover, women, like men, must have livelihoods that – in order for stabilization to take hold effectively – offer a degree of security adequate to sustain hope for a promising future. The need for resources to support a family economy is all the more acute in a post-conflict situation where, as in Iraq, a substantial number of households are headed by widows (see Box 1).

BOX 1: GENDER MAINSTREAMING IN ACTION, INCOME OPPORTUNITIES FOR WOMEN HEADING HOUSEHOLDS

FFS remained committed in 2017 to supporting women to have opportunities to earn an income, particularly those who are now heading their household following the years of conflict. Significant opportunities for work were generated through the FFS Livelihoods window (and is detailed in Section Four), where certain cash for work initiatives were developed with consideration for arrangements, such as indoor, light weight rubble removal, that would be more appealing for female workers, and their families.

In the first quarter of 2017, the FFS also piloted cash grant modalities in Fallujah, supporting 980 women with over \$490,000 in direct cash assistance. Lessons learned from Fallujah are currently being applied to similar project designs in Ramadi and Karma and will be adapted to Mosul when the security situation allows. In 2018, a minimum of 670 women-headed households in Karma and 3,000 in Ramadi will receive individual grants of \$500 each.



MEMBERS OF A FEMALE CASH FOR WORK TEAM STAND FOR A PHOTO WHILE CLEANING A CLASSROOM IN A DAMAGED SCHOOL IN THE AL JADEDA AREA OF WEST MOSUL ©UNDP IRAQ/CLAIRE THOMAS

While the purpose of the FFS program does not extend to finding comprehensive solutions to deep-seated gender inequalities, nevertheless with the full participation of the GOI it has engaged in policy commitments to ensure that gender mainstreaming is integral to its functioning in two principal respects. First of all, all major projects will be planned to ensure that women and girls experience the benefits – whether from services and infrastructure restored, from employment, or from restoration of public capacity. Indeed, as this strategy has evolved during the 2017 year, it would be accurate to say that it is applied not just to Expanded Stabilization projects but also to the most immediate of activities. Secondly, in all of the windows of engagement, there will be projects that are specifically directed towards the needs and women and girls, and so by their nature are seen through the lens of gender. Examples drawn from each window might be, respectively, projects directed towards rebuilding girls' schools or health care facilities directed towards women's health; the formation of all-female teams to undertake employment duties of all kinds; and in ca-

capacity building the empowerment of women's organizations, whether in the community at large or in professional areas such as engineering.

In all of this, it is fully recognized that gender mainstreaming is predicated upon the active involvement of both women and men in decision-making at every level, and at every stage from preliminary planning to the carrying out of monitoring and evaluation. In practical terms, this means ensuring that women are fully represented in all decision-making venues, that local women staff are hired at community level, and that – among other benefits accruing to women – cash in the form of wages, grants, or micro-credit must find its way to women who are contributing to stabilization in the typically cash-poor context of post-conflict conditions. The over-riding principle, and one that has been demonstrated through action in 2017, is that the FFS welcomes its obligations under the general UN framework regarding gender equality, meaning that this is a genuinely cross-cutting priority in all that it does.

STRICT ADHERENCE TO FRAUD MITIGATION PRACTICES

A further cross-cutting issue is that of fraud mitigation. By its nature, the UN operates in situations where human need is acute, where inequalities of power may provide opportunities for unethical activities, and where the presence of cash – or resources in other forms – may hold out the possibility of enrichment for those who embrace such opportunities. The possibility of corruption, and its harmful impact, has long been recognized by the UN, and in late 2003 the General Assembly adopted the United Nations Convention against Corruption (UNODC, 2004). The first and, to date, the only legally-binding international anti-corruption instrument – to which, as of October 2017, no fewer than 183 member states are party – the Convention uses strong language in identifying the globally destructive effects of the “insidious plague” of corruption in threatening the rule of law, human rights in many forms, and human security (UNODC, 2004, p. iii). It is noteworthy that Iraq, which ratified the Convention in 2008, underwent its periodic review in 2012 – carried out by two other ratifying member states which reported to the Imple-

mentation Review Group in November 2016 – and gathered praise for measures that were “practical and bold,” including the establishment of the Supreme Council for Combating Corruption, with the direct involvement of the Prime Minister (UNODC, 2016).

Nevertheless, the reality remains that post-conflict situations inevitably tend to create circumstances that lend themselves to corrupt practices. In accordance with the extended discussion in the Convention that deals with prevention of corruption, the FFS operates with stringent safeguards. The governance framework of contracting is harmonized with key principles that act to preserve the integrity of the process. First and foremost, UNDP maintains a zero tolerance policy for corruption or fraud, and the FFS team continues to strengthen fraud mitigation measures and reinforce implementation of UNDP ethics rules and regulations. If irregularities are found, UNDP's office of Audit and Investigation becomes responsible for investigation and, when necessary, for taking remedial measures.

Because FFS operates in a high risk, highly corrupt environment, specific measures have been put in place to prevent, detect and mitigate against corruption. These steps are based on a diagnostic of the forms corruption mostly usually takes in the newly liberated areas.

UNDP has one of the UN's most rigorous internal control frameworks, and is based on three core principles:

- Delegation of Authority
- Segregation of Duties
- Procurement Oversight

UNDP has added Iraq-specific measures to its internal control framework for FFS. Specific measures are included for every key function in the operational chain including measures for:

- Protecting bidding information
- Detecting corruption during implementations
- Detecting corruption in cash for work programs

As a result, the following process changes have been introduced: UNDP checks the authenticity of the documents submitted by bidders by verifying every single document in a bid package, including bid securities from issuing banks and government-issued certificates. Second, UNDP protects bidding information by requiring companies to submit bids online through an e-tendering platform, by strictly limiting the number of staff with access to the bids and by strictly limiting communication between staff and bidders. Third, UNDP protects against manipulation of the selection process by a contractor by ensuring multiple layers of review by separate senior staff at the country level before a contract is submitted the Procurement Review Committee. For cash for work projects, third-party and UNDP core staff conduct rigorous monitoring and verifies documentation prior to any payments to vendors.

Anti-corruption, therefore, is an important cross-cutting issue that informs all of the work of the FFS. Although much of the rigour of the safeguarding process is applied to the area of contracting, because of the large sums involved and the possibilities for corrupt activities, it is important to note also that controls are in place to ensure transparency and fairness in the employment of workers in all immediate stabilization efforts as well as in the expanded projects. Anti-corruption measures are regarded as essential at all levels, and the same damaging effects that the Convention

identified can be manifested even in localized and smaller-scale circumstances as in those cases that involve larger volumes of resources.

Thus, as the FFS has approached its work in 2017 – and continues to do so – it combines focused attention to the pressing imperatives of direct stabilization efforts with a clear awareness that these activities form part of a greater global effort by the United Nations that demands the integration of cross-cutting responsibilities. Prime examples of these are the commitments to gender equality and mainstreaming and to the effective implementation of fraud mitigation measures.



