PROJECT DOCUMENT
[UNDP Iraq]

Project Document Revision Cover Page

Project Title: Funding Facility for Stabilization

Project Number: 00089549

Implementing Partner: United Nations Development Programme

Start Date: May 2015   **End Date:** 31 December 2020 **PAC Meeting date:** 26 May 2015
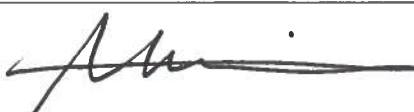
Brief Description
Following the rapid changes in the country context in Iraq, since the design of the Funding Facility for Stabilization in 2015 (and first revision in 2016), and the resultant significant increase in its scale, a substantive revision is presented in order to: a) Elaborate and update the strategy applicable to the project b) Reflect updates to the results and resources framework and management arrangements c) Document the extension of the operational time-frame of the project. d) Update to the project's financial resource position The justification and detailed changes are provided in attached pages.

Contributing Outcome (UNDAF/CPD, RPD or GPD): CPD Outcome 3: Conditions improved for safe return of internally displaced persons in newly liberated areas. **Indicative Output(s) with gender marker[2]:** GEN 2	Total resources required (USD)	1,380,000,000.00	
	Total resources allocated (USD):		858,698,058.00
		UNDP TRAC:	0.000
		Donor:	858,698,058
		Government:	
		In-Kind:	
	Unfunded (USD):		521,301,942.00[1]

Agreed by (signatures)

Government	UNDP
Dr. Mahdi Al-Alak Secretary General Council of Ministers – Government of Iraq	Marta Ruedas DSRSG/RC/HC/RR
Date:	Date:

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[1] *Subject to USD exchange rate fluctuations. Estimate as of September 2018.*

SITUATION ANALYSIS

In 2014, the military offensive by the Islamic State of Iraq and the Levant (ISIL), saw large territories of Iraq, come under its control. Capture of the major northern city of Mosul after three days of fighting and the quick advance of ISIL and its allies south towards Baghdad, plunged Iraq into one of the most, if not the most significant, political, social, economic and security crises the country experienced since 2003.

However, following several years of intense fighting, an effective military campaign, led by the Government of Iraq (GoI) with support from the Coalition, the Government began to progressively regain control of territories captured by ISIL. In 2017 in particular, the liberation of East Mosul in January, West Mosul in July, Tel Afar in August, Hawija in October, and Western Anbar in late November, were of significance, in the lead up to the final phases of the military campaign, and H.E. Prime Minister Haider al-Abadi's official declaration of victory in December.

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

As a result of this phase of intense fighting in Iraq's history, and following the drastic drop in oil prices in 2016 from which the country is yet to recover, Iraq faces a significant challenge of limited financial resources, and having to meet a range of competing priority needs of the Iraqi people. In 2014, 2.5 million men, women, boys and girls 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[2]. By November 2017, following the intensive campaign to liberate Mosul, more than 987,648 people from 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[3]. The pace and scale of displacement have made the Iraq crisis one of the largest and most volatile on a global scale. In September 2018, Iraq needs to meet the needs of over 4million returnees and estimated 1.9million people that remain displaced.[4] Iraq also hosts roughly 240,000 refugees from Syria, due to the conflict with ISIL.

Unemployment also remains high, and youth feel disempowered, with building frustrations providing a fertile ground to promote violent extremism. Women and girls face a situation of insecurity, due to high levels of sexual and gender based violence, including domestic violence, sexual harassment, honor killing, female genital mutilation, forced and early marriage, and human trafficking. They are excluded from accessing jobs and services, particularly in poor rural areas in the newly liberated areas, heading households experiencing high levels of poverty.

ISIL has in 2018 demonstrated some ability to retrench and refit, particularly around Hawijja (Kirkuk), Shergat (Salahadin), Wester Anbar (Haditha, Qaim) and West Mosul (Ninewa), and such activities, although limited, still aim to discredit the Government in the eyes of the public through sporadic or asymmetric attacks. The Government continues to pursue and eliminate terrorist activities; however, tangible steps towards peace in at-risk communities remain a priority. Tensions around the disputed border regions or the difficulty of demobilizing thousands of militia members further pose tremendous challenges that can spark conflict and

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[2] OCHAI, 2018

[3] IOM, 2018

[4] IOM DTM, September 2018

drive displacements, if the already vulnerable areas (newly liberated from ISIL), are not stabilized, with the full return of the displaced men, women, boys and girls, to create a sense of community.

In order to respond to the early needs of the newly liberated areas in 2015, the international community committed its support to provide rapid stabilization assistance. Therefore, the Funding Facility for Stabilization was established by the United Nations Development Programme. As of January 2018, FFS was approved by its Steering Committee to support stabilization efforts of the Government of Iraq in 31 locations, across the newly liberated Governorates of Anbar, Diyala, Salah-Al-Din, Kirkuk, and Ninewa.

STRATEGY AND RESULTS

The FFS approach to stabilization is aimed at deterring the re-occurrence of 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 the displaced people of Iraq to their homes immediately following liberation and to support them in moving towards having different facets of their lives return to normal. In turn, the overall desired change of FFS is to support the Government of Iraq an essential purpose of FFS is to also restore trust between government and the people of Iraq, the erosion of which had been a partial cause of the crisis.

