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# IRAQ CRISIS RESPONSE AND RESILIENCE PROGRAMME

ANNUAL REPORT 2019



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## ANNUAL REPORT 2019

<b>PROJECT TITLE:</b>	Iraq Crisis Response and Resilience Programme (ICRRP)
<b>UNDP PROJECT ID:</b>	00085156
<b>PROJECT DURATION:</b>	October 2014 – 31 December 2021
<b>UNDP IRAQ 2016-2020 COUNTRY PROGRAMME<sup>1</sup> PRIORITY</b>	Conditions improved for the safe return of internally displaced persons in newly liberated areas (Outputs 1-5)
<b>IMPLEMENTING PARTNER:</b>	UNDP
<b>DONORS 2020:</b>	Government of Austria Government of France Government of Germany Government of Japan Government of Republic of Korea Government of the United Kingdom Government of the United States of America
<b>PROJECT LOCATIONS:</b>	Anbar, Baghdad, Basra, Diyala, Dohuk, Erbil, Garmiyan, Halabja, Kirkuk, Ninewa, Salah al-Din, Sulaymaniyah, Raparin

### CONTRIBUTING PARTNERS



1 UNDP Country Programme Document (CPD) for 2020-2024 was approved in February 2020 and ICRRP will be aligned to this new CPD starting in 2020.

Photo Credit: UNDP Iraq/2019





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Photo Credit: UNDP Iraq/2019



# ACRONYM GLOSSARY

<b>ABRA</b>	Area-Based Recovery Approach
<b>CPD</b>	Country Programme Document
<b>ECCI</b>	Erbil Chamber of Commerce and Industry
<b>FFS</b>	Funding Facility for Stabilization
<b>GBV</b>	Gender-Based Violence
<b>GOI</b>	Government of Iraq
<b>ICRRP</b>	Iraq Crisis Response and Resilience Programme
<b>IDPs</b>	Internally Displaced Persons
<b>IOM</b>	International Organization for Migration
<b>ISIL</b>	Islamic State of Iraq and the Levant
<b>JCC</b>	Joint Crisis Coordination Centre of the Kurdistan Regional Government
<b>JCMC</b>	Joint Coordination and Monitoring Centre of the Government of Iraq
<b>KRI</b>	Kurdistan Region of Iraq
<b>KRG</b>	Kurdistan Regional Government
<b>LOA</b>	Letter of Agreement
<b>MSME</b>	Micro, Small and Medium Enterprise
<b>PWD</b>	Person With a Disability
<b>NLA</b>	Newly Liberated Areas
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>UNDP</b>	United Nations Development Programme

Photo Credit: UNDP Iraq/2019



# 2019

## A YEAR IN REVIEW

# PROJECT HIGHLIGHTS



## CRISIS PREVENTION & RECOVERY

- Raparin and Garmiyan JCC sub-offices and Najaf JCMC sub-office constructed
- **140** JCC staff and 31 JCMC staff trained in key technical areas of preparedness and crisis management



## BASIC SERVICES

- **225,000** people have improved mobility through rehabilitation of roads
- **6,000** students have better access to education through the construction of new schools
- **100,000** people have better access to sewerage networks
- **95,000** people have better access to clean water
- **90,000** people have better access to electricity
- **20,000** people have better access to civil services



## LIVELIHOODS RECOVERY

- **746** cash for work opportunities created
- **1,321** small business grants awarded
- **458** individuals placed in jobs
- **1,589** people trained in vocational and employability related topics



## PROTECTION

- **31** individuals provided legal, mental health and psychosocial support services
- **554** people participated in GBV/SGBV awareness-raising activities



## SOCIAL COHESION

- **First** national pilot Diploma in Peace and Conflict Studies launched at Baghdad, Anbar and Mosul Universities
- **287** religious leaders trained in peacebuilding
- **89** community initiatives engaging **5,632** people

Photo Credit: UNDP Iraq/2019



## THE IRAQI CONTEXT

December 2019 marks the second anniversary of Iraq's victory declaration from the Islamic State of Iraq and the Levant (ISIL). Despite the significant progress achieved since then, people living in protracted displacement, returnees, refugees and vulnerable host communities continue to face difficulties as the country continues efforts to stabilize and recover from years of conflict. Approximately 1.4 million Iraqis are still displaced.

Fewer displaced Iraqis returned home during 2019 (431,130 compared to 944,958 in 2018). The vast majority of the 103,764 Iraqis displaced in 2019 experienced secondary displacement for various reasons including damaged or destroyed housing, a lack of economic opportunities, absent services and insecurity<sup>2</sup>. An increase in displacement was also caused by the government's closure of several camps for internally displaced persons (IDPs) in Ninewa and, to a lesser extent, in Anbar and Salah al-Din. These closures not only re-displaced vulnerable people but also limited the scope of assistance provided by humanitarian and development partners, who were in certain instances unable to track the movement of the former camp residents.

The year was also marked by political tension, punctuated by the mass protests in Iraq's central and southern governorates that erupted in October 2019. These incidents brought people to the streets to protest poor governance, corruption, a lack of basic services and high unemployment. Young people, among whom the unemployment rate is around 16.6<sup>3</sup> percent, featured prominently in the demonstrations. A further grievance among protesters was the poverty rate, which sits at approximately 41 percent in the liberated governorates.

Significant levels of violence and loss of life characterised the response to the demonstrations. The internet was shut down throughout the country, and the authorities imposed widespread curfews. Although the protests had no direct impact on UN activities, international non-governmental organisations (NGOs) that are implementing partners for UNDP projects did face delays in staff movement, securing permits and other administrative tasks, due to government shutdowns.

The broader situation within the country remains concerning for all Iraqis and the international community alike. With continued unrest, it is now critically urgent to maintain the trajectory toward stabilization. In this sense, the support of the international community to programmes such as the Iraq Crisis Response and Resilience Programme (ICRRP), is needed now more than ever.

<sup>2</sup> IOM DTM, December 2019

<sup>3</sup> UNDP Human Development Report, 2019

# ICRRP STRATEGY

## GEOGRAPHIC SCOPE

With more than 1.4 million IDPs still living away from their place of origin, ICRRP continued supporting the displaced and host communities across Diyala, Dohuk, Erbil and Sulaymaniyah by rehabilitating the infrastructure for basic services, supporting livelihoods, enhancing protection and promoting social cohesion.

ICRRP also responded to the needs identified in areas most affected by the ISIL crisis. ICRRP activities focused on the construction of critical infrastructure (e.g. schools, roads, sewerage networks) where these services had not previously been provided, as well as sustainable livelihoods interventions (e.g. asset recovery grants and vocational training) and training in peacebuilding and conflict prevention for community leaders, academics and youth. This assistance complements those supported by UNDP Iraq's Funding Facility for Stabilization (FFS), which continues to facilitate returns by rehabilitating critical infrastructure, providing capacity support to municipalities, building peaceful communities through social cohesion activities and providing immediate livelihoods opportunities through cash-for-work projects.

ICRRP began programming this year in Basra, where high needs have resulted from severe youth unemployment and the degradation of basic services following the pollution of the Shatt-al-Arab river, a significant source of drinking water, in 2018.



## EXTENDED MANDATE

ICRRP's original project document was signed in October 2014, for the period 2014-2018, with a revised project document adopted in May 2019, extending the mandate until December 2021. Following this, a project evaluation was completed in 2019<sup>4</sup>.