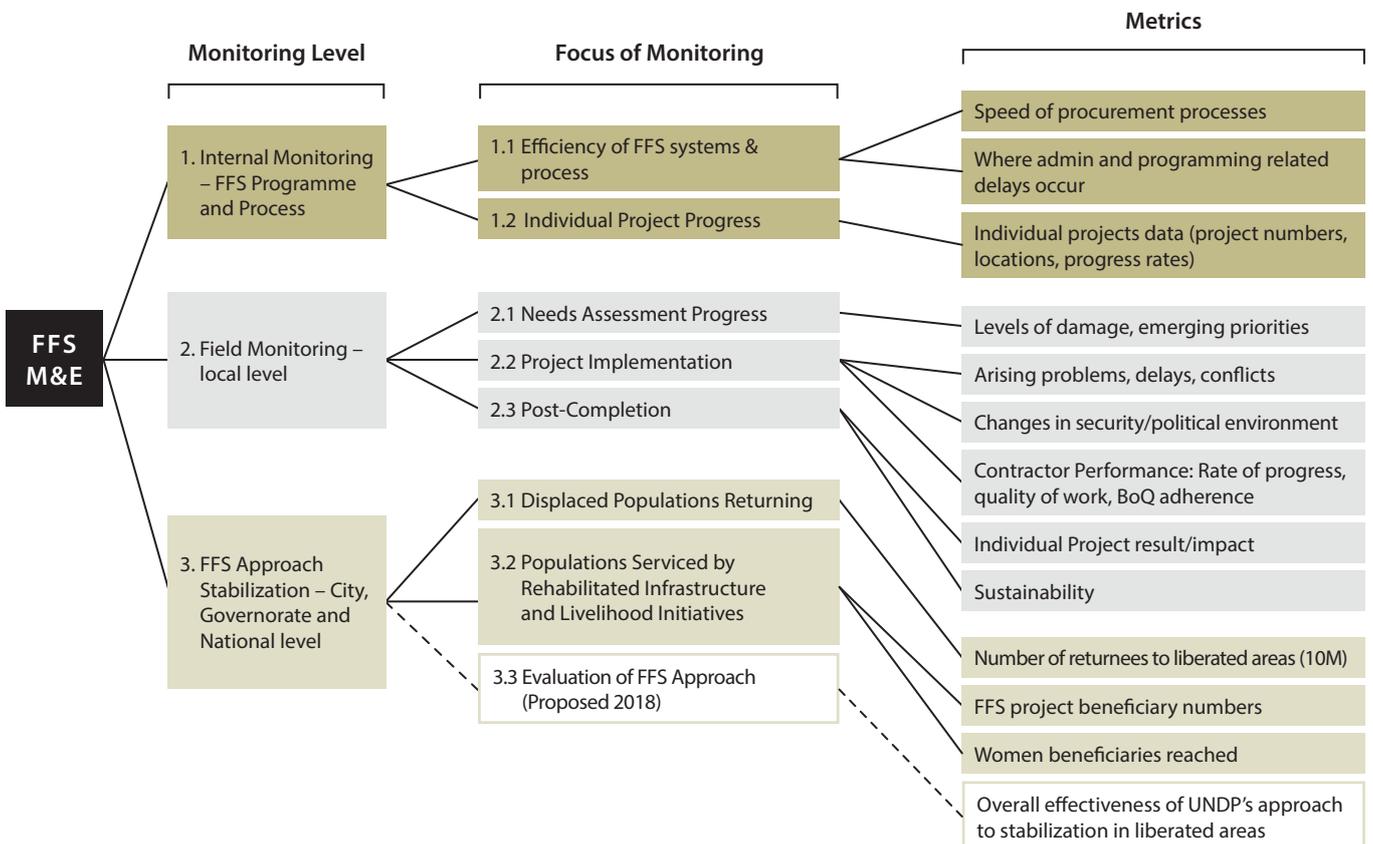
MEMBERS OF AN FFS CASH FOR WORK TEAM WORK TO CLEAR THE STREETS OF MOSUL'S OLD CITY, WHICH SUFFERED EXTENSIVE DAMAGE DURING ISIL OCCUPATION AND THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

REVAMPING THE FFS MONITORING FRAMEWORK

FFS monitoring processes are built around the principal output of supporting the Government of Iraq to address the immediate stabilization needs in newly accessible areas which allows for the return of IDPs. The primary indicator of success for the programme is the number of returning populations to areas where FFS is active. At a high level, the monitoring objectives of FFS gives due attention to examining the effectiveness of the unique approach to stabilization adopted by UNDP in Iraq, and as the program matures, the opportunities for comprehensive evaluation of the approach grows. As the number of approved locations for FFS activities increases, the diversity of accumulated experience of the program also provides substance for evaluations of the approach in differing contexts.

In order to support evaluation activities, but also to ensure quality and timely implementation of its projects, FFS continues to maintain a robust, multi-layered monitoring network for all activities. This monitoring network was largely put in place at the beginning of 2017 and is undoubtedly one of the most significant success stories from 2017 when it comes to FFS programmatic management processes. Figure 11, showing the FFS Monitoring and Evaluation Framework, demonstrates the multi-layered nature of FFS monitoring, with internal monitoring, field monitoring and the FFS approach to assessing stabilization impact.

FIGURE 11: THE FFS MONITORING AND EVALUATION FRAMEWORK

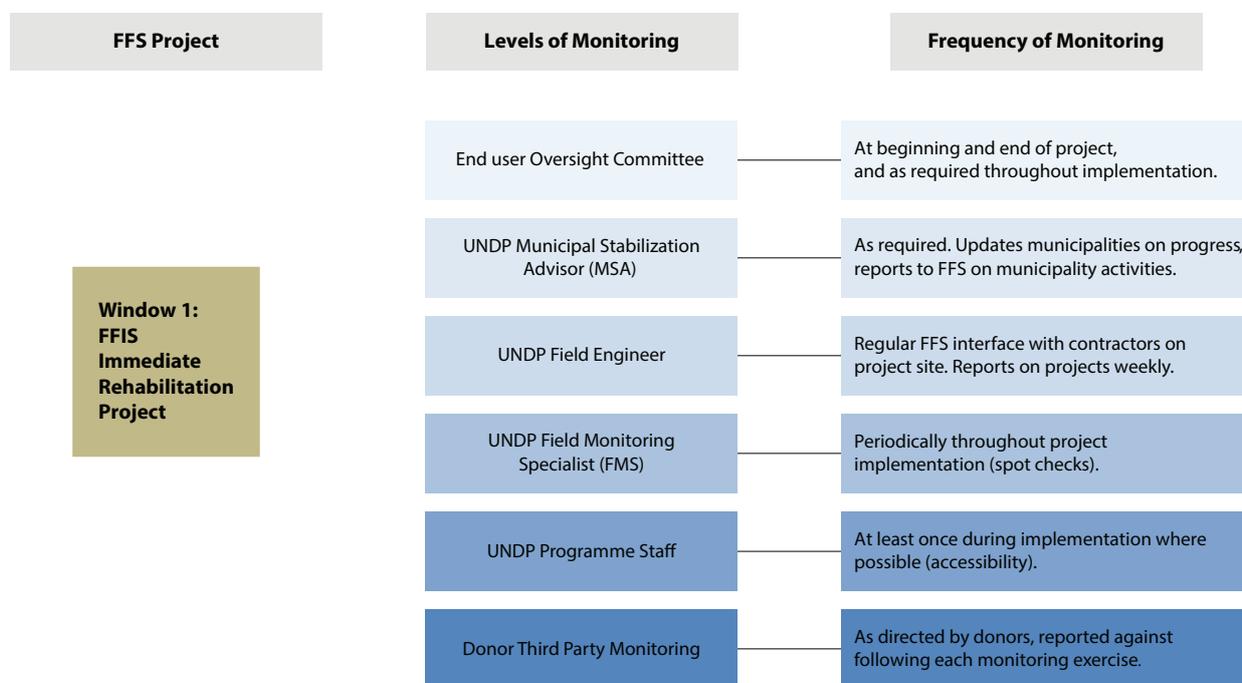


The increase of projects overall, but also particularly in complex sectors such as housing and livelihoods and in the ever growing portfolio of FFES projects, necessitated this revamp in 2017 in order to ensure stronger daily overseeing of implementation was built into the monitoring of projects in all sectors, but particularly in FFES

projects and in the housing and livelihood sectors. As such, FFS employs three monitoring frameworks which work to target the particularities of different subsections of the programme. Figure 12 outlines the monitoring frameworks in place for FFIS projects, FFES projects and Livelihoods sector projects.

FIGURE 12: FFS MONITORING AND EVALUATION FRAMEWORKS FOR FFIS, FFES AND LIVELIHOODS SECTOR PROJECTS.

Immediate Stabilization Projects



Expanded Stabilization Projects

FFS Project	Levels of Monitoring	Frequency of Monitoring
FFES Expanded Rehabilitation Project	End user Oversight Committee	At beginning and end of project, and as required throughout implementation.
	UNDP Municipal Stabilization Advisor (MSA)	As required. Updates municipalities on progress, reports to FFS on municipality activities.
	UNDP Site Engineer	Daily FFS interface with contractors on project site. Reports on projects weekly.
	UNDP Monitoring Contractor	For complex projects a monitoring company is employed to support daily monitoring needs.
	UNDP Field Monitoring Specialist (FMS)	Periodically throughout project implementation (spot checks).
	UNDP Programme Staff	At least once during implementation where possible (accessibility).
	Donor Third Party Monitoring	As directed by donors, reported against following each monitoring exercise.

Livelihoods Sector Projects

FFS Project	Levels of Monitoring	Frequency of Monitoring
Window 2: FFS Livelihood Project	End user Oversight Committee	At beginning and end of project, and as required throughout implementation.
	UNDP Municipal Stabilization Advisor (MSA)	As required. Updates municipalities on progress, reports to FFS on municipality activities.
	UNDP Third Party Monitors	Daily monitoring or project implementation. Reports daily.
	UNDP Field Engineer	Regular FFS interface with contractors and third-party monitors on project site. Reports on projects weekly.
	UNDP Field Monitoring Specialist (FMS)	Periodically throughout project implementation (spot checks).
	UNDP Programme Staff	At least once during implementation where possible (accessibility) and at every payment making.
	Donor Third Party Monitoring	As directed by donors, reported against following each monitoring exercise.