Given the scale of destruction, the level of displacement, and rapid changes in context, to achieve its aim, the Funding Facility for Stabilization adapted its model to include a two strategies and channels of implementation; **Funding Facility for Immediate stabilization** and **Funding Facility for Expanded stabilization**.
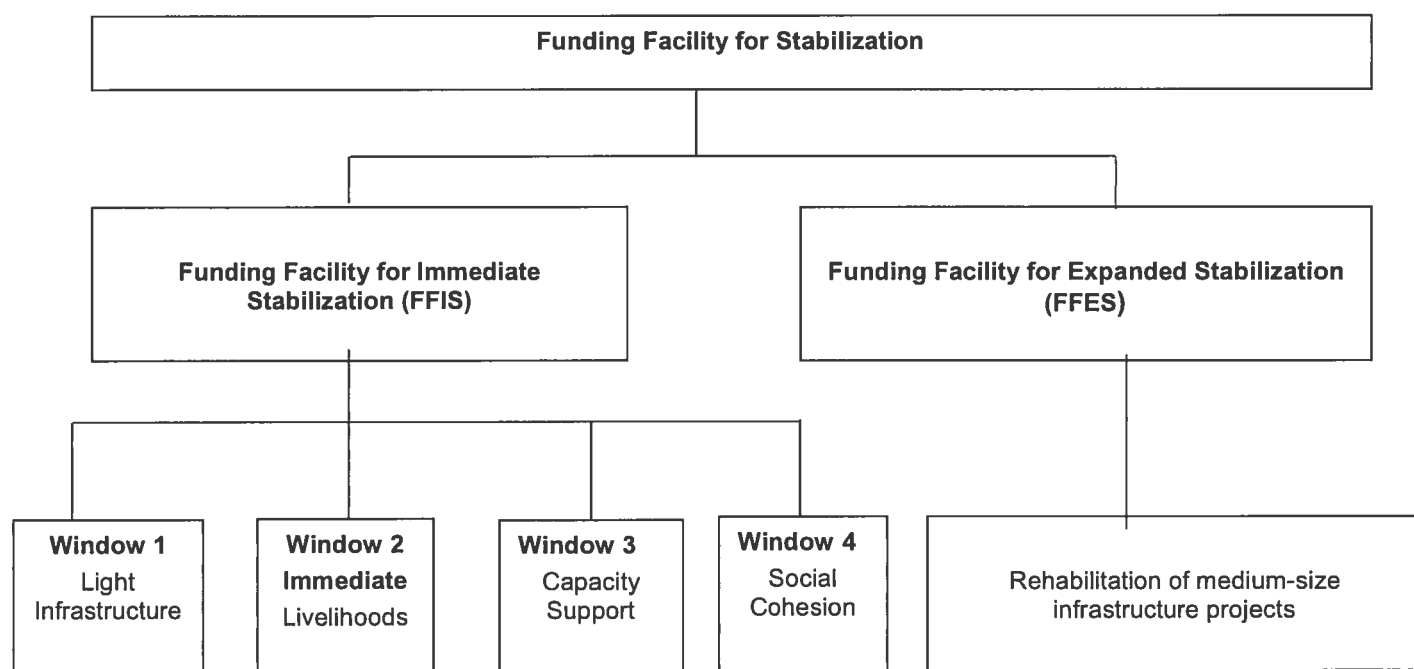
The **Funding Facility for Immediate Stabilization (FFIS)** initiated in 2015, relies on four (4) primary sets of activities (referred to as 'Windows') to positively influence immediate change in the newly liberated areas in Iraq. This includes

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

The combination of these four (4) "windows" was determined to form the most effective package in addressing short to medium term impediments preventing and dissuading Iraqis from returning home, and in turn, putting at risk the unstable peace that was achieved throughout 2017 in ISIL occupied 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 FFS expects to use its approach to bring about lasting change, in Iraq.

Window One focuses on public works and light infrastructure rehabilitation in newly liberated areas. In the context of Iraq, the focus is to help to kick-start critical public services that have been destroyed by the armed conflict. Light repairs to infrastructure is supported in sectors which are critical for meeting basic needs, such as health, water, education, electricity, sewage, housing, roads and bridges and municipality[5]. Gender considerations will be incorporated into Window One activities, drawing attention, for example, to the specific needs and roles of women in prioritizing and undertaking infrastructure projects (i.e. Dormitory for female students at a University, girl's schools, maternity hospital etc.)

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

Window Three focuses on financing capacity support for local governments, boosting their immediate response capacity to cope with the challenges arising after liberation, and during the stabilization process. Overall, Window Three activities support municipalities to return to their core duties. This capacity support is provided through the deployment and embedding of technical experts to support planning, implementation, communications, coordination and monitoring functions, and incorporation of gender considerations. The expectation is that these deployments will be short-term, until government funding comes on line to absorb these staff or transition them. Secondly, complemented through Window 1, support is provided by outfitting the municipalities with priority assets which enable the local governance systems to become operational such as the provision of heavy machinery and vehicles, in addition to rehabilitation of municipal buildings and the furnishing municipal offices etc.

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

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[5] Municipality includes but is not limited to police stations, court houses, Municipal offices, public spaces etc.

The **Funding Facility for Expanded Stabilization**, introduced in April 2016, is a fast-track instrument, but the distinctive role of the FFES lies in its concentration on medium to large-scale infrastructure projects such as bridges, major power plants and power distribution lines, and – reflecting the crucial importance for IDPs of education and health care, the rehabilitation of universities and hospitals.

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. FFES, focuses on all 5 Governorates; Diyala, Anbar, Salah-Al-Din, Ninewa and Kirkuk, based on assessed needs.[6]

While there is 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, expand the scope of the remediation through the FFES, and thus lay down the foundations for the continuing growth that will follow over an extended period.