Key findings of the evaluation pointed to the continued relevance of the programme stemming from its quick response to emerging crisis, complementarity to the humanitarian assistance provided to target communities and alignment with government objectives to respond to the needs of IDPs, refugees, returnees and host community members. As a result, the revised project document continues to structure programming under five thematic components:

- Crisis Response and Recovery
- Basic Services
- Livelihoods Recovery
- Protection
- Social Cohesion

Having demonstrated the success of the Area-Based Recovery Approach (ABRA) in early 2019 (see Annex IV), through which ICRRP integrates activities from across its five components, this modality will be adopted again in 2020. Importantly, extended activities continue to enjoy the full support of local, regional and federal governments.

## STRATEGIC REALIGNMENT

The new UNDP Iraq Country Programme Document (CPD) for 2020-24 reflects the changes in national context that calls for gradual transition from immediate response and post-conflict recovery to more sustainable development. Under the CPD, ICRRP was positioned strategically alongside FFS as one of UNDP Iraq's five pillars (Stabilization).

Planning for new ICRRP agreements was streamlined in late 2019, with activities for 2020-21 focused on economic recovery and resilience building. All existing projects will continue until closure under ICRRP's previous five-component structure.

ICRRP will continue to take measures to ensure a holistic, integrated and community-driven approach to all programming. Efforts to integrate activities from across ICRRP's components will be made, such as economic recovery opportunities through rehabilitation of basic services or cross-cutting activities such as the mainstreaming of protection and social cohesion support for beneficiaries. This is expected to increase project ownership and avoid the resurgence of conflict and social tension.

As of December 2019, ICRRP has mobilized an estimated US\$181.5 million, including about US\$ 1 million from UNDP. New funding agreements were signed with Germany, the Republic of Korea and the United States (see Annex II).



<sup>4</sup> An evaluation was conducted for the project implementation period between November 2014 and 31 December 2018. The final evaluation report could be accessed at UNDP Evaluation Resources Centre website <https://erc.undp.org/evaluation/evaluations/detail/8058>.

# 2019

## RESULTS



*Photo Credit: UNDP Iraq/2019*

# COMPONENT 1: CRISIS PREVENTION AND RESPONSE

The Joint Coordination and Monitoring Centre (JCMC) in Baghdad and the Joint Crisis Coordination Centre (JCC) in Erbil were established in 2014 to respond to the ISIL crisis and ensuing population displacement. Since their establishment, these centres have coordinated the response by government and the international community.

Recognising the need for sustained coordination efforts to support more than 1.4 million Iraqis in protracted displacement primarily in the Kurdistan Region of Iraq<sup>5</sup> and the increased likelihood of climate change-related natural disasters, ICRRP continued to provide training, advisory, technical and material support to JCC and JCMC in 2019.

The threat of persistent asymmetrical attacks from ISIL and other groups prevented significant IDP returns in 2019 and even resulted in secondary displacement for some. At the same time, JCMC and JCC faced an influx of new Syrian refugees following the Turkish offensive in Rojava. Natural disasters, such as flooding caused by unseasonably heavy rain in Missan, Wassit, Salah al-Din and Basra, displaced more than 100,000 people.

Building on its capacity support between 2014 and 2018, ICRRP achieved the following key results in 2019:

## KURDISTAN REGION OF IRAQ

- **Two JCC sub-offices were constructed** to provide dedicated office space to staff in Garmiyan and Raparin Administrations. JCC focal points in each location were previously allocated a desk inside the administration building. These new dedicated offices will enable increased staffing and capacity to address needs in both locations.
- **A Gender Equality Strategy** was adopted by the JCC and KRI Ministry of Interior to concretise efforts toward the meaningful participation of women in crisis response.
- Two senior police officers and the JCC Director of Administration (and Gender Focal Point) travelled to the UNDP Seoul Policy Centre for Global Development Partnerships to participate in a three-day workshop on **effective institutional structures and training strategies for Sexual and Gender Based Violence (SGBV)**.
- 140 staff from the JCC and partner ministries benefitted from **intermediate and advanced courses** on:
  - Crisis and recovery needs assessments;
  - Information management, analysis and reporting;
  - Disaster and crisis response planning;
  - Crisis recovery coordination;
  - Results-based management; and
  - Workflow and work planning.



Photo Credit: UNDP Iraq/2019

## CENTRAL AND SOUTHERN IRAQ

- ICRRP supported the JCMC to draft a proposal for new regional offices in four geographical areas (Basra, Kirkuk, Najaf and Wassit). UNDP organised a workshop to discuss the plans to establish these offices, which will strengthen decentralisation and enhance the capacity of governorates to manage crises and the risks prevalent in their respective jurisdictions.
- The JCMC Regional Office in Najaf was rehabilitated and furnished with the equipment needed for staff to complete critical daily tasks.
- Direct capacity and advisory support were provided to JCMC sub-offices to manage crisis response and facilitate the delivery of essential supplies from UN agencies and INGOs:
  - In Ninewa, support to inspect IDP camps and establish new camps for refugees from Syria.
  - In Missan, the delivery of 5,000 tents to host IDPs displaced due by heavy rain and flooding.
  - In Wassit, the delivery of 100 tents to host IDPs displaced by heavy rain and flooding.
- ICRRP supported JCMC to develop its goals and objectives for the 2020-24 Strategic Plan of the General Secretariat of the Council of Ministers. The Strategic Plan will focus on:
  1. Empowering JCMC to be Iraq's national crisis coordination and disaster management agency;
  2. Implementing successful initiatives and transferring them to the ministries and provinces;
  3. Promoting coordination and communication with all government entities;
  4. Strengthening partnerships with international stakeholders to respond to catastrophes;
  5. Preserving the environment and managing waste.

UNDP is assisting technical experts, who undertook regular visits to JCMC and JCC sub-offices to assess capacity and advise on gaps and needs. ICRRP continued to support referrals to global preparedness networks to ensure knowledge exchange and enable the JCMC's sustainability beyond 2021.



*Photo Credit: UNDP Iraq/2019*

# CASE STUDY

## Coordinated crisis response ensures flood-displaced families have shelter, food and water

Unseasonably heavy rains in May 2019 led to flooding in several Iraqi governorates, including Basra, Missan, Salah al-Din and Wassit. Elevated water levels in the Tigris River and neighbouring marshes, spilt over into riverine communities, displacing people and damaging homes, infrastructure and farmland.

The Joint Coordination and Monitoring Centre (JCMC) immediately directed its representatives in each affected governorate to engage with the relevant crisis response actors (e.g. Ministries of Water and Health, the UN Office for the Coordination of Humanitarian Affairs, Civil Defense and the Iraqi Red Crescent Society) and refer all requests to the National Operations Centre (NOC) to ensure an effective, timely and coordinated response.

The JCMC conducted several missions to each governorate to assess the situation and develop a joint response plan. The plan encompassed both the immediate response required to evacuate and provide humanitarian assistance to affected persons and the longer-term upgrades and maintenance needed to strengthen the berms and manage the release of water from dams and water drainage systems.

The swift delivery of critical assistance was possible due to the rigorous coordination mechanisms established and maintained by JCMC with UNDP support, which included:

- Support to evacuate more than 140 families trapped by rising water levels;
- Supply of food baskets, jerry cans, latrines, hygiene kits and health services to more than 4,000 families across Basra, Missan, Salah al-Din and Wassit governorates;
- Provision of more than 550 tents to families whose homes were flooded;
- Supply of inflatable boats and life jackets to improve access to and evacuation of trapped families (with WHO support);
- Delivery of 1000m<sup>3</sup> of limestone to cover riverbanks and reduce flooding.