IMPLEMENTING UNDP'S SOCIAL AND ENVIRONMENTAL STANDARDS

In its programming, UNDP employs the goals of the Social and Environmental Standards, specifically to strengthen social outcomes of UNDP programmes and avoid adverse impacts to people and the environment. Due to the design of the program, FFS in its nature relies on the Government of Iraq's standards for specifications, and all FFS projects comply with Iraqi laws. The Government of Iraq is ultimately responsible for care of the facilities following completion. However, UNDP undertakes additional screenings especially for large-scale FFES projects. For example, FFS has undertaken screenings of major facilities such as the Tikrit Teaching Hospital and Qayara Hospital prior to undertaking the works. For smaller scale projects, the contractor – with the support of FFS engineers – determines with the Municipalities and/or the end-user where and how waste from project sites is removed. This is also the case for cash for work projects, and in unique but unfortunate cases in West Mosul, the discovery of bodies beneath rubble removed is particularly sensitive and coordinated with local authorities for disposal.

On social dynamics, FFS stabilization experts noted that the above plays a crucial role in advising on potential conflict issues or changes to social dynamics as a result of FFS interventions. Undertaking and appreciating conflict dynamics is a crucial cross-cutting issue for all of FFS work, and allows for FFS to view the priorities of the Iraqi government through a conflict lens. In places like the Ninewa Plains, in 2017 UNDP adjusted its approaches to community engagement with minority communities to ensure that community perspectives are incorporated into what local authorities are identifying as priorities. Important projects such as housing rehabilitation have arisen as a result of these engagements. Nonetheless, FFS continues to learn from these engagements that underscore the importance of social and communal dynamics, and improve delivery as a result.

SECTION SIX: LESSONS LEARNED AND 2018 OUTLOOK

A photograph of two young girls at a school opening ceremony. The girl in the foreground is wearing a white dress with a pearl necklace and a black vest, with an Iraqi flag draped over her shoulders. The girl behind her is also wearing a black vest and an Iraqi flag. The background shows a red wall and a gold-colored metal grille.

PUPILS AT THE AL
FARAHID SCHOOL FOR
GIRLS IN EAST MOSUL
CELEBRATE THE SCHOOL'S
OFFICIAL OPENING
CEREMONY. ©UNDP IRAQ/
CLAIRE THOMAS

As highlighted in Sections One through Five, 2017 was a formative year for the FFS. Expansion took place at an enormous rate, following the liberation of successive important areas of Iraqi territory from ISIL control. The speed and extent of this expansion brought challenges, and subsequent lessons, but also highlighted opportunities which can be used to direct FFS programming in 2018 and beyond and also to inform other ongoing and future stabilization programmes on a global scale.

As noted in Section One, while there is a substantial body of literature being developed around the topic of stabilization in UN programmes, it is also true that there are significant gaps in any agreed understanding of what stabilization means in what is necessarily a great diversity of contexts, and as what the future global implications of stabilization work can and should be. Essential to research and analysis in this and other areas of the stabilization process is the gathering of lessons

learned from ongoing stabilization programmes, such as those implemented by the FFS, and important reflections could be gathered on considering if and how the FFS has managed to achieve the change it sets out to, as outlined in the FFS Theory of Change.

This final section of the report will consider challenges that arose during the year and highlight the subsequent lessons learned and finally will look ahead to 2018 and identify future opportunities. It will be informed not only by analysis of the formally reported activities, but also by the insights of those who have been closely involved as members of the FFS team. As noted in Section One, effective stabilization depends on the recognition of elements that are unique to each case, while also acknowledging that there are principles that are common to all stabilizing areas. The lessons, challenges, and opportunities that have characterized 2017 for the FFS, therefore, have direct relevance to Iraq in 2018, but also have wider importance in a more extended future.

CHALLENGES AND LESSONS LEARNED IN 2017

The year 2017 has yielded important lessons derived from the practical experience of stabilization activities, relating to the approaches that work and those that do not, or at least do not fully, realize the anticipated results. Overarchingly, however, the year 2017 has challenged FFS to balance what is needed and requested, and what is possible to deliver. Based on the extensive work undertaken in 2017, and the subsequent experiences of controlling expectations and maintaining a realistic approach, the crucial lessons learned can be summarized as follows:

SUSTAINING THE IMPACTS OF STABILIZATION AND THE CRITICAL FUNDING GAP

The rapid up-scale of the programme in 2017 required FFS to significantly boost its resources, which came to full fruition by the end of the year. Project numbers have increased more than five times since the end of 2016, which although demonstrating the success of the programme, has required major uplifts for essential systems such as procurement, management, and monitoring. The operations team in the dedicated Service

Centre was comprised of over 40 people by the end of the year, boosting the ability to procure and deliver essential priorities.

Nonetheless, the needs outweigh the resources. The Government of Iraq estimates that approximately \$88 billion are required to reconstruct damaged areas; FFS budget is less than 1% of this need. As such, FFS teams regularly receive requests to rehabilitate infrastructure and support city services beyond the available resources for immediate stabilization or financially feasible even for expanded stabilization projects. However, it is clear that the requirements to ensure a genuinely lasting peace are of concern to local authority and governorate partners.

In particular, there are a number of persistent concerns that are of the utmost importance not only to the day to day functioning of FFS, but to the ongoing preservation of peace in Iraq. In particular, **it is imperative moving forward into 2018 that it be recognized that some of the areas that are most vulnerable to the re-emergence of violent extremism, typically those areas which were last to be liberated, are the ones that are most critically underfunded.**



A VIEW OF THE RUINS OF MOSUL'S OLD CITY FROM THE INTAKE FOR AL ZUHOOR WATER TREATMENT PLANT IN EAST MOSUL. ©UNDP IRAQ/CLAIRE THOMAS

The scale of damage which became apparent in West Mosul following the liberation of the city, for example, is significant, especially in the Old City. While FFS has begun work in West Mosul, the needs grossly outweigh the financial resources available to give full support to the stabilization efforts of the Iraqi Government in West Mosul and see the FFS stabilization process to completion such as it has in areas such as Tikrit. Moreover, in the newly liberated areas of western Anbar, for example, it is critical that the FFS be able to mobilize adequate resources to fund the necessary stabilization activities to facilitate returns to these areas.

Ensuring that activities are promptly undertaken in the immediate aftermath of areas being made safe, will require additional support from FFS donors. The importance of prioritizing the necessary funding for newly liberated areas cannot be understated.

A relapse into conflict is always a danger in areas of recently-established and perhaps-fragile peace. While the territorial battle against ISIL has ended, some volatility remains in terms of the possible ability of elements of ISIL to launch locally-targeted attacks, notably

in areas where it may retain some sympathizers. Given the specific possibility in Iraq of sporadic ISIL activity that could have profoundly damaging consequences, this is a risk to be taken seriously. In the longer term, the possible consolidation of entrenched poverty in post-conflict areas may result from the persistence of displacement and the failure of local economies to thrive in a way that supports sustainable employment to an extent that restores the ability of families to aspire to and attain a family economy that offers a promising and reliable future. **Full support to the GOI to prevent these scenarios can be bolstered with the allocation of necessary resources from donors.**

Furthermore, FFS has many commitments to continuing stabilization activities in other regions, particularly in Anbar. Consolidating the stabilization gains already achieved and continuing to support returnees through rehabilitation of expanded stabilization projects such as hospitals and bridges, **is a stage in the stabilization process that will make the difference between moving forward with effective peacebuilding, or seeing progress stall or even the re-emergence of unstable conditions.**

FIGURE 13: FFS RED BOX AREAS



FFS has identified five red box areas which are, at the moment, the most underfunded and in turn, the most at risk to be unable to meet the stabilization needs that will be coming in the future (see Figure 13). As outlined in various sections of this report, the efficient operation of FFS depends on a board network of specialists and contractors which in 2017 have made remarkable progress in bringing stabilization to some of Iraq's most vulnerable areas. However, it cannot be understated that the successful track record of the FFS depends on timely availability of funds. At the end of 2017, FFS estimates a total of USD 780 million is required to address the needs in the five red box areas, however, despite generous contributions, USD 563 million still needed. **Without significant progress towards meeting the FFS funding needs for red box areas, the ability to support the Government in stabilizing these vulnerable areas at the scale of work that was undertaken in 2017 is at risk.**



DESTRUCTION IN BAIJI WAS ACUTE AND IT REMAINS A LOCATION WHERE SECURITY CHALLENGES CONTINUE TO PERSIST. THE AREA CONTAINED ISIL SANCTUARIES AND WHILE THESE HAVE OFFICIALLY BEEN ELIMINATED, IEDS ARE STILL A SIGNIFICANT PROBLEM.