Guiding Principles

The project is overall guided by the following minimum principles.
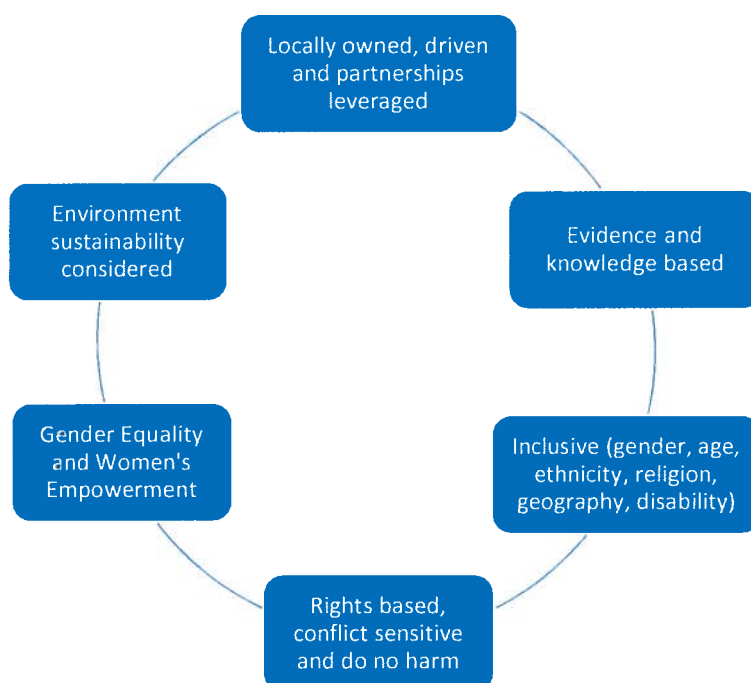
Gender Equality and Women's Empowerment

The commitment of the UN to gender equality is longstanding, prominently expressed in the 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), this principle has been powerfully affirmed in an extended series of global and regional declarations and policy frameworks. Furthermore, the Sustainable Development Goals place significant emphasis on 'leaving no-one behind' and 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

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[6] Pro Doc Revision proposed FFES would have 4 Windows of work. However, in implementation, the priority requirement related to rehabilitation of medium-scale infrastructure projects.

benefit to women and girls is equal to that experienced by men and boys – is a powerful strategy for the attainment of stabilization goals of all kinds. FFS recognizes that just as women and girls are especially vulnerable in conflict situations, they also have a disproportionate burden in the process of rebuilding. Therefore, the Project mainstreams gender equality and women's empowerment programming, across all Windows of the Project. The Project will also place a dedicated Gender Specialist, develop a Gender Strategy and invest in strengthening the Project team's capacities to improve gender programming from the stages of designing and planning activities, through to monitoring and reporting. The Project also places an emphasis on genuinely engaging women in the planning processes, decision making and in implementation capacities (for example as field engineers, and field monitors).

Strategy for Project Prioritization and Implementation Process[7]

FFS since its inception grew rapidly to support an extensive variety of stabilization activities. These priorities are set and implemented in a context of overwhelming, and competing needs and FFS resources that, due to international development partners, are considerable – but far from unlimited. FFS' strategy for project development and prioritization, is one of its unique feature. Illustrated below, is the model developed for use by FFS, based on lessons learned during the early stages of implementation, with the dual aims of being fast and nimble in its ability to mobilize the stabilization effort in any given locality, and yet systematic in a way that preserves both transparency and effective monitoring.
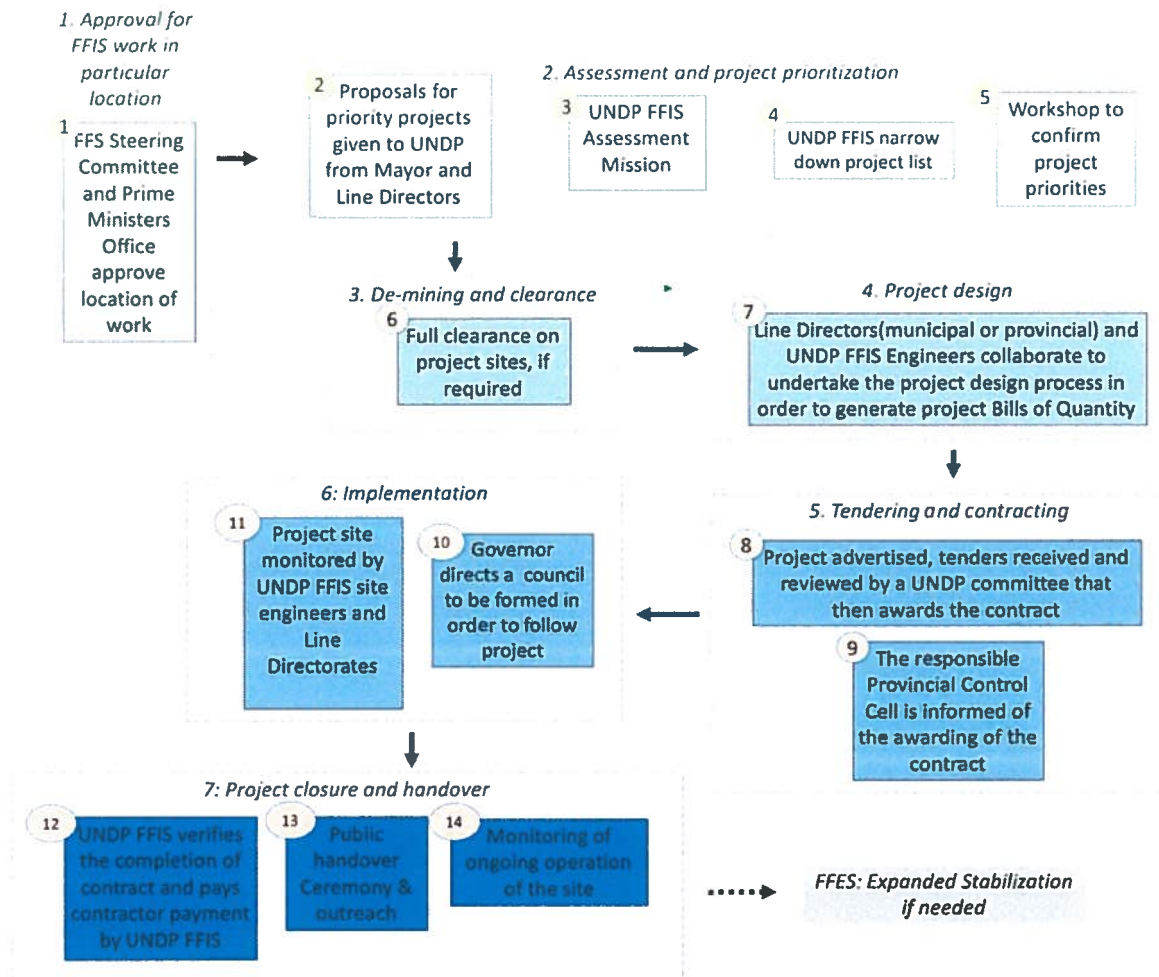
The core of the system lies in the integrity of the needs assessment process (step 2/3), through which data is obtained expeditiously, and assessments prepared that are especially speedy when concerned with the immediate needs of newly liberated areas.