“

*Heavy rains and torrents were a big challenge for the governorate. JCMC, along with all partners, worked very hard to reduce the loss of life and property. The training we received from UNDP, especially in the field of coordination, leadership and crisis and disaster management, has strengthened our capacity to coordinate with partners, identify gaps and needs and provide an immediate response to citizens in the affected areas,*

Abd Al Jaleel Yassin, Director, JCMC Office, Wassit





*UNDP and JCC supported the delivery of food and emergency supplies to more than 4,000 flood-affected families. Partner IRCS provided logistical support.*



*Rising water levels inundated homes and left families displaced across Basra, Missan and Wassit.*

# COMPONENT 2: BASIC SERVICES

ICRRP has supported the rehabilitation and construction of critical infrastructure in areas hosting a high number of IDPs and refugees, as well as those communities with infrastructure damaged during ISIL occupation.

In 2019, ICRRP completed the rehabilitation of 13 infrastructure projects across the four governorates and two administrations of the Kurdistan Region of Iraq, including Dohuk (1), Erbil (1), Halabja (4), Sulaymaniyah (3), Raparin (3) and Garmiyan (1). In central and northern Iraq, 41 infrastructure projects were rehabilitated or constructed across Anbar (1), Diyala (36) and Ninewa (4). Completed projects will support improved access to water, sewerage networks, electricity, education and mobility for more than 540,000 beneficiaries.

Seven projects remain on-going in Diyala as of 31 December 2019. Once completed, these projects will improve access to education for nearly 4,000 students.

In 2019, ICRRP widened its geographic scope with an agreement to rehabilitate seven compact water treatment units in Basra in 2020. The agreement supports recovery from the crisis caused by the pollution of the Shatt-al-Arab river in 2018, which exacerbated an already insufficient water supply and poor treatment and purification systems. The procurement process for these projects is expected to be launched in January 2020, once the requirements are verified and technically evaluated by UNDP’s Senior Engineer to determine feasibility and criticality.

All projects are proposed to the Governorate Office by district councils, with the engagement of local communities to prioritise needs. Before approval by the Governorate, the priorities are reviewed against budgets and technically evaluated by UNDP Senior Engineers to determine feasibility and criticality.

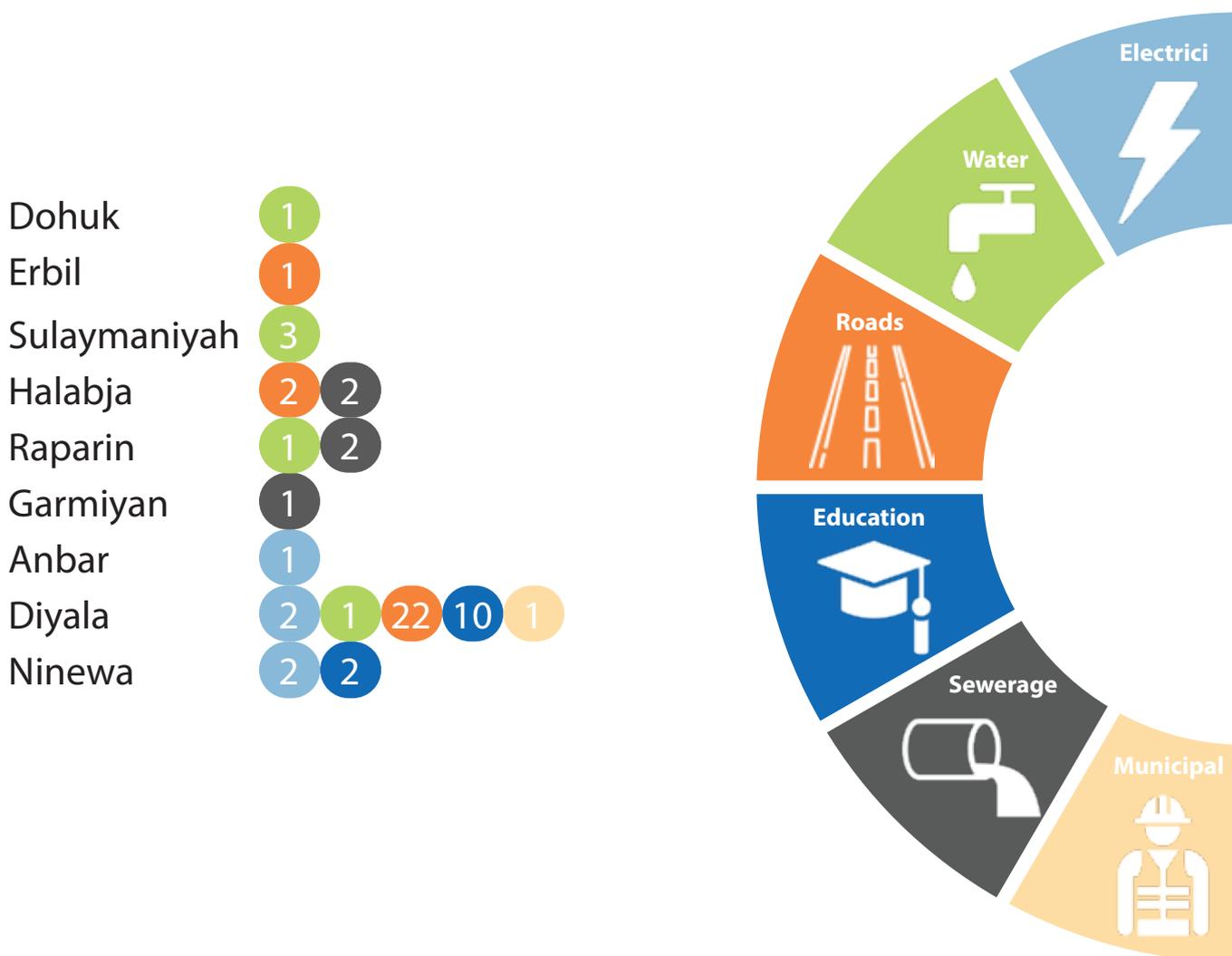




Photo Credit: UNDP Iraq/2019

## KURDISTAN REGION OF IRAQ

Following its victory from ISIL in 2017, and despite the increasing number of returnees, the Kurdistan Region of Iraq (KRI) still hosts close to 700,000 IDPs and 200,100 Syrian refugees<sup>6</sup>. Overwhelmingly, 68 percent of IDPs and 59 percent of refugees across the KRI live in private residences outside of camp settings.

As protracted displacement drives more IDPs and refugees into private residences, community infrastructure is stretched, and the quality of access to water, sewerage networks and sealed roads diminishes. ICRRP supports communities in the KRI to rehabilitate infrastructure and reduce social tensions exacerbated by constrained access to services.

In Erbil, the rehabilitation of a 2.5-kilometre segment of Baharka Road, the main artery connecting the city to Baharka Sub-District and enabling access to critical livelihood opportunities, improved the mobility of more than 62,000 IDPs, refugees and host community members.

In Dohuk, the construction of the Akre District water network and pumping station improved access to potable water for 22,000 people living across seven quarters, including 1,000 IDP families and 1,082 refugees.