WEAPONS PRODUCED BY ISIL ARE DISPLAYED BY UNMAS IN THE WEST MOSUL HOSPITAL COMPLEX, WHICH SERVED AS ONE OF ISIL'S HEADQUARTERS AND WAS HEAVILY BOMBED IN THE BATTLE TO RETAKE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

WORKING AT SPEED, BUT WITHIN THE BOUNDARIES OF SECURITY

What has also been highlighted in this report is the clear need, and associated high levels of demand, for FFS work during a year which proved crucial in the fight against ISIL. In that way, **one of the most defining characteristics of the work of FFS in 2017 is the hugely significant level of expansion of the programme**, in such a short space of time. However, speed, and the programmatic arrangements that have supported FFS to function this way, are impossible to support or recreate without a secure environment. Through 2017, the FFS relied very much on the network of operators that were involved with the creation and preservation of a relatively stable environment. In particular, the Iraqi Security Forces (ISF) have been instrumental in providing a credible security which is respected by different actors, for the FFS and for its contractors. However, throughout 2017 and entering 2018, Iraqi armed forces remained multifaceted. FFS has found that through 2017, programme staff have encountered armed groups which, at times, have blocked access to FFS and other UN personnel and/or have created unpredictable security situations that may put staff at risk.

The impact of the subsequent intermittent access issues cannot be understated. Limited site access not only affects implementation rates but can also inhibit UN staff and contractors from monitoring extremely fluid security situations on FFS sites. For these reasons, according to the experiences of FFS staff throughout 2017, **security is one of the most essential factors for the functioning of an efficient and impactful stabilization programme.**

Aside from the potential to hamper implementation efficiency, **FFS has also recognized that security is essential both to enable the work of the programme but also to ensure that it is sustainable in its impact.** The danger of secondary displacement arises when IDPs return to find that the favourable conditions they had expected do not in reality exist, notably in that locations may be unsafe – with, for example, uncleared explosive hazards – or where shelter is uncertain or basic services are unavailable. In the Ninewa governate from mid-January to the end of February 2018, it was reported that 23,208 displaced people entered camps and the majority were secondary displacements (UNOCHA, 2018).

Considering this, the year 2017 has brought forward a crucial paradox for FFS; while defusing security threats posed by the existence of locally powerful forces and potentially contending armed forces is certainly not within the scope of FFS, it is, undeniably, a factor which has immense effects on both the implementation and impact of the programme.

Decisions regarding how to address this paradox are, perhaps, one of the FFS greatest successes and lessons learned of 2017. While adhering strictly to the mandate of FFS programming, the programme acknowledged that effective policing is a crucial complement to the presence of ISF, in establishing a local ability to respond quickly to any security concerns as well as to reduce any threats that may arise from criminal activity. Therefore, facilitating police work through, for example, restoration of police stations grew to be a critical priority of the FFS in 2017.

STABILIZATION SUCCESS AND THE NECESSITY OF STRONG AND SOPHISTICATED POLITICAL LEADERSHIP

Urgency in beginning stabilization efforts has to be made compatible with attention to process and especially with the involvement of political considerations associated with complex levels of governance and civil society. **Stabilization processes, as with any high-level policy decisions, are political and multifaceted, which necessitates a strong and sophisticated government partner.**

The experience of FFS in 2017 highlighted the importance of such political leadership for two main reasons. Firstly, it is needed in order to facilitate a fast and effective work model. A government partner for stabilization work must be sophisticated enough to allow for work priorities to be discussed, and decided, both at the strategic and at the operational/project level. As highlighted above, FFS works within a model of swift intervention following liberation and to make this work, government bodies both at the national and provincial levels must be sufficiently organized and have the capacity to allow for prioritization and decision making. Sophistication in this sense largely means the existence of an adequate governance framework, with expertise distributed in such a way as to be readily accessed. In FFS work, which necessitates working at speed in situations of political complexity, **the importance of decentralizing decision-making to line directorates to enable the rapid development and deployment of BoQs and project commencement cannot be understated.**

Moreover, the important step of project prioritization is sensitive, and supporting the Iraqi government's efforts to balance needs with limited resources is crucial. This is especially true in Iraq, with its diverse population and complex mix of political and religious diversity, both of which result in significantly varying priorities for their populations. Ultimately the Government of Iraq is responsible for these determinations, as a **functioning governance system, and through that system, the government, both at the national and sub-national levels, should hear and balance these competing expectations and communicate them to the public.** FFS aimed to contribute to this process through the Stabilization Advisors, Area Coordinators, and Municipal Stabilization Advisors.

The need for strength and capacity in government also comes hand in hand with what could be considered one of the greatest achievements of the FFS, and one of the greatest demonstrators of the functionality of the partnership between the FFS and the GOI – **the completion and hand over of projects. The year 2017 was the first year in which a significant number of projects, 680 in total over the duration of the programme, were completed,** and made ready to be handed over to the GOI for operation. This milestone could have raised significant questions regarding the capacity of the government to staff and operate these facilities. Although informed by relatively sporadic feedback at this early stage, overwhelmingly the response from project sites has been positive, and the majority of facilities are functioning, being maintained, and accessible to communities despite the general budgetary challenges the country faces.

INNOVATION IN 2017 AND THE VALUE OF PILOT PROJECTS

Effective stabilization often requires innovation and flexibility in decision-making. However, resources are finite, and it is well recognized by the FFS and its team members that there are limited margins for experimentation. In this context, the use of pilot projects has emerged as a favoured and effective strategy. A key example in 2017 was the programme to provide cash grants of \$500 to households headed by women that were deemed vulnerable according to criteria measuring livelihood sources and number of children, among others. This programme was piloted in Fallujah early in the year, quickly extended to nearby Karma.



THE MAHABAA HOUSING COMPLEX IN BARTELA, WHICH PROVIDES HOUSING FOR VULNERABLE CHRISTIANS. THE COMPLEX, COMPRISED OF 106 FLATS, WAS REHABILITATED WITH THE SUPPORT OF FFS ©UNDP IRAQ/CLAIRE THOMAS

A second noteworthy achievement in piloting in 2017 was in the housing sector. A pilot project was launched in Ramadi and Fallujah, to restore housing with a priority on employing local labour, and so to promote neighbourhood cohesion at the same time as providing much-needed shelter. Beginning on a small scale, the pilot project was quickly upscaled in a matter of months to the point that by year's end thousands of homes were being assessed for repair in the two cities. The housing program saw overwhelming success, both with the GOI and with Iraqi people and saw particular success with women's engagement. Women engineers quickly came to represent one-third of the housing staff involved. **The use of a low-risk pilot model, therefore, has yielded large results: an innovative approach that has translated into multiple projects that bring benefits relating to social cohesion and gender mainstreaming as well as resulting in sound and durable dwellings.**

However, despite early successes, the housing programme is also an example of an "at risk" FFS initiative as much demanded possibilities for upscaling is still reliant on further donor support. Unfortunately, even where an approach has been piloted with demonstrable success, as in the case of the housing initiatives in Ramadi and Fallujah, funding constraints may limit the ability to apply a highly effective model to other areas of the five governorates (see Box 2).

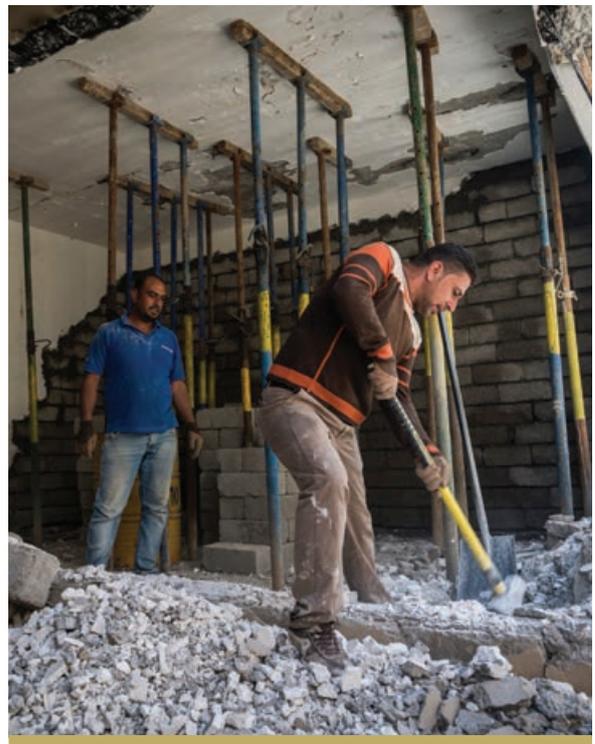
In this instance, therefore, the funding gap is a source of urgent concern. Moving into 2018, FFS is optimistic that as the positive impacts of this pilot programme are further communicated to the donor community that further support will be made available for an expanded housing programme in the five red box areas.