Workshops are facilitated by UNDP (step 5) to 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 6 months 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.

In most geographical areas is the participation of Provincial Control Cells (PCCs), which operate under the general auspices of the Prime Minister's Office to provide focused local decision-making regarding stabilization priorities (steps 9,10,11,14). The PCCs exercise genuine power in the governorates of Anbar, Salah al-Din, and Diyala, where their endorsement is necessary 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 scarce resources, UNDP works with the Government (step 4) to ensure a systematic approach to prioritization whereby impact is considered for each project. The approach considers the larger picture that may or may not confirm the likely effectiveness of a particular project. The rebuilding of a bridge, for example, may be futile in the absence of necessary repairs to surrounding transportation systems, meaning that such a project must be assessed not only in itself but also in terms of the further actions and expenditures that may be necessary in order to make it a genuine contribution to stabilization. The same principle can be applied, for example, to water supplies and power grids. UNDP and the Iraqi authorities jointly assess projects for need and impact through missions to project sites. 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.

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[7] As of 2017, however the project process evolves with the changing situational context.

1. Approval for FFIS work in particular location

1 FFS Steering Committee and Prime Ministers Office approve location of work

2 Proposals for priority projects given to UNDP from Mayor and Line Directors

2. Assessment and project prioritization

3 UNDP FFIS Assessment Mission

4 UNDP FFIS narrow down project list

5 Workshop to confirm project priorities

3. De-mining and clearance

6 Full clearance on project sites, if required

4. Project design

7 Line Directors(municipal or provincial) and UNDP FFIS Engineers collaborate to undertake the project design process in order to generate project Bills of Quantity

6: Implementation

11 Project site monitored by UNDP FFIS site engineers and Line Directorates

10 Governor directs a council to be formed in order to follow project

5. Tendering and contracting

8 Project advertised, tenders received and reviewed by a UNDP committee that then awards the contract

9 The responsible Provincial Control Cell is informed of the awarding of the contract

7: Project closure and handover

12 UNDP FFIS verifies the completion of contract and pays contractor payment by UNDP FFIS

13 Public handover Ceremony & outreach

14 Monitoring of ongoing operation of the site

FFES: Expanded Stabilization if needed

The FFS project prioritization and implementation process[8]

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 and 12) are crucial functions of UNDP, as a UN agency. Allowing the Government of Iraq 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 Government of Iraq 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 Government of Iraq 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, review 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), 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.

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[8] As of 2017, however the project process evolves with the changing situational context

Resources Required to Achieve the Expected Results

The Project is estimated to require USD 1,380,000,00, from 2015 to 2020 to fully achieve the needs identified as of mid-2018. Donor contributions are channeled through and managed by UNDP as one Project and are received as both earmarked and non-earmarked contributions.

The project will be managed and implemented by an in-country based, high caliber team with the required management and technical competencies and include a combination of both national and international staff. Emphasis will be placed upon recruitment of national staff, with a view to strengthening ownership, and to facilitate knowledge and skills transfer. Given the scale of the project, and the time-sensitive need to deliver, a dedicated Operations Support Team will support with the project's human resources, procurement, logistics, financial management and administration.

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

Partnerships and Stakeholder Engagement

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

FFS also leverages the comparative expertise and experience of sister UN Agencies on the ground in Iraq. such as UNMAS, UNHABITAT, UNOPS, WFP and UNESCO, in implementing specialized activities (i.e. mine/IED clearance, urban planning, cultural heritage etc.). In order to ensure coordination and information sharing with the relevant UN Agencies, FFS also participates in the UN Cluster System (e.g. Shelter Cluster).

Beneficiaries are the most important stakeholders of FFS, and regular engagement is therefore crucial for ensuring FFS meets the priority needs of the people, to enable their return to the areas of origin. Regular interaction, starting from initial consultations with the IDPs, returnees and communities that did not leave areas under ISIL control, and FFS staff to inform project prioritization is ensured.