In Sulaymaniyah, the completion of three water projects will improve access to water for 57,150 people across communities including Kanaswra and Sadubist villages, where insufficient infrastructure forced many residents to truck in potable water. In Darbandikhan District, ICRRP supported the rehabilitation of elevated steel water tanks that were damaged during the 2017 Iran-Iraq earthquake.

In Halabja, unsealed roads would turn to mud and become impassable during the rainy season. By rehabilitating such roads in Halabja city and Sirwan sub-district, ICRRP improved the mobility of more than 83,000 people. Two newly constructed sewerage networks in Halabja city and Khurmali sub-district have also benefitted 87,796 people.

In Raparin and Garmiyan Administrations, 16,500 people have access to three newly constructed sewerage networks in Kifri and Qalat-diza districts and Hajjawa sub-district. 2,015 people benefitted from the construction of a drinking water well, pump station and guardhouse in Rania district.

Eleven of the infrastructure rehabilitation and construction projects completed in the KRI were implemented using skilled and semi-skilled cash-for-work modalities, providing immediate job opportunities for 620 individuals (43 women).

6 UNHCR Iraq: Refugee and IDP Population Map (December 2019)

# CENTRAL AND NORTHERN IRAQ

Complementing the immediate efforts of the Funding Facility for Stabilization (FFS), ICRRP completed the construction and rehabilitation of 41 infrastructure projects in the central and southern Iraqi governorates of Anbar, Diyala and Ninewa.

In Diyala, more than 228,000 IDPs returned to their place of origin in 2019, primarily across Khanaqeen, Al-Khalis and Al-Muqdadiya. Contrastingly, more than 54,000 IDPs remain in Diyala, mostly displaced from neighbouring communities within the governorate, with a small percentage having originated from Anbar, Babil, Baghdad, Kirkuk, Ninewa and Salah al-Din. This situation intensified competition for services that were damaged during the liberation from ISIL. To address the needs of both IDPs and returnees, ICRRP completed 36 infrastructure projects in 2019. These included 22 roads, 2 electricity projects, 1 water project, 10 schools and the construction of a reception hall for the Jalawla Civil Affairs Directorate, which will enable community members to more easily access government services.

In Ninewa, where much infrastructure still remains damaged in the wake of the 2017 victory from ISIL, 1,933 students have better access to education following the rehabilitation of their schools in West Mosul. More than 54,000 people in Wanna and Zummar sub-districts have better access to electricity following the supply of transformers and critical electrical equipment.

In Anbar, the supply of critical electrical equipment benefitted 35,000 residents and will also facilitate the return of IDPs to their places of origin.

## CASE STUDY

### Diyala streets: connecting people and boosting business

On the banks of the Diyala River, the provincial capital of Ba'aqubah swelters at a mid-summer high of 44 degrees Celsius. As the wind picks up over the warmer months, pedestrians battle the dust and dry heat; moving around the city can be tough.

In an area still recovering from significant destruction during ISIL occupation and liberation, UNDP's Iraq Crisis Response and Resilience Programme (ICRRP) is working to improve residents' mobility by helping to lessen the burden of moving around in this desert-like climate. ICRRP has rehabilitated 29 roads across Diyala Governorate since 2017, with 22 completed in 2019 alone.



“The new street is clean and beautiful. Since the rehabilitation of the road, the prices of homes on this street have increased, and the demand for buying and selling retail spaces and homes has risen; so, more people enter my store.”

Havel has owned his real estate agency for one year. Situated on a busy stretch of Al-Hassan Road, he estimates a 15 percent increase in foot traffic thanks to the new curbed roadside.

Havel is welcoming more potential buyers into his office thanks to the improved mobility of residents.



For Mustapha, owner of a small mechanic workshop, business has also improved. "My shop is small, so I must do my repairs on the road," he explains.

**“ Before they rolled the asphalt, the dust made it difficult to work under the vehicles, and during the rain, the mud made it virtually impossible. ”**

Mustapha's job is now much easier, and the repairs are completed faster, so he can welcome more customers throughout the day.

*Mustapha sits at the entrance to his small mechanic workshop waiting for customers.*



The roads rehabilitated in Diyala are improving the mobility of approximately 79,850 residents and their families in Ba'aqubah, as well as better business for roadside shop owners.

*Anram stands with his 90-year-old grandmother at the entrance to their family home.*

## COMPONENT 3: LIVELIHOOD RECOVERY

Despite progress in the restoration of infrastructure necessary to facilitate employment, and the efforts of UN agencies and international and national NGOs to boost private sector growth in Iraq, the unemployment rate has remained the same as the pre-ISIL level of 7.9 percent<sup>7</sup>. Alarming, unemployment is high among youth (16.6 percent<sup>8</sup>), and a vast discrepancy exists between the labour force participation of men (72.6 percent<sup>9</sup>) and women (12.4 percent<sup>10</sup>).

To address critical gaps in the capacity of local and national stakeholders to increase decent work opportunities and building on previous successes, ICRRP continued to adopt the three-track approach to livelihoods recovery<sup>11</sup> in 2019:



7 UNDP Human Development Report, 2019

8 UNDP Human Development Report, 2019

9 UNDP Human Development Report, 2019

10 UNDP Human Development Report, 2019

11 Guide: Livelihoods & Economic Recovery in Crisis Situations (2015)

<https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/guide--livelihoods---economic-recovery-in-crisis-situations/>

# KURDISTAN REGION OF IRAQ

Complementing the critical rehabilitation of infrastructure completed under Component 2: Basic Services, ICRRP continued to provide livelihood recovery support in Dohuk, Erbil and Sulaymaniyah in 2019. The lack of access to meaningful employment is an additional driver of social tensions in communities hosting a high number of IDPs and refugees. Improving such access is, therefore, a key step toward stabilization in the KRI, especially considering the slowing rate of return (approximately 431,130 returnees in 2019, compared to 944,958 in 2018).



## Cash for work

ICRRP provided cash-for-work opportunities to address the immediate income needs of protracted IDPs and refugees following the ISIL crisis, as well as those who faced secondary displacement due to aforementioned reasons. A total of 746 people (54 women) benefitted from these opportunities in Dohuk (10), Erbil (222), Sulaymaniyah (62) and Halabja (266) governorates and Raparin (136) and Garmiyan (50) administrations. Some 620 individuals participated in skilled and semi-skilled cash-for-work projects to rehabilitate critical infrastructure (under Component 2: Basic Services). An additional 126 people participated in unskilled cash-for-work projects (e.g. light rehabilitation of parks and public spaces, painting of curbstones to improve traffic and pedestrian safety).

All cash-for-work projects are selected in close cooperation with local authorities, following technical evaluation by UNDP Senior Engineers, to address the priorities of the community.

In addition to cash for work, 31 youth (8 women) participated in the Toyota Certified Technical Training Programme through cash for training. Beneficiaries were trained in one of three fields: automotive mastery, customer service and skills, and spare parts. The programme involved two months of classroom training and one month of on-the-job training with one of Toyota's certified dealerships in Iraq. Following the completion of the training, three graduates were selected for employment with Toyota Iraq.



Photo Credit: UNDP Iraq/2019



## Asset recovery

In Erbil and Dohuk, 566 people participated in business development training as a prerequisite for receiving asset recovery grants. The training provided basic knowledge for the development of new businesses, reinvigorating existing businesses and identifying markets. Grants were awarded to 534 individuals (193 women) based on a review of the feasibility and sustainability of their business plans.