BOX 2: HOUSING AS A CRITICAL NEED IN POST-CONFLICT IRAQ

In May 2017, FFS began to rehabilitate housing in certain communities where damaged homes were identified by local authorities as a significant barrier to returns. At present, FFS is in the process of rehabilitating houses as follows:

- **Ramadi:** approximately 9997 homes (37% complete)
- **Fallujah:** approximately 5475 homes (65% complete)
- **Bartela:** approximately 1925 homes (62% complete)
- **Bashiqa:** approximately 500 homes (75% complete)

In **western Mosul**, FFS is in the planning phase for the rehabilitation of approximately 10,000 homes. FFS is also exploring housing projects in other areas. FFS's intervention will assist with the rehabilitation of damaged houses, but will only a small portion of a considerable problem. In the Old City of West Mosul in particular, there remains no long term solution for many of the 200,000 displaced whose houses were completely destroyed.



WORK, SUPPORTED BY FFS, IS UNDERWAY TO REHABILITATE A DAMAGED HOUSE IN BARTELA.
©UNDP IRAQ/CLAIRE THOMAS

FRAUD MITIGATION AND THE NEED FOR STRINGENT MONITORING

It is in the nature of urgent stabilization efforts that they often involve infusions of cash into cash-poor communities, especially at the stage of immediate stabilization projects. However, at the same time, cash transactions of all kinds carry the danger of corrupt practices. Despite this, in areas where the removal of rubble, clearance of streets, and other basic operations that are prerequisites to other stabilization initiatives and, at the same time, the need for employment is pressing in a context of tenuous livelihoods in recently liberated areas, **cash for work becomes a logical and preferred approach. If not closely monitored, however, cash transactions of all kinds can be abused.** While the FFS approach to fraud mitigation has been thoroughly explained in Section Five, it is important to recognize the ongoing challenge that the possibility of corruption poses to the FFS programme. No area feels this more acutely than the Livelihoods sector of work which, due to the nature of large cash transfers, is at risk to corrupt practices.

This sector of work offers one of the best examples of balancing what is needed (or wanted) with what is possible. The cash for work projects of the Livelihoods sector represent an outstandingly popular FFS programmatic area in the communities, due to its ability to provide jobs in areas where there may be few other options available, or none at all. However, in the context of cash for work, in which contractors take the responsibility of organizing workforces and making payment, the possibilities of ma-

nipulation along the lines of underpayment of workers can never be ignored. For FFS in 2017, this is not only a lesson learned but a lesson acted upon immediately. **The development of control processes that operate on a daily and weekly basis has proceeded rapidly in 2017.** Each contractor is provided with a detailed briefing on the standards of conduct required and left in no doubt that there is no tolerance for corruption. No funding is provided to vendors up-front for FFS cash for work projects, so that funds are released only on satisfactory completion of all overseeing procedures. These procedures involve regular site visits (especially on wage distribution days), inspections, conversations with beneficiaries, and weekly examination of written documentation. Additional field staff have been recruited whose duties consist primarily, or solely, of carrying out monitoring oversight. Field monitoring has also been carried out through missions undertaken by Baghdad-based and Erbil-based FFS staff, who conduct unannounced site visits. As well, increasing use has been made of third-party firms to carry out detailed monitoring.

FFS has a high degree of confidence that these stringent monitoring activities have proved effective, and that they have been sharpened through experience as the year 2017 has gone on. Nevertheless, as noted above, post-conflict conditions lend themselves to corrupt practices, and combating these is neither simple nor inexpensive, and fraud mitigation will undoubtedly remain an ongoing challenge for the FFS team.

OUTLOOK FOR 2018: GUIDING THROUGH EXPERIENCE



A FFS SUPPORTED CASH FOR WORK TEAM CLEARS THE STREETS OF MOSUL'S OLD CITY, WHICH SUFFERED EXTENSIVE DAMAGE DURING ISIL OCCUPATION AND THE BATTLE TO LIBERATE THE CITY. ©UNDP IRAQ/CLAIRE THOMAS

Lessons and challenges also point the way to crucial and promising opportunities for the coming year and for a more extended future. This section summarizes some of the most pertinent opportunities for FFS in 2018.

FOCUSING ON IMPACT

The year 2017 has been significant for FFS because of the substantial number of projects completed and handed over to the GOI. With this achievement comes opportunity. **As projects are completed and turned over to the authorities, it becomes possible to begin drawing larger conclusions as to the impact of individual projects, individual sectors, and the overall work of the FFS.**

The process of undertaking the analysis to understand this impact is an exceptional opportunity for FFS, moving into 2018. Capitalizing on this crucial juncture in the programme, where significant numbers of projects have been completed, through assessing their impact, FFS can endeavor to determine whether the program has had the desired effects on individuals, households, and institutions and the extent to which those effects are directly attributable to the program intervention.



A CLASS IN SESSION AT THE KARAMLESS ELEMENTARY SCHOOL IN THE NINEWA PLAINS. ©UNDP IRAQ/CLAIRE THOMAS

Defining a theory of change (TOC) for FFS is one important step for an impact-oriented view of monitoring and reporting. The potential for a more intimate and detailed understanding of impact is not only important for future programmatic decisions, but also valuable when it comes to tailoring the programme to different community contexts and future political dynamics.

This potential, however, is contingent on the availability of human and financial resources which are required when undertaking complex and in-depth impact analysis. An efficient and cost-effective way of gathering the data for this high-level analysis may be a phased approach. Reporting may range from qualitative – such as an emphasis on telling personal stories of impact from beneficiaries – to more quantitative. For example:

- Pilot programmes could be prioritized for impact evaluation, with a particular focus on assessing how effectively such programmes can be appropriately upscaled to other regions of the country;

- A geographically-based analysis of the impact of projects in an initial focus on selected governorates or sub-regions; and/or
- A sectorally-based analysis of the impact of selected sectoral projects in different areas and governorates.

In all respects, the opportunity of conducting such evaluations would lead not only to enhanced targeting of successful FFS programmes but also would make the experience of FFS more readily available to present and future stabilization programmes in other parts of the world.

Finally, in 2018 it will be important to capitalize on ongoing and upcoming third-party evaluations, whether undertaken by donors or within the UN system. With numerous third-party evaluations planned in 2018, working with evaluation teams to try to draw stories of impact from their assessments and analysis is an opportunity for FFS that should not be missed.

RE-OPENING WINDOW FOUR: SUSTAINING PEACE THROUGH RECONCILIATION

Throughout 2017, FFS has prioritized a strict adherence to the programme mandate. However, requests to FFS made during 2017 have made it clear to programme managers that a **lack of support for perceived longer-term requirements to ensure a sustainable peace beyond immediate stabilization activities are of concern to local authority and governorate counterparts.** Therein lies an opportunity for the FFS to assess these requirements, and how it will, or will not, address evolving needs in Iraq in 2018 and beyond. While these considerations can be expected to have impact on many, if not all, the current sectors of work of the FFS, a reconceptualization of Window Four (community reconciliation) is particularly pertinent.

For immediate stabilization to yield lasting benefits for peacebuilding depends in many respects on the creation of trust and coherence within communities.

The difficulties in creating this trust and coherence in Iraq are vast and should not be underestimated. Mistrust between religious communities, or concerning the security of minority groups, remains acute. People who were, or in some cases may still be, sympathizers with ISIL are present among community residents and also among potential returnees. The impact of state and non-state armed forces, each with its distinctive structures of power and patronage, is continuing. Underlying all may be a deep-seated lack of confidence or trust in government authorities, local or national. As with any civil conflict, moreover, longstanding grievances between individuals will in many cases have become subsumed in, and aggravated by, the wider hostilities. And finally, powerful and competing historical and cultural memories are created by conflict that in themselves are barriers to reconciliation.