Risks and Assumptions

The Project is based on the following *key assumptions*:
- Policy makers/ key government officials and institutions, continue to be willing to engage with UNDP and FFS, and are receptive to the support provided.
- Stakeholder, in particular beneficiaries are receptive to the support provided.
- Sufficient levels of security and political stability exists, enabling access to the target areas, to design, implement and monitor the project activities.
- Sufficient resources for the project are available, and on time, including matching financial contributions from the Government of Iraq to strengthen national ownership and enable a smoother transition to the recovery phase in Iraq.
- IED/Mine clearance work is sufficiently funded, and capacities strengthened to complete clearance work in FFS locations to the required levels of quality, and in time, to enable implementation of activities.

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

Knowledge

FFS, being a Project of the nature and scale, one of the first of its kind under a UNDP country programme portfolio, will document its learning, both on programmatic and operational matters. Given the current trend of intense conflicts in the Arab Region, the project will actively contribute to regional level learning on stabilization programme design and management, and to lessons learned reviews commissioned by development partners that contribute to the project.

The Project will also in early 2019, based on lessons learned develop a detailed transition/exist strategy for each Window, and each Governorate and it will be subject to review and revision where necessary until closure of the project in 2020.

PROJECT MANAGEMENT

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

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

Activity implementation will focus at Governorate, District and Municipality levels, in Governorates where FFS is active. The Project is managed in overall coordination with other Projects implemented by UNDP in Iraq, most significantly the Iraq Crisis Response and Resilience Programme (ICRRP).

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

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

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

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Stabilization Steering Committee in Iraq

The Funding Facility for Stabilization (FFS) is governed by Stabilization Steering Committee (SSC) in Iraq, which provides strategic direction, determines the geographical priorities for receiving project support, ensures coordination and synergy with Government plans and carries out regular reviews of Project implementation.

The SSC is co-chaired by the Government of Iraq (GoI) and the United Nations, specifically by the Secretary General of Council of Ministers and the DSRSG/UN Resident Coordinator (UNRC) and Humanitarian Coordinator (HC). The SSC comprises representatives from a) key Iraqi government entities and b) the fund contributing donors. The SSC may also invite key partners/stakeholders as "Observers" for meetings, as and when necessary. These may include inter alia line Iraqi Governorates, Ministries and Departments.

The SSC is the highest-level Project management and oversight body, which provides policy guidance, review progress against target results, supports the identification of solutions to challenges faced by the Project, and reviews risks and lessons learned. The SSC provides guidance needed to strengthen coordination and collaboration among other relevant Projects and with other national initiatives and development projects.

The SSC meets at least twice a year, and on an ad-hoc basis as determined by the co-chairs (such as a significant change in social or political context).

Government of Iraq

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

DSRSG/UNRC/HC

The DSRSG/RC/HC co-chairs the SSC and provides overall leadership and guidance to the FFS team. From 2019, when the UNRC system delinks from UNDP, the SSC will continue to be co-chaired by the DSRSG/RC/HC, given the crucial need to ensure direct alignment with the UN system's humanitarian, stabilization and recovery support in Iraq. The DSRSG's leadership role in the SSC is crucial in sustaining the high profile necessary for engagement with both the GoI and the donor community. Therefore, maintaining the consistency in this leadership arrangement, even during and after the delinking process, is paramount to the continued success of FFS. In fulfilling this role, the DSRSG/RC/HC will retain overall managerial supervision of the project, while UNDP will retain operational responsibilities.

The UNDP Resident Representative

The UNDP Resident Representative will serve as the Senior Supplier at the SSC. S/he will ensure full compliance of the Project with UNDP's Rules and Regulations, alignment with the UNDP Country Programme 2016-2020, and coordination and complementarity with the other UNDP Projects implemented in Iraq.

Head of Stabilization

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

HoS reports to the DSRSG/UNRC/HC, for all strategic priorities relating to programming for FFS. HoS reports to UNDP Resident Representative on a day to day basis on all operational matters relating to the Project. HoS coordinates with UNDP's Deputy Resident Representative (Programme) to ensure coherence with UNDP's overall programme.