In Dohuk, a majority of the target beneficiaries to receive grants were protracted IDPs (213) and refugees (145) living in camps and non-camp settings; with 66 host community members also selected. Grantees were supported to open businesses such as mini-markets, bakeries, clothing stores, beauty salons and barbershops.

In Erbil, the 110 recipients (90 IDPs and 20 host community members) had a more extensive selection of business types, including mechanics, larger retail stores and agriculture.

All grantees had a baseline income of less than IQD 450,000 (approximately US\$381) before receiving ICRRP assistance. An assessment by ICRRP implementing partner REACH NGO found that the monthly income of 200 grantees increased after receiving their grants. On average, monthly income increased for IDPs (IQD 546,482), refugees (IQD 710,222) and host community members (IQD 499,632).



## Job placement

In Dohuk, Erbil and Sulaymaniyah, 323 beneficiaries (114 women) were placed into jobs across 13 sectors (e.g. food processing and packaging, retail, service industry). Beneficiaries and employees signed a letter of agreement (LOA) and contract for a minimum placement of nine months. ICRRP provided a monthly stipend to each beneficiary for the first two months to support employers taking on new employees.

More than 3,000 people applied for job placement through online portals hosted by ICRRP partners. A cohort of 323 beneficiaries was selected based on a vulnerability and eligibility scoring table, including skills match with the sectors identified for placement, proximity to the workplace and present income capacity in the household.



## Vocational Training

To address the skills gaps in Erbil, Dohuk and Sulaymaniyah, ICRRP selected 78 beneficiaries (44 women) for vocational training in 2019. Following a private sector skills mapping exercise, 38 individuals (15 women) received customer service and marketing training in Erbil, 20 individuals (15 women) received ticketing and operations training in Sulaymaniyah, and 20 individuals (14 women) received communications skills training in Dohuk.



Photo Credit: UNDP Iraq/2019



## Private Sector Development

As the economic centre of the KRI, Erbil sets the pace for private sector growth across the region. In 2019, ICRRP provided capacity-building support to the Erbil Chamber of Commerce and Industry (ECCI) through two events fostering public-private sector engagement and the development of a preliminary Action Plan for Private Sector Growth in the KRI.



## Business Forum: Private Sector Development – Toward the Diversification of Local Economies

The first event hosted by ECCI with ICRRP support was a business forum titled Private Sector Development: Toward the Diversification of Local Economies in the KRI. The forum built on discussions sparked amongst key private sector actors and government ministries during an initial forum convened to draft a road map for private sector development in 2017.

The forum engaged 160 individuals from the private sector, finance, government, NGOs and UN agencies in three roundtable discussions aimed at brainstorming solutions to persistent barriers of private sector development in KRI:

- Improving the legal and regulatory environment for a more active business climate;
- Ensuring access to micro-finance to enable local trade and investment;
- Building Kurdistan's human capital base for the micro-economy.

Following the forum, a preliminary Action Plan was presented for review to the Office of the Prime Minister. The Action Plan identified four priorities:

- Enacting a reform policy to revive non-oil sectors under the supervision of a proposed “sovereign council”;
- Developing a legal framework for private sector development by creating a healthy business climate for economic and enterprise development;
- Prioritizing investment for human resource development to enhance productivity, efficiency and sustainability;
- Introducing education reform to develop the knowledge, skills and attitude of students, according to the needs of the market.



## Solid Waste Management: Toward Private Sector Engagement

A second event hosted in partnership with ECCI introduced the preliminary findings of a Solid Waste Management Assessment conducted by an ICRRP consultant. 150 individuals from the private sector, finance, government, NGOs and UN agencies attended, including the acting Minister of Municipalities and Tourism, and the Deputy Governor of Erbil.



Photo Credit: UNDP Iraq/2019

The assessment included a value chain analysis of the waste management system in KRI to map entry points for employment creation. The initial study, informed by field visits to identify obstacles and opportunities for sector growth, was elaborated at the event.

The selection of the solid waste management sector builds on a renewed environmental focus in the KRI. It also addresses the growing amount of waste produced in the region due to rapid population growth and the protracted displacement of IDPs and Syrian refugees.

In the KRI, waste collection and disposal are done by private companies engaged by the municipality. A review of the existing value chain identified two major entry points for UNDP Iraq to consider for future livelihoods recovery support for the KRG and the Governorates:

- **SHORT-TERM Camp-based waste collection** – short-term employment generated by installing internal waste collection and management systems run by members of the camp community;
- **LONG-TERM Establishing public waste processing units** – seeking private sector investment in public waste processing units for high-value, low complexity waste recovery, especially polyethylene terephthalate (PET) materials such as plastic bottles;

Three parallel sessions focused on critical aspects of the sector, relative to the KRI:

- Public awareness and education of the consequences of accumulated waste;
- How to properly dispose of unrecoverable materials;
- Sustainable urban planning.

A workshop report shared with the Office of the Prime Minister for review.



Photo Credit: UNDP Iraq/2019

# CENTRAL AND SOUTHERN IRAQ



## Asset Recovery

In 2019, 947 individuals (362 women) from Basra, Diyala and Salah al-Din benefitted from business management training. The training was designed to develop their organizational knowledge and marketing skills and enhance their potential to generate sustainable income.

All graduates were supported to design a business plan, with 668 graduates (253 women) from Diyala and 119 graduates (50 women) from Basra receiving asset recovery grants based on their business plans. The selection of grantees was informed by rapid market assessments conducted at the onset of each project to identify sectors with growth potential (e.g. transport, barbershops, beauty salons, carpentry, bakeries, fish farms and agriculture).

In Salah al-Din, 40 of the 160 graduates received additional training on financial literacy related to their participation in Rotational Savings and Credit Associations (ROSCA), formed as a pilot initiative in Baiji and Shirqat. Proposals from participants in Salah al-Din focused on the service, retail and agriculture sectors with the most popular businesses being mini-markets, bakeries, and clothing and accessory stores. All 160 graduates will be awarded their first grant instalment in January 2020, and the 40 participants in the ROSCA pilot will receive their first round of loans.



## Job Placement

In Basra, 136 individuals (55 women) benefitted from job placement with 30 private sector companies across Basra City (31) and Qurna (105). An apprenticeship model was used to demonstrate the productivity gains of a skilled workforce, making a business case for increased staff capacity in private sector companies with growth potential. Participants received a monthly stipend for the first three months of on-the-job training and a certificate at the end of their training period. Private sector partners also signed an agreement to retain a minimum of 65 percent of trainees for six months following their training.



Photo Credit: UNDP Iraq/2019

# CASE STUDY

## Economic empowerment and rehabilitated basic services build resilience in Dohuk

In 2019, UNDP Iraq more than 1,000 individuals to receive livelihood support in Dohuk.

Khairy, like many others, had struggled to find livelihood opportunities to support his ten kids, while living in Sharia Camp for Internally Displaced Persons (IDPs). Previously he had accepted employment in a barbershop belonging to another IDP, but with little flexibility and restricted access to assets due to camp restrictions, Khairy was often left without a wage to support his family.

Now, after receiving a small business grant from UNDP in early 2019, he opens the doors to his in-camp barbershop every day, with all the necessary equipment to master his craft. "When I have more income and more flexibility, I have many ideas to develop and expand my work and the shop," he added. "I am always trying new things."

Amira, a 23-year-old Yazidi woman, has also lived in Sharia camp since she fled the ISIL occupation of Sinjar in 2014. Today, she operates a small mini-market, selling cold drinks, sweets, toiletries and other basic goods inside the camp.