Despite these challenges, elaborating a FFS approach to supporting reconciliation is an opportunity to shape an important and complementary companion of ongoing stabilization work, as well as aligning a proposed strategy with other national reconciliation activities already being undertaken. Undertaking the elaboration of a plan for re-opening Window Four will consider many approaches, some of which many include:

- A bottom-up approach, beginning at local level, encouraging the sharing of popular memories and towards the establishment of trust and a recognition of the common interests and values.
- Beginning to understand the context through conflict assessments, done at the national and/or the local levels. Understanding key drivers of conflict through this type of assessment is an important way that a path towards reconciliation can be properly defined.
- Engaging communities in the development of these assessments is important not only to ensure they are informed from the community level, but also to build support in communities for planned reconciliation processes. Community mapping is one type of engagement tool which can be used to represent the views of some or all of the members of that community.

For FFS, therefore, there is a broad yet important opportunity to define a process which will be applicable to the complex situation not only in Iraq as a whole, but also at the governorate level and at the community level. **What is clear, though, is that safeguarding the gains made in 2017, and preventing a lapse into both traditional and conflict-derived patterns of rivalry, make the success of Window Four projects an essential process as well as a key opportunity.**



CHILDREN STAND AT THE FRONT GATE OF THE DAR EL AILUM BOYS' PRIMARY SCHOOL IN WEST MOSUL.
©UNDP IRAQ/CLAIRE THOMAS



PUPILS AT THE AL FARAHID SCHOOL FOR GIRLS IN EAST MOSUL CELEBRATE THE SCHOOL'S OFFICIAL OPENING CEREMONY. ©UNDP IRAQ/CLAIRE THOMAS

FFS IN TRANSITION: FOCUSING ON PRIORITIZED AREAS

For FFS, the year 2018 will undoubtedly be one of transition, and with transition will come opportunity for refocusing and for expansion – as funding allows. As discussed extensively in this report, 2017 was a seminal point for FFS, as the first in the duration of the programme where significant numbers of projects were completed and handed over to the GOI. In the light of these FFS accomplishments in 2017, and of the experience gained, the programme will have opportunities in the scaling up of programming, particularly in red box areas, but also in a process of refocusing, particularly on FFES projects in areas where smaller scale immediate stabilization projects will have been completed.

While scaling up work in the red box areas, the prioritization of projects will be especially important. As has become clear through 2017, work in certain sectors – livelihoods and housing in particular – is particularly appealing certain groups within the community – university restoration, for example, to ambitious young

people – and others that have a more generalized impact on social health and cohesion, such as the prioritizing of local employment in cash for work projects. In 2018, FFS must continue to learn from past projects through the monitoring of patterns of community and government support to completed projects. In particular, it will be important to recognize the impact of the gains made in 2017 in the growth of security of all kinds, cohesion, and aspiration that have characterized the 2017 year, and ensure these lessons are incorporated into 2018 programmatic planning.

Finally, at the same time as scaling up programming in the red boxes, in 2018 FFS must manage the inevitable phasing out of programmatic work in other geographic areas, save for selected large scale expanded stabilization initiatives which will continue to be ongoing in areas where smaller scale immediate stabilization projects will have been completed.

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ANNEX I: FINANCIAL SECTION

DONORS	CONTRIBUTION (SIGNED AGREEMENT)		RECEIVED		TO BE RECEIVED	
	(Currency of Agreement)	(USD)	(Currency of Agreement)	(USD)	(Currency of Agreement)	(USD)
Australia	AUD 4,000,000	2,925,116	AUD 4,000,000	2,925,116	0	0
Austria	EUR 6,000,000	6,697,026	EUR 6,000,000	6,697,026	0	0
Belgium	EUR 3,124,744	3,362,334	EUR 3,124,744	3,362,334	0	0
Canada	USD 1,200,000 + CAD 7,000,000	6,412,032	USD 1,200,000 + CAD 7,000,000	6,412,032	0	0
Czech Republic	CZK 30,000,000	1,305,639	CZK 30,000,000	1,305,639	0	0
Denmark	DKK 246,000,000	38,145,704	DKK 212,000,000	32,551,563	DKK 34,000,000	5,594,141
Estonia	EUR 25,000	29,412	EUR 25,000	29,412	0	0
European Union	EUR 64,000,000	73,844,264	EUR 7,000,000	7,502,172	EUR 57,000,000	66,342,092
Finland	EUR 4,000,000	4,252,902	EUR 4,000,000	4,252,902	0	0
France	EUR 5,500,000	6,234,740	EUR 5,500,000	6,234,740	0	0
Germany	EUR 187,948,000	215,507,511	EUR 138,723,000	157,833,574	EUR 49,225,000	57,673,937
Italy	EUR 9,400,000	10,597,506	EUR 9,400,000	10,597,506	0	0
Japan	USD 24,128,580	24,128,580	USD 24,128,580	24,128,580	0	0
Korea	USD 9,000,000	9,000,000	USD 9,000,000	9,000,000	0	0
Kuwait	USD 2,000,000	2,000,000	USD 2,000,000	2,000,000	0	0
Netherlands	EUR 37,000,000	42,172,464	EUR 37,000,000	42,172,464	0	0
New Zealand	USD 2,000,000	1,000,000	USD 2,000,000	2,000,000	0	0
Norway	NOK 276,200,000	33,189,764	NOK 276,200,000	33,189,764	0	0
Poland	PLN 2,000,000	565,579	PLN 2,000,000	565,579		
Slovakia	EUR 50,000	56,243	EUR 50,000	56,243	0	0
Sweden	USD 4,000,000 + SEK 190,000,000	25,756,159	USD 4,000,000 + SEK 160,000,000	22,163,775	SEK 30,000,000	SEK 3,592,384
Turkey	USD 750,000	750,000	USD 750,000	750,000	0	0
United Arab Emirates	USD 60,000,000	60,000,000	USD 53,000,000	53,000,000	USD 7,000,000	7,000,000
United States	USD 115,300,000	115,300,000	USD 115,300,000	115,300,000	0	0
United Kingdom	GBP 14,450,000	19,181,123	GBP 14,450,000	19,181,123	0	0
TOTAL		703,414,098		563,211,544		140,202,554

Annex II: Performance Tracking Matrix

FUNDING FACILITY FOR STABILIZATION LOGFRAME REPORT – (1 January – 31 December 2017)

UNDAF Outcome 1: Government and communities' resilience to disasters (man-made and natural) strengthened.
Country Program Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas.

Indicator: Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar.

Baseline (data as of April 2015): Salah al-Din: 27,000 returnees; Ninewah: 24,924 returnees; Diyala: 40,524 returnees; Anbar: 5,586 returnees (total: 99,114 returnees).

Target: 2,400,000 internally displaced persons have returned to their places of origin by the 31 December 2018.

Progress and status: As of December 2017: 3,220,362 people returned to their homes in Iraq. Anbar has received the largest number of returns (1,213,476 people), followed by 974,862 in Ninewah, 459,186 in Salah al-Din, 217,416 in Diyala, and 82,470 in Kirkuk (Bashir and Hawija).¹

INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	2017 PROGRESS
OUTPUT 1: The Government of Iraq is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of internally displaced persons.		
1.1: Carry out local assessments to identify immediate stabilization needs with costing, prioritization and final assessment report		
<p>Indicator: Percentage of assessments carried out in FFS targeted areas.</p> <p>2015 Baseline: No assessment undertaken in liberated areas (May 2015).</p> <p>2016 Target: 80 percent of liberated areas have assessment reports by December 2016.</p> <p>2017 Target: 100 percent of 28 liberated areas have assessment reports by December 2017.</p>	<p>1.1.1 Conduct rapid stabilization and recovery assessment and final reports.</p> <p>Carry out local assessments with verification missions and site visits.</p> <p>Conduct prioritization workshops.</p> <p>Translate assessments and findings.</p> <p>Finalize and publish reports.</p> <p>Advise local and provincial authorities on assessment process and prioritization.</p> <p>Deploy stabilization advisor for coordinating the assessment exercises.</p>	<p>Methodology that was developed continues to be replicated in newly liberated areas.</p> <p>All 28 areas approved by the FFS Steering Committee have been liberated by December 2017. The 28 approved areas include: Fallujah, Ramadi, Heet, Haditha, Rutba, Karma, Al Qaim, Al Rawa, Al Ana, Tikrit, Al Dour, Mkeishifah, Shergat, Baiji, Balad, Yathrib, Sa'adiya, Mosul, Qayara, Shura, Hamdaniya/Ninewah Plains, Hatra, Telafar, Rabia, Sinuni, Sinjar, Bashir, Hawija. All 28 towns are liberated. Hawija, Al Qaim, Al Rawa, and Al Ana were liberated during the reporting period. However, despite being liberated, some areas are still difficult to access due to the security force posture in the area. All towns save for Balad and Shura have undergone assessments of damage and costings. As such, FFS completed 26 out of 28 towns, or 93%.</p> <p>The Ninewah Plains are considered one area by the Steering Committee, and is included as one assessment for the purpose of tracking FFS results. However, the Ninewah Plains is comprised of approximately a dozen towns, and FFS operates in Hamdaniya (Qaraqosh), Karamless, Telesqof, Al Qosh, Bashiqa, Batnaya, Bartela, Batnaya, Baqufa, Nimrud (Salamiya), Telkayf, Hama Al Aleel, and Sheikhan. Assessments have been conducted in each of these villages, but are represented as one for the Ninewah Plains.</p>

Overall output progress: As of 31 December 2017, 93% of liberated areas (26 out of 28) have been assessed.