Project Management Team

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

The Project Management Team comes directly under the oversight and purview of the HoS.
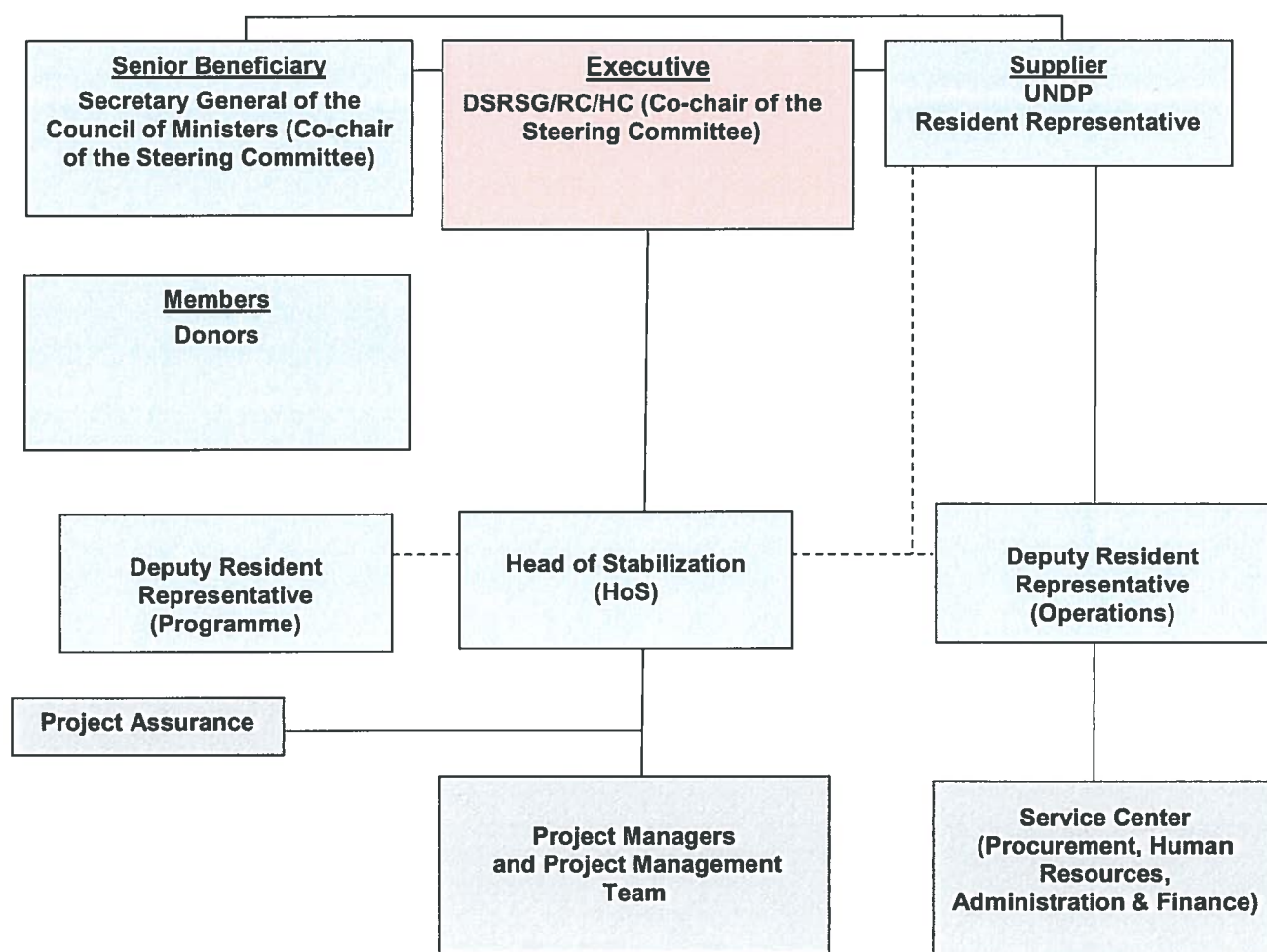
Service Center for Operations Support

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

Project Assurance

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

FFS Project Governance and Management Structure

RESULTS FRAMEWORK (UPDATED)

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

Conditions improved for safe return of internally displaced persons in newly liberated areas[9]

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

Increase in percentage of internally displaced persons returning to liberated areas

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

Applicable Output(s) from the UNDP Strategic Plan:

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

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

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

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

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

➤ % of returnees (disaggregated by gender) in the FFS target locations that report the basic urban services available are enough to enable them to stay in their places of origin and begin to rebuild their lives

➤ % of immediate livelihood support recipients who report an ability to meet immediate personal/family needs with the cash liquidity provided

➤ Feedback from the Government of Iraq (GOI) beneficiaries on the capacity support provided to the GOI through FFS efforts to enable a return to core services (qualitative analysis)

➤ Level of community engagement (with an emphasis on women and youth) in promoting social cohesion in the newly liberated areas, as assessed/observed by relevant proxy indicators

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[9] UNDAF 2015-2019 was under revision at the time of UNDP CPD 2016-2020 was finalized. Draft Outcome statement relied upon.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
Output 1- Funding Facility for Immediate Stabilization Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons **Output indicators:[10]** a. % of early needs assessments carried out in FFS targeted liberated areas b. # of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewage and municipal services) which have been restored[11] in target areas[12] c. # of houses rehabilitated in liberated areas d. # of immediate livelihood opportunities created for individuals, including women and youth[13] in the target areas e. # of small business grants provided in the target areas (gender disaggregated)		**Activity 1.1 (Assessments)** Carry out local assessments to identify immediate stabilization needs <u>Indicative activities</u> - Develop methodology to conduct rapid stabilization and recovery assessments in the newly liberated areas. - Provide advisory support to Local Authorities with regards to conducting the rapid assessments - Organize prioritization workshops, engaging relevant stakeholders and undertake verification missions where relevant. - Deploy expertise (where required) to coordinate the assessment exercise - Finalize the assessment reports, including translation and dissemination. **Activity result 1.2 (Window 1) Rehabilitate priority light infrastructure in newly liberated areas** <u>Indicative activities</u> - Undertake consultations with the partner institutions from the	- Local Authorities - Relevant UN Agencies (i.e. UNMAS, UNHABITAT, UNESCO, WFP, UNOPS etc.) - CSOs/NGOs	1. Supplies, Goods and Materials, equipment and furniture, and transport and security 2. Personnel (FTA/TA/SC/UNVs) Consultants, Travel and Training 3. Training of counterparts 4. Contracts- programmatic and procurement contracts 5. Other direct costs-administrative support, communications and visibility Estimated USD: 1,035,000,000.00
	Targets (2016) a. 80% of early needs assessments in target liberated areas completed b. Minimum 90 projects completed c. Not Applicable d. 2500 immediate livelihood opportunities created (2000 youth and 500 women) e. 1000 small business grants provided (30%) for women.			

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[10] Given the scale, and complexity of the Project, and the evolving country context, revisions to the Indicators and targets will be made, and documented. Indicators relating to Window 4 activities will be defined further in 2018/2019, upon completing the scoping work for the design of activities.