*"I live with my parents and three younger brothers, but I am the only one able to work.*

*I was only in ninth grade when I had to leave Sinjar, and although I went on to study health in Dohuk, I couldn't find work as a nurse.*

*"When I have more income and more flexibility, I have many ideas to develop and expand my work and the shop, I am always trying new things."*

She added. Now that she can support her family, who often join her in the store to serve customers, she hopes to raise more money and expand the shop and the products she sells.



Khairy tidies the beard of a customer using a straight razor technique.



Amira stands in the doorway to her mini market, waiting for customers to stop by.



## COMPONENT 4: PROTECTION

In post-conflict Iraq, insecurity and reduced access to justice work to exacerbate existing social tensions, especially for women and the most vulnerable (including the elderly, widows, female heads of household, children, persons with disabilities, religious and ethnic minorities, internally displaced people and refugees).

Considered a barrier to women's meaningful participation in economic and social life, sexual and gender-based violence (SGBV) remains widespread across the country. There is a higher prevalence of SGBV in IDP and refugee communities, and such violence is often normalised or legitimised by survivors, perpetrators and communities alike due to pervasive cultural norms.

Efforts to address these immediate social protection needs and support national progress toward women's equality in all aspects of daily life represent a critical, cross-cutting issue. ICRRP mainstreams gender across all programming, with the integration of specific activities to provide legal and psychosocial support services, and SGBV awareness training and materials. Furthermore, in 2019, a formative research study was conducted to understand better community sentiment toward women's participation in economic and social life.

## PSYCHOSOCIAL SUPPORT AND LEGAL SERVICES

In 2019, 31 individuals (24 women) received legal aid and psychosocial support services in Arbat, Sulaymaniyah. These services were provided at the Arbat Community Centre, in combination with several other activities focused primarily on social cohesion.<sup>12</sup>

ICRRP has been present in Arbat since 2017, when the Community Centre was established to serve close to 20,000 IDPs and refugees living in the community and nearby camps (including Ashti and Arbat IDP camps, Barika refugee camp), as well as members of the host community.

Despite this richness faith and culture, stress and social tensions in Arbat have intensified due to the high unemployment rate and limited access to health and education services, exacerbated by the influx of IDPs and refugees over the past six years. Hence, ICRRP invested in the Community Center for the past two years, to develop the space as an epicentre for promoting co-existence, building social cohesion and encouraging local development.

Initially, training was provided with the support of the Department of Health to local psychologists, lawyers and social workers to understand better the conditions and needs of SGBV survivors in Arbat. These trained professionals are then integrated into a network of service providers.

This capacity-building initiative aims to enable local service providers to address cases of SGBV in coordination with the Directorate of Health and enable them to provide adequate support for survivors of violent conflict, without future facilitation of an NGO. Sustainability is guaranteed by the involvement of psychologists and staff working for the public sector, who can keep offering services to local communities even when NGOs may not have projects covering activity costs.

# GENDER-BASED VIOLENCE AWARENESS

ICRRP also complements survivor support services by integrating GBV awareness-raising initiatives into existing projects to reduce the prevalence of GBV in Iraq.



## Community Awareness

As a part of its community advocacy and awareness-raising activities, Arbat Community Centre hosted awareness sessions for youth and families on GBV, legal rights and psychosocial support, giving them the information needed to self-report or refer family and friends. Individuals must present to the Community Centre and consent to be referred to professional legal aid and psychosocial support services. Similarly, in Misureek (Dohuk), GBV awareness activities were integrated into the ABRA pilot.

In total, 580 individuals (355 women) participated during the reporting period in GBV awareness-raising sessions in Arbat and Misureek. Topics covered in these sessions included:

- Legal rights orientation;
- Psychosocial support services;
- Mental health awareness.

Representing a cross-section of these two communities, 16 percent of participants were Syrian refugees, and 13 percent were IDPs fleeing from ISIL-affected communities.

In Arbat, efforts to educate young people about the impact of GBV culminated in the participation of 197 students (116 girls) from Shangar Primary School in training on legal rights, including awareness of the anti-domestic violence law and the law of abuse on telecommunications devices.

In Al Abara (Diyala), focus group discussions on gender and livelihoods were integrated into asset recovery programming. 153 community members (80 women) participated in 15 discussions focused on the positive role of women in the labour force.

Efforts to normalise reporting and reduce the prevalence of SGBV remain at the core of this and many other ICRRP activities.



*MHPSS professionals receive certificates for completing training in Arbat. Credit: UPP/ 2019*



## Supporting institutions

Stemming from the ongoing support provided to the KRG's Joint Crisis Coordination Centre through Crisis Response and Recovery Programming, in 2019 the Gender Equality Strategy developed with ICRRP support in 2018 was adopted by the Ministry of Interior, demonstrating a significant step by management to solidify the important role of women in crisis response.

To support the capacity of institutions to respond to SGBV, UNDP facilitated the participation of two senior police officers and the JCC Director of Administration (and Gender Focal Point) in a three-day workshop at the UNDP Seoul Policy Centre for Knowledge Exchange through SDG Partnerships. The training focused on effective institutional structures and training strategies for SGBV.

Participants from across the globe shared good practice and discussed how they overcame the challenges of addressing SGBV in their home countries. This workshop forms the foundation for knowledge exchange and skills that will be applied in 2020 through a new project funded by the Republic of Korea and implemented by UNDP. The project will focus on training police and senior government officials on SGBV response to ensure systematic and effective response mechanisms.



## Formative Research Study

ICRRP undertook a formative research study, *Opportunities for Integrating GBV Prevention in Livelihoods and Social Cohesion Programming in Iraq*, between January and July 2019 to better understand and shed light on the threats and opportunities associated with SGBV and women's empowerment in humanitarian livelihoods and social cohesion projects in Iraq. The findings are expected to contribute to innovative approaches for mainstreaming gender within ICRRP programming and inform other UNDP projects.

Two local NGOs undertook data collection in Al Abara, Diyala and Dohuk city (Dohuk) including three interfaith, multicultural focus group discussions involving IDPs, refugees and host community members. Each discussion engaged different gender and age groups to encourage transparency and honesty amongst participants. In total, 192 individuals (97 women) took part, with key findings summarised below:



## Livelihoods

- Participants consistently described traditional, patriarchal gender norms. The widely shared perception was that the man's role is to provide for and protect the family, while the woman's role should be to take care of the household and raise children. Although the role of women in providing income was acknowledged, it was not seen as a requirement.
- Men generally don't allow women to work in certain jobs because of three reasons: (1) They believe the job would bring them into contact with men, and possible harassment and harm to their reputation; (2) The job requires greater strength or knowledge than men believe women possess; and (3) The hours and effort required for the job infringe on women's ability to complete household duties.
- Some of the key sectors viewed as permissible for women's employment included agriculture, education, cosmetology, sewing, health (although only in Dohuk and not in Diyala), and anything in an all-female environment or home-based.



## Social Cohesion

- Stress and fear from real and potential violent conflict was found to be detrimental to mental health, which manifested in unhealthy and violent interactions within the home and, eventually, family disintegration (i.e. separation, divorce);
- Men discussed issues such as sectarianism, nationalism and corruption, and highlighted how tribal customs could exacerbate problems by involving the wider community in individual disputes, which they saw as a cause of ongoing social cohesion issues;
- Both men and women unanimously suggested cultural education workshops and sessions as a method for increasing understanding and empathy for improved social cohesion within their communities.