¹ IOM Iraq DTM Report for December 2017: <http://iraqdtm.iom.int/DtmReports.aspx>

INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	2017 PROGRESS
1.2 Rehabilitation of light infrastructure in newly liberated areas (Window 1)		
<p>Indicator: Number of infrastructure projects for basic services (water, health, electricity, education and municipal services) which have been rehabilitated in FFS targeted areas.</p> <p>2015 Baseline: Liberated areas in 5 target governorates have substantially reduced access to basic services (water, health, electricity, education, and municipal services). No FFS rehabilitation work as of May 2015.</p> <p>2016 Target: 150 projects being implemented, 90 completed by December 2016.</p> <p>2017 Target: 1000 projects under implementation or completed by December 2017.</p> <p>2018 Target: 2000 projects under implementation or completed by December 2018.</p> <p><i>NB: Targets are cumulative figures.</i></p>	<p>1.2.1 Identified priority Window 1 projects are being implemented</p> <p>Rehabilitation of water and water treatment infrastructure in Salah al-Din, Anbar, Diyala, Ninewah, Kirkuk Governorates.</p> <p>Rehabilitation of primary healthcare centres in Salah al-Din, Anbar, Diyala, Ninewah, Kirkuk.</p> <p>Rehabilitate electricity networks in Salah al-Din, Anbar, Diyala, Ninewah, Kirkuk Governorates.</p> <p>Rehabilitate primary and secondary schools in Salah al-Din, Anbar, Diyala, Ninewah, Kirkuk Governorates.</p> <p>Procure equipment for municipal services.</p>	<p>By the end of Q4 2017, FFS had a cumulative project portfolio of 1,544 projects. Of these:</p> <ul style="list-style-type: none"> • 680 were completed • 297 were being implemented • 341 were being tendered • 226 were being developed (bills of quantity) <p>Of the above 1,544 total projects, 108 were FFES:</p> <ul style="list-style-type: none"> • 21 were completed • 65 were being implemented • 16 were being tendered • 6 were being developed (bills of quantity)
<p>Indicator: Stabilization Operations Service Centre established to manage infrastructure rehabilitation procurement and implementation.</p> <p>2015 Baseline: No stabilization-specific operations service center.</p> <p>2016 Target: Capacity of Stabilization Operations Service Center increased with doubling of finance and procurement staffing by 31 December 2016.</p> <p>2017 Target: Capacity of Stabilization Operations Service Centre has been increased with capacities to procure 1000 projects.</p> <p>2018 Target: Capacity of Stabilization Operations Service Centre has been increased with capacities to procure 2000 projects.</p>	<p>1.2.2 Operations Service Centre established to support rapid implementation of infrastructure rehabilitation.</p> <p>Additional operations staff, mainly finance, procurement and human resources recruited.</p> <p>Additional engineers recruited to cope with increased activities of FFS.</p>	<p>Additional procurement, HR, and finance capacity added in Q4 to the Service Centre to continue to support operations.</p>
<p>Overall output progress: 680 completed projects; 297 were being implemented; 341 were being tendered; 226 were being developed (bills of quantities development). Total Cumulative Projects: 1,544. FFS was shy of its goal of 1,000 projects completed or being implemented by 31 December 2007, with 977 total projects in those two categories. However, the total number of projects completed nearly doubled from 349 completed in Q3 to 680 completed in Q4. This results in tangible impact for returnees and beneficiaries in the five target governorates.</p> <p>To improve clarity on FFES projects funded by donors, the Performance Management Framework will outline FFES projects. 108 of the 1,544 projects were FFES, of which 21 were completed and 65 being implemented by the end of Q4.</p> <p>Stabilization Operations Service Center has increased its finance and procurement capacity in line with the growing portfolio.</p>		

INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	2017 PROGRESS
1.3 Support livelihoods by jumpstarting local economy and generating income (Window 2)		
<p>Indicator: Number of job opportunities for individuals, including women and youth, created in liberated areas of target provinces.</p> <p>Baseline: No job creation projects being implemented or initiatives taking place.</p> <p>2016 Target: 2,000 youth and 500 women benefit from job opportunities by 31 Dec 2016.</p> <p>2017 Target: A total of 10,000 job opportunities created by 31 December 2017. 2,000 (20%) will be for women and 7,000 (70%) for youth (under 30).</p> <p>2018 Target: A total of 30,000 job opportunities created by 31 December 2018. 4,000 (20%) will be for women and 14,000 youth.</p>	<p>1.3.1 Window 2 immediate livelihood creation projects launched in liberated areas</p> <p>Select NGOs and ensure standards for payment/security and deliverables are set.</p> <p>Cash for work activities initiated in Salah al-Din, Ninewah, Diyala, and Anbar provinces.</p> <p>Recruit NGOs for cash for work who can incorporate women participants and identify “women-friendly” work sites.</p> <p>Recruit and train youth-oriented NGOs for cash for work scheme.</p>	<p>By the end of Q4, FFS oversaw a total cumulative livelihoods portfolio of 114 projects (including CFW and grants):</p> <ul style="list-style-type: none"> • 54 projects in Ninewah • 51 projects in Anbar • 8 projects in Salah al-Din • 1 project in Kirkuk • 0 projects in Diyala <p>By the end of Q4 18,132 total CFW opportunities created for 30-90 days each. 1,809 were women.</p>
<p>Indicator: Number of small business grants, including women-owned businesses, awarded in liberated areas of target provinces.</p> <p>Baseline: Small businesses have no grants.</p> <p>2018 Target: A total of 5000 small business grants to be awarded in 5 target provinces by 31 December 2018 (end Q4). A total of 100 small businesses grants to be awarded for women-owned businesses.</p>	<p>1.3.2 Projects to deliver small business grants launched in liberated areas.</p> <p>Select NGOs and ensure standards for payment/security and deliverables are set.</p> <p>Cash grants provided to small businesses in Salah al-Din, Ninewah, Diyala, and Anbar provinces.</p> <p>Training and subsequent cash grants provided to women’s small businesses in Salah al-Din, Ninewah, Diyala, and Anbar provinces.</p>	<p>By the end of Q4, FFS delivered 6,323 total grants to businesses and vulnerable women. 4,846 were for women.</p> <ul style="list-style-type: none"> • 360 small business grants delivered in Salah al-Din. • 0 grants to women-headed households were delivered to Salah al-Din. • 1,245 small businesses grants delivered in Anbar. • 4,846 grants to women-headed households were delivered in Anbar. • 3,120 small business grants delivered in Ninewah in Sinjar and Rabia. • 0 small business grants delivered in Diyala, or Kirkuk. • 0 grants to women-headed households were delivered to Ninewah, Diyala, or Kirkuk.
	<p>1.3.3 Technical team of livelihoods experts are available to train NGOs on cash for work and cash grant modalities and to provide mentoring or coaching during the process.</p> <p>Deployment of cash for work and livelihoods expert.</p> <p>Deploy staff for monitoring of livelihoods activities.</p>	<p>As of Q2 2016, FFS no longer undertakes training of NGOs or mentoring, as the scale of projects and needs for CFW and grant distribution is too demanding. FFS contracts implementers through a competitive bidding process to select private companies.</p> <p>Livelihoods expert deployed to oversee expanded Livelihoods Team. CFW and livelihoods monitoring framework has been overhauled and redeveloped having learned important lessons from scaling up in Mosul.</p> <p>Third-party monitors have been contracted to oversee the implementation of CFW projects. A minimum of one monitor is on site at all times for every 30 workers. Additional monitors oversee the cash transfers, along with Liaison Officers.</p>

Overall output progress: 114 projects, 18,132 total CFW beneficiaries of which 1,809 were women. 6,323 grants in total were distributed, of which 4,846 went to women.