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

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

[13] Aged under 30.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
f. # of small grants provided to women headed households	f. Not Applicable	Government of Iraq, including the Provincial Control Cells, relevant line Ministries and line Directorates, in the newly liberated areas, to identify the infrastructure rehabilitation priorities		
g. # and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities	g. Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications.	- Develop designs and Bills of Quantities for priority infrastructure projects, including for the health, education, water, electricity, municipality, sewage, roads and bridges and housing sectors and other critical services in the target newly liberated areas		
h. # of women and youth engaged in leading/promoting social cohesion in the newly liberated areas[14]	h. Not applicable.	- Ensure the placement of the required procurement service capacities and undertake the required procurement processes to identify qualified goods and service providers.		
Baseline:				
a. No assessments conducted in the newly liberated areas (May 2015)	**Targets (2017)** a.100% of assessments in 28 target liberated areas completed	- Rehabilitate priority infrastructure units which meet the **immediate stabilization needs** in the newly liberated areas		
b. Zero (0) FFS supported light infrastructure rehabilitation work in the newly liberated areas (May 2015)	b. Minimum 1000 projects completed (cumulative)	- Provide priority furniture and/or equipment required to deliver basic services.		
c. Zero (0) houses rehabilitated in liberated areas (May 2015)	c. 5,000 houses rehabilitated in newly liberated areas.	- Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance of the rehabilitation work, to ensure high quality results and timely completion of work.		
d. Zero (0) job creation supported by FFS (May 2015)	d. 10,000 job opportunities created (7,000 youth and 2000 women)	- Undertake monitoring visits to project locations.		
e. Zero (0) small business grants provided (May 2015)				
f. Zero (0) small grants provided to women headed households				

[14] Indicators to monitor social cohesion activities will be reviewed and revised as required after completing the scoping work in the target locations, in late 2018/early 2019.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
g. Limited capacity in place to implement stabilization activities. (May 2015)	e. 2500 small business grants provided (30%) for women.	- Handover of completed infrastructure units to the end-user, to operate and maintain in support of the people		
h. Zero (0) women and youth engaged in leading/promoting social cohesion activities in newly liberated areas (May 2015)	f. 1000 women headed households provided small grants.	**Activity result 1.3 (Window 2) Support immediate income generation opportunities**		
	g. Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 9 Municipal Stabilization Advisors embedded.	<u>Indicative activities</u> - Identify location specific quick employment projects which provide critical access to financial resources among the returnees in the newly liberated areas, enabling them to meet their basic needs -Develop the terms of reference and/or Bills of Quantity and undertake the required procurement processes to identify qualified goods and service providers/ responsible parties. - Based on identified needs;		
	h. Not applicable	a) Create cash for work opportunities, for returnees, including through support for renovation and rehabilitation of infrastructure. Identify opportunities for engaging women through cash for work activities; and/or		
	Targets (2018) a.100% of assessments in 31 target liberated areas completed	b) Provide cash grants to support small businesses; and/or		
	b. Minimum 2000 projects completed (cumulative).	c) Provide cash grants for women headed households, where relevant and deemed suitable		
	c. 10,000 houses rehabilitated in newly liberated areas.	- Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance of the rehabilitation work, in		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
	d.30,000 people engaged through cash-generating job opportunities (cumulative, 14,000 youth and 4000 women)	order to ensure high quality results and timely completion of work. - Undertake monitoring visits to project locations in the newly liberated areas. -Provide technical support to NGO partners (2015-2017)		
	e. 7000 small business grants provided (cumulative)	**Activity result 1.4: (Window 3) Capacity development of Government authorities to facilitate stabilization**		
	f. 3,000 women headed households provided with small grants (cumulative).	Indicative activities - Identify the capacity support requirements in the Governorate and Local Administration level, in the newly liberated areas - Provide capacity support to the Government institutions, through the placement of complementary national and international technical advisory support capacities (for example, Area Coordinators, Stabilization Advisors, Municipal Stabilization Advisors, Liaison Officers, etc.)		
	g. Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded.			
	h.100 youth and 50 women engaged in promoting social cohesion (pilot initiatives)	- Provide other additional capacity support based on identified needs of the Governorate Offices and Local Authorities (i.e. communications, livelihood) - Gender advisory support dedicated for the Funding Facility for Stabilization in place, to strengthen gender equality and women's empowerment programming, and monitoring		
	Targets (2019) a. Not applicable	- Provide support to conduct priority workshops, trainings and consultations		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
	b. Minimum 2500 projects completed (cumulative). c. 20,000 houses rehabilitated in newly liberated areas d. 50,000 people engaged through cash-generating job opportunities (cumulative, 10,000 youth and 4000 women) e. 8,000 small business grants provided f. 4,120 women headed households provided with grants g. Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded. h. 100 youth and 50 women engaged in promoting social cohesion <u>Targets (2020)</u>	- Undertake monitoring visits to project locations in the newly liberated areas. **Activity result 1.5: (Window 4) Design and implement initiatives to promote social cohesion** <u>Indicative activities</u> - Conduct local level conflict analyses to identify the triggers of conflict, in targeted newly liberated areas - Conduct field visits and interviews with the local population, including IDPs, local authorities, civil society, and other stakeholders to deepen the project's understanding/analysis and identify specific concerns - Identify partners and implement small projects to engage different communities in shared projects such as social work in community, educational programs, intercommunity rehabilitation projects with the aim to slowly rebuild social fabric. -Strengthen the capacities of **Activity result 1.6: Set-up Project Management and Operations support teams** - Effective and efficient project management systems in place, including through the placement of required management, and operations support capacities - Effective monitoring and evaluation systems in place		