## Spaces and mobility

- The majority of female participants claimed that safe spaces for women do not exist, even in the home. Only male participants claimed that homes are safe for women. The main reason for women feeling unsafe at home was domestic violence perpetrated by the husband;
- Risky or unsafe spaces are perceived as such due to the presence of violence, harassment, negative traditions, discrimination and sectarianism, tribal conflicts, and the possible reputational harm by being seen in certain locations;
- To cope with dangerous spaces and their impact, women more frequently cited asking friends and family for help and support, while men reported contacting local authorities as frequently;
- In essence, restrictions on women's movements are rooted in the idea that women should not mix with men, either for ostensibly religious reasons or to protect them from harassment.



## Gender based-violence

- GBV was most frequently described as physical harassment, sexual harassment, marginalisation (social isolation), forced marriage, financial deprivation and economic restrictions, educational restriction, psychological abuse and movement restrictions. Less frequently, rape and killing were discussed as forms of GBV;
- Divorced, separated and widowed women were perceived to be at greater risk for marginalization, sexual harassment, polygamy and movement and economic restrictions, due to the blame placed on them for the demise of their relationship and the greater need to protect their social reputation;
- One of the greatest sources of GBV was the husband. Physical and verbal abuse perpetrated by the husband were recognized by the young men's group, although they saw it as a reaction to a woman failing to complete her domestic duties or as the result of a fit of rage on the husband's part, resulting from the many pressures and stressors faced in daily life;
- The man's role in ensuring the protection and honour of his family could sometimes justify domestic violence if it were to enforce his control over the family for the ultimate good (as defined by the man). Even some women conceded that in certain situations men were justified in perpetrating domestic violence;
- Men also felt pressure to prove they can control their family, even if through domestic violence, because otherwise family and community members would view them as weak;
- Only female participants suggested strengthening laws that protect women to address GBV.

The study concluded with a recommendation for further research to find definitive suggestions for mainstreaming GBV approaches into livelihoods and social cohesion projects in Iraq. Some initial implications were apparent, for example the need to delicately balance women's rights and empowerment ideals with social structures that bestow upon men nearly full discretion and decision-making power regarding women's employment and financial decisions. Similarly, the need for social cohesion projects to engage tribal leaders and other influential community leaders in a manner that understands their interests and also furthers the interests of the community and peacebuilding was highlighted.

In many cases, these findings reinforce existing programming decisions, such as the efforts of social cohesion projects to train religious leaders in peacebuilding<sup>13</sup> and the tailoring of livelihoods activities to offer employment training and placement in sectors considered more acceptable for women to embark on the path toward economic empowerment.

The research will also inform the development of future programming. For example, mandating safe spaces and safe transportation options for women beneficiaries under future programming, as well as identifying entry points for discussions and transformative work around social norms and traditions that would engage men and women, youth and vulnerable groups, leaders and authorities.



نزرع سلام ...  
نحصد وطن



Photo Credit: Iraqi al Amal/2019

## COMPONENT 5: SOCIAL COHESION

In its initial stages, ICRRP focused on leveraging available opportunities to create an environment that is more amenable to Iraqi-led social cohesion efforts, particularly at the sub-national level. Having laid the foundation for medium-term peacebuilding processes at the community level, and given the post-crisis situation in Iraq, social cohesion programming in 2019 focused largely on empowering youth, academics and community leaders to advocate for peacebuilding at all levels, thereby increasing ownership and ensuring sustainability.

In 2019, ICRRP undertook social cohesion activities across the KRI and central, northern and southern Iraq – with a primary focus on Diyala, Dohuk, Ninewa and Sulaymaniyah. In addition, national programming culminated in the launch of the first National Diploma in Peace and Conflict Studies at Anbar, Baghdad and Mosul Universities.

More than two years since the victory from ISIL, the integration of more organised peacebuilding efforts are solidifying within the education sector and taking root in the activism and advocacy space. ICRRP recognises that communities still bear the scars of not only the ISIL conflict but also decades of war and violence. Its social cohesion programming continues, therefore, to be guided by three approaches: (1) Conflict and development analysis and sensitivity; (2) Peace education; and (3) Community-based initiatives.

### CONFLICT AND DEVELOPMENT ANALYSIS AND SENSITIVITY

UNDP promotes evidence-based and conflict-sensitive programming to address conflict triggers and ensure that programmes “do no harm”. In 2019, three conflict mapping tools were developed and piloted, with reports expected in early 2020. A group of 66 students (31 women) and 15 academics (4 women) were trained on how to use these tools, with a view to their integration into future development work. This approach will improve the understanding of peace and conflict dynamics in target areas and support project designs that leverage the most effective intervention models.

In Dohuk and Diyala, coordination committees formed in the initial stages of an ABRA pilot initiative continue to be maintained, with the responsibility for monitoring project progress and community engagement through regular town hall-style meetings. In Misureek (Dohuk), the coordination committee includes two IDPs (1 woman) and two community members (1 woman). Town hall meetings were hosted every two months (2 in total) with 100 participants (44 women) and 90 (31 women) respectively to receive updates on project implementation and provide feedback on the results to-date and planned activities.

The ABRA pilot also mandated partners to undertake a participatory hazard mapping exercise to identify key challenges within the community that could inform training content, trust-building mechanisms between the partner and community leaders and be considered when designing community advocacy initiatives.

In Basra, at the outset of a project designed to address the nexus between security and development (expected to conclude in mid-2020), a conflict and development analysis was completed to tailor project activities to the needs and context. A final report, including key findings and recommendations, is expected in 2020, along with a framework to initiate further work under the security-development nexus moving forward.



## PEACE EDUCATION

A strong partnership with academic institutions and civil society is key to mobilise youth and prevent radicalisation. In particular, trained academics have a critical role in positively influencing youth to promote a culture of peace and healing in Iraqi society. In total, 226 young people (107 women) participated in peacebuilding training in 2019, many of whom went on to design and implement community-based initiatives to promote peace among IDPs, refugees, returnees and host community members. Peacebuilding training covers aspects of conflict assessment, communication and advocacy, community initiative planning and mediation.

Additionally, 287 religious leaders were trained in tolerance-building, co-existence and community solidarity. Five of the trained leaders from each of five communities across the Ninewa Plains were selected to participate in targeted training on peacebuilding and social cohesion. They were then supported to implement ten community engagement activities.

More formally, in 2019, 44 students (20 women) from Anbar, Baghdad and Mosul Universities were enrolled in the first National Diploma in Peace and Conflict Studies. This milestone resulted from four years of preparatory activities, including the ongoing training of more than 30 academics from 7 Iraqi Universities (Anbar, Babylon, Baghdad, Basra, Dohuk, Mosul, Tikrit) in core subjects related to the field, as well as the most recent training provided on delivering the curriculum.

Coursework was delivered through face-to-face lectures, with regular guest lectures by representatives from Innsbruck University, which has been a project partner since 2018. Guests included Wolfgang Dietrich, UNESCO Chairholder for Peace Studies. Supporting students in their studies. ICRRP oversaw the translation of Dietrich's book *Elicitive Conflict Mapping* into Arabic, the seventh peacebuilding text to be translated by the programme since 2016. The *Peace Lexicon*, which was developed and published in 2018, was also disseminated digitally to all Iraqi public universities, and 840 hard copies were given to universities to encourage the further integration of core peace and conflict concepts in all fields of study. In total, more than 12,000 hard copies of the seven translated texts have been disseminated to trained youth and academics and placed in public university libraries.