Identifying women-owned businesses was extremely challenging, especially post-liberation. The change to women-headed households ensured that FFS could target a greater number of women returnees. As such, the targets and indicators were adapted to reflect lessons learned from implementation.

1.4 Technical support is provided to Government authorities to build local capacity to facilitate stabilization (Window 3)

Indicator: Authorities in target provinces with liberated areas demonstrate capacity to plan for stabilization activities and produce and implement stabilization plans.

Baseline: Limited capacity to develop and implement comprehensive stabilization plans.

2016 Target: By 31 December 2016, area coordinators and stabilization advisors ensure that Governorates have expertise on stabilization planning and communications.

2017 Target: Area coordinators and stabilization advisors ensure that Governorates have expertise on stabilization planning and communications. A minimum of nine FFS supported Municipal Stabilization Advisors embedded within local municipalities of liberated areas by December 2017.

2018 Target: Area coordinators and stabilization advisors ensure that Governorates have expertise on stabilization planning and communications. A minimum of ten FFS supported Municipal Stabilization Advisors embedded within local municipalities of liberated areas by December.

1.4.1 Embed technical experts with Ninewah, Salah al-Din, Diyala, and Anbar provinces and with municipal offices to assist with stabilization planning, coordination, implementation, and monitoring.

Hire and deploy technical expertise to Ninewah and Salah al-Din for six months, embedded with Planning Departments.

Deploy Area Coordinator and technical experts to Salah al-Din, Anbar, Diyala, and Ninewah to support coordination of assistance, monitoring of activities and ensure complementarity with government funded initiatives.

Hire specific technical expertise for ad hoc needs identified by Salah al-Din and/or Ninewah provinces or ad-hoc specialized expertise to the Government of Iraq, if required for stabilization purposes.

Provide stabilization advisory services to Ninewah, Salah al-Din, Diyala, and Anbar in support of their stabilization plans and activities.

The Area Coordinators for all 5 governorates continued with capacity support to Governors and Line Directorates. Stabilization Advisors provided significant capacity support to the Governors' Offices during the reporting period.

Housing engineers and social organizers are deployed to Anbar for the housing project during Q 4, 30% of which are women. Field engineers have continued operating throughout the quarter. Municipal Stabilization Advisors are deployed and continue to provide support to municipalities assigned. Liaison Officers are deployed and continue to work with partner municipalities.

Capacity support teams deployed in Q4:

- 4 International Stabilization Specialists
- 1 Gender Specialist
- 2 Senior International Engineers
- 4 Senior National Engineers
- 10 Municipal Stabilization Advisors
- 54 Field Engineers
- 45 Housing Engineers
- 11 Liaison Officers
- 3 Area Coordinators

The Livelihoods Team is comprised of:

- 1 Project Specialist
- 3 Project Officers

The Communications Team had grown to 4 persons by the end of Q4.

- 1 External Relations Advisor
- 1 Communications Specialist (Capacity-Building)
- 1 Photographer
- 1 Videographer/Anbar TV Expert (Anbar Media Specialist)

The Communications Team aired the first three episodes of stabilization on Anbar TV as per the Letter of Agreement with the Anbar authorities.

Overall output progress: FFS continued to support across all 5 target governorates with international and national stabilization advisors. All 5 target governorates have national area coordinators. Engineering resources have been boosted significantly in the field and from Baghdad/Erbil, and Municipal Stabilization Advisors, Liaison Officers are providing direct capacities to municipal offices. The Communications Team and the Livelihoods Team expanded significantly and improved implementation in these respective sectors.

INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	2017 PROGRESS
1.5 Design and implement community reconciliation and dialogue initiatives (Window 4)		
<p>Indicator: Conflict analyses are conducted in liberated areas.</p> <p>Baseline: No conflict analysis conducted in the liberated areas.</p> <p>Target: Conflict analysis conducted in 80 percent of liberated districts by 31 December 2016.</p> <p>Indicator: Local facilitators (NGOs, media, community leaders, women, and local government authorities) are trained on conflict resolution, community dialogue, and best practices on community restorative processes.</p> <p>Baseline: No facilitators have been trained.</p> <p>Target: By 31 March 2018 at least 50 dialogue facilitators (NGOs, media, community leaders and local government authorities) will have been trained in each of target provinces with liberated areas. 20 of 50 facilitators will be women in each of the targeted provinces with liberated areas.</p>	<p>1.5.1 Develop a methodology for a detailed conflict analysis covering areas that will be potentially engaged for community reconciliation programming through FFIS. Conflict analysis informs community reconciliation project design.</p> <p>Conduct local conflict analysis in specific liberated areas in Ninewah, Salah al-Din, Diyala, and Anbar.</p> <p>Conduct site visits and interviews with civilian population, including IDPs, local authorities, civil society, and other stakeholders to deepen analysis and identify specific concerns.</p> <p>Train dialogue facilitators in liberated from NGOs, local media, and local authorities on conflict resolution, community dialogue, and best practices on community restorative processes.</p> <p>Conduct intra- and intercommunity dialogues, and establish informal conflict resolution mechanisms that target community leaders, women, youth, and members of local community, judiciary, and local security representatives to agree on set of measures to address local grievances.</p> <p>Identify partners and implement small projects to engage different communities in shared projects such as social work in community, educational programs, inter-community rehabilitation projects with the aim to slowly rebuild social fabric.</p> <p>Train local media to develop a platform for community reconciliation, notably in developing conflict sensitive messaging and in providing space for media to play a more prominent role in holding local institutions accountable to non-discriminatory practices.</p> <p>Engage provincial council, local authorities and community leaders in developing conflict sensitive messaging.</p>	<p>As of early 2017, FFS was not conducting Window 4 activities and all previous projects reported are closed.</p>

INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	2017 PROGRESS
<p>Indicator: Develop monitoring tool to monitor changes in communal tensions.</p> <p>Baseline: No monitoring tools to monitor changes in communal tensions are being employed.</p> <p>Target: Marked improvement in 2 newly liberated areas by 31 December 2016.</p>	<p>1.5.2 Provincial Governments, local authorities, media, and community leaders are engaged and trained on mediation/community reconciliation processes, and media develop conflict sensitive messaging.</p>	
	<p>1.5.3 Systematically monitor and document community tensions and retribution.</p> <p>Develop tools and criteria to monitor and measure changes in communal tensions.</p> <p>Recruit a monitoring officer to measure communal tensions and to engage NGOs, community leaders, Government officials.</p> <p>Conduct workshop with NGO/ community organizations on lessons learned.</p>	
<p>Overall output progress: The Steering Committee determined that Community Reconciliation would be separated into an entirely new UNDP Programme given the complexity of the subject and resources required. FFS is no longer conducting Window 4 activities as envisioned in the original Project Document, which has been updated to reflect this change in strategy. However, FFS continues to conduct conflict analyses to ensure projects are designed and implemented with conflict sensitivity in mind. These analyses informed activities and projects in Windows 1 and 2, especially with regards to Mosul activities.</p>		
<p>1.6 Project Management Team Employed</p>		
<p>Indicator: Set up independent Monitoring and Evaluation for Stabilization project</p> <p>Baseline: No independent monitoring in place.</p> <p>2016 Target: Independent monitoring reports are available for all areas of FFS intervention by end of 2016.</p> <p>2017 Target: FFS monitoring capacities built to manage project numbers of 1,000 by December 2017.</p> <p>2018 Target: FFS monitoring capacities built to manage project numbers of 2,000 by December 2018.</p>	<p>1.6.1 Expansion of Project Team with Project Manager and Overall team leader.</p> <p>Ensure appropriate security management arrangements are in place, including equipment.</p> <p>Independent Monitoring and evaluation system is put in place and reports are available.</p>	<p>The FFS team continued to expand in Q4 with several international hires to meet the increasing demands.</p> <p>FFS monitoring framework is in place with a multi-tiered monitoring system to include field engineers, municipal stabilization advisors (MSAs), field monitoring experts, Liaison Officers, Programme Staff, and third-party monitors observing and guiding work.</p> <p>Third-party monitors deployed to oversee cash for work. Specialized third-party monitors recruited to monitor Expanded Stabilization projects (hospitals).</p> <p>Third-party monitoring by donors expanded.</p> <p>M&E Officers, GIS Officer, Field Monitoring Specialist, and Data Engineers continue to translate raw monitoring data into timely outputs for management review and decision making.</p>
<p>Overall output progress: FFS Monitoring Framework formalized and implemented across all governorates of operation. Monitoring Framework revamped and adjusted to reflect new realities and incorporate lessons learned, especially in cash for work.</p>		

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