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
	a.Not applicable. b. Minimum 2,800 projects completed (cumulative) c. Not Applicable d. 53,000 job opportunities created (cumulative, 6,000 youth and 2000 women) e.8,000 small business grants provided f.4,120 women headed households provided with grants g. Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded. h.200 youth and 100 women engaged	- Timely reporting of progress/results, document lessons learned, and ensure public/stakeholder outreach on the project's work - Required administrative and operational support infrastructure for the project are in place (i.e. work space, office equipment, security and security vehicles, etc.)		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
Output 2: Funding Facility for Expanded Stabilization High impact medium-size infrastructure projects are rehabilitated to sustain stabilization gains **Output indicators:**	Targets (2016) a. 15 medium-size infrastructure projects implemented Targets (2017)	**Activity Result: 2.1 Rehabilitation of priority, medium-size infrastructure projects** - Through the planning stage of Activity Results 1.2 identify the medium- size infrastructure rehabilitation priorities - Develop designs and Bills of Quantities for priority infrastructure	- Local Authorities - Relevant UN Agencies (i.e. UNMAS, UNHABITAT, UNESCO, WFP, UNOPS etc.) - CSOs/NGOs	1. Supplies, Goods and Materials, equipment and furniture, and transport and security 2. Personnel (FTA/TA/SC/UNVs, Consultants), Travel and Training 3. Training of counterparts

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Response Party	Inputs
a. # of medium-size infrastructure projects implemented in the newly liberated areas **Baseline:** a. 0 (zero) medium-size projects implemented in the newly liberated areas (2015)	a.30 medium-size infrastructure projects implemented (cumulative) <u>Targets (2018)</u> a. 45 medium-size infrastructure projects implemented (cumulative) <u>Targets (2019)</u> a. 55 medium-size infrastructure projects implemented (cumulative) <u>Targets (2020)</u> a. 55 medium-size infrastructure projects completed.	projects, including for the health, education, water, electricity, and other critical services in the target newly liberated areas - Ensure the placement of the required procurement service capacities and undertake the required procurement processes to identify qualified goods and service providers. - Rehabilitate priority infrastructure units which meet the **expanded stabilization needs** in the newly liberated areas - Provide priority furniture and/or equipment required to deliver basic services. - Ensure the placement of required technical capacities, including for coordination, monitoring and quality assurance of the rehabilitation work, to ensure high quality results and timely completion of work. - Undertake monitoring visits to project locations. - Handover of completed infrastructure units to the end-user, to operate and maintain in support of the people		4. Contracts- programmatic and procurement contracts 5. Other direct costs- administrative support, communications and visibility Estimated USD: 345,000,000.00

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Estimated Cost (if any)
Track results progress	a) Field level monitoring of progress of activity implementation, challenges and issues that negatively impact the pace and quality of project implementation. b) Progress data against the results indicators in the RRF collected and analysed to assess the progress of the project in achieving the agreed outputs.	a) Weekly (additionally details provided in a multi-layered monitoring framework) b) A minimum, quarterly, and where relevant in keeping with the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		USD 750,000 per year (including staff time)
Monitor and Manage Risks	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Twice a year	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Knowledge Management	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Review to Make Course Corrections	Internal review of data and evidence from all monitoring actions undertaken by the Project Team to inform decision making by the Project Board. This internal review will also include taking stock of exit/phase-out strategies adopted by the Project.	Annually	Performance data, risks, lessons and quality will be discussed by the project and used to make course corrections.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform	Annually (Q2/Q3)	Areas of strength and weakness will be reviewed by project management and		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Estimated Cost (if any)
	management decision making to improve the project. The Quality Assessment tool is used from 2017 onwards.		used to inform decisions to improve project performance.		
Project Report	A progress report is circulated to members of the Steering Committee and key stakeholders, consisting of progress data showing the results achieved during the reporting period, a summary of risks, and lessons learned, and any evaluation or review reports prepared over the period.	-Quarterly progress report -Annual progress report -Final project report			USD 40,000 Per year (excluding staff time)
Project Review by the Steering Committee	The Steering Committee holds regular project reviews (a minimum annually) to assess the performance of the project. In the project's final year, the Steering Committee will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At-least Annually	The Project Board will discuss any quality concerns or slower than expected progress and agree on management actions to address the issues identified.		N/A
Project Evaluation	To determine the failures and successes of program activities to strengthen the implementation process.	Mid-Term and/or Final Evaluation	The Project Management Team and Steering Committee will review the findings of the Evaluation to identify ways to strengthen the implementation process and determine the need for and nature of a further phase of support.		USD 150,000 Per evaluation
Project Audit and/or Investigation	To ensure the project is implemented in keeping with UNDP's Financial Rules and Regulations. This may be undertaken through the UNDP Office of Audit and Investigation (OAI). OAI can support as and when required for any necessary reviews and/ or investigations.	UNDP Country Office Audit	The Project Management Team will review the findings of the Audit to identify what corrective management measures (if any) are required.		USD 674,674
Project Closure Quality Assurance	The quality of the closure process of the project will be assessed against UNDP's quality standards to identify strengths and weaknesses	In the lead up to Closure of the Project			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Estimated Cost (if any)
	and to inform management decision making to improve the process.		Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Annex 1: Summary of Hierarchy of Results

UNDP Strategic Plan 2018-2022

Outcome 3: Strengthen resilience to shocks and crises

UNDP Country Programme Document 2016-2020

Outcome 3: Conditions improved for safe return of internally displaced persons in newly liberated areas

Output 1:
Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons

Output 2:
High impact medium-size infrastructure projects are reconstructed to sustain stabilization gains

Window 1
Rehabilitation of critical Infrastructure

Window 2
Support Immediate Livelihoods

Window 3
Support capacity development

Window 4
Support to strengthen Social Cohesion

Reconstruction of high impact, medium-size infrastructure projects, building on the foundation of FFIS