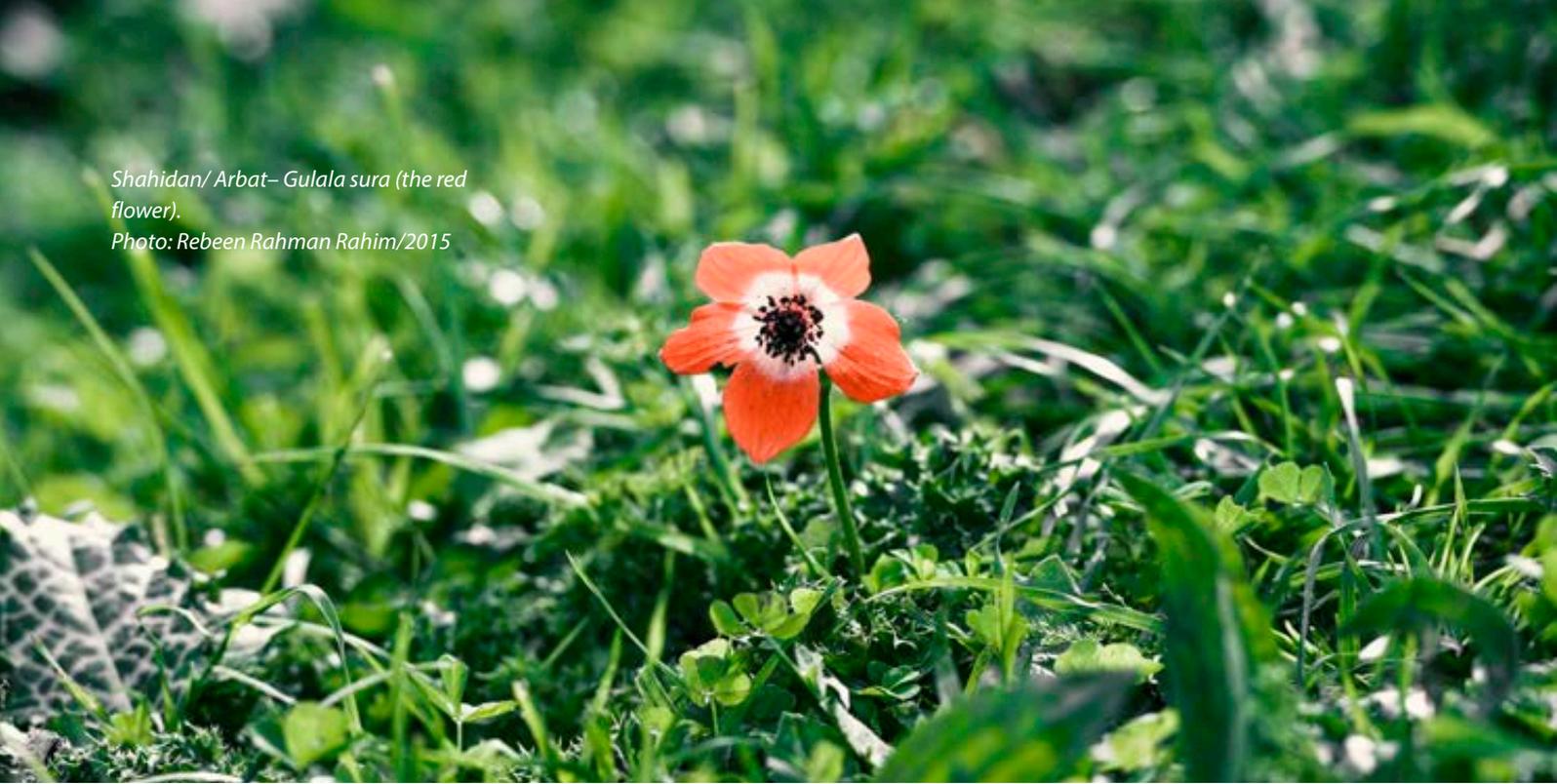
Diploma students from Anbar, Baghdad and Mosul Universities are expected to complete the one-year course and graduate in September 2020.

## COMMUNITY-BASED INITIATIVES

ICRRP recognises that, to be meaningful, social cohesion efforts must be owned and led by the Iraqi people. This is why, in 2019, 89 community-based initiatives were implemented across the KRI and central, northern and southern Iraq, engaging 5,144 people (1,138 women). Each initiative was designed by youth volunteers, who were first trained in peacebuilding and advocacy before receiving support to draft a peace initiative proposal for submission to a selection committee. Initiatives were undertaken in the volunteers' home communities (Anbar, Baghdad, Basra, Dhi Qar, Diwania, Kirkuk, Missan, Ninewa, Sulaymaniyah and Wassit).

*Shahidan/ Arbat– Gulala sura (the red flower).*

*Photo: Rebeen Rahman Rahim/2015*



All initiatives were designed to improve interfaith and multicultural dialogue and understanding between groups affected by the ISIL occupation. Some of the events included awareness-raising sessions on key issues, music and theatre performances and photography, sporting competitions and art workshops and exhibitions.

Additionally, 25 religious leaders trained in peacebuilding and social cohesion were supported to design and implement ten community-based initiatives across five communities in the Ninewa plains (two per community). Activities included interfaith groups coming together to renovate key cultural sites in the community and orphanages, engaging 488 people (71 women).

Furthermore, trained religious leaders hosted nine family awareness sessions, engaging 90 people (27 women) and 110 peer education sessions, engaging 1,249 people (214 women), in which they promoted peaceful dialogue and conflict resolution.

## **CASE STUDY**

### **Through the lens: capturing the beauty and adversity of Sulaymaniyah**

In May 2017, UNDP and project partner Un Ponte Per (UPP) opened the doors to Arbat Community Centre in Sulaymaniyah. Located just 20 kilometres from the provincial capital, Arbat is home to almost 53,000 Arab, Kurdish, Yazidi and Turkmen. An estimated 20,000 IDPs, who rushed from their homes in northern and central Iraq during the ISIL crisis, and refugees from the Syria and Iran-Iraq Wars reside in the nearby Ashti and Arbat IDP camps and Barika refugee camps.

Arbat, which is often renowned as an artistic hub for the region, benefits from a richness in faith and culture as a result of the vast social fabric. Yet stress and social tensions exist due to the high unemployment rate and limited access to health and education services. This is why, for the past two years, UPP and UNDP have invested in the Community Centre, developing the space as a safe space to promote coexistence, build social cohesion and encourage local development.

Recognizing the power of art to spark conversation and connect community members, two local photographers — Hemn Omer Ahmed and Rebeen Rahman Rahim — were awarded a small grant in 2019 to present a photography exhibition at the Community Centre. Located in the foothills of Suren mountain, and just a stone's throw away from Ahmad Awa, one of Kurdistan's most famous waterfalls, these photographers wanted to highlight the beauty and adversity of life in Arbat, through the lens.

Hemn (36) and Rebeen (32) are both part-time photographers with more than 30 years combined experience. They share a passion to capture images that encourage people to protect their environment and one another. Local leaders, as well as the women, men and youth who frequent the Community Centre for training and support services, were inspired to reflect on their own connection to the land and the community in which they live.



“ Photos are like a mirror to show the past and present to people. I want to remind people of how it used to be – the green spaces [in Arbat] are becoming less and less today as a consequence of conflict, construction and a lack of connection. ”

Rebeen Rahman Rahim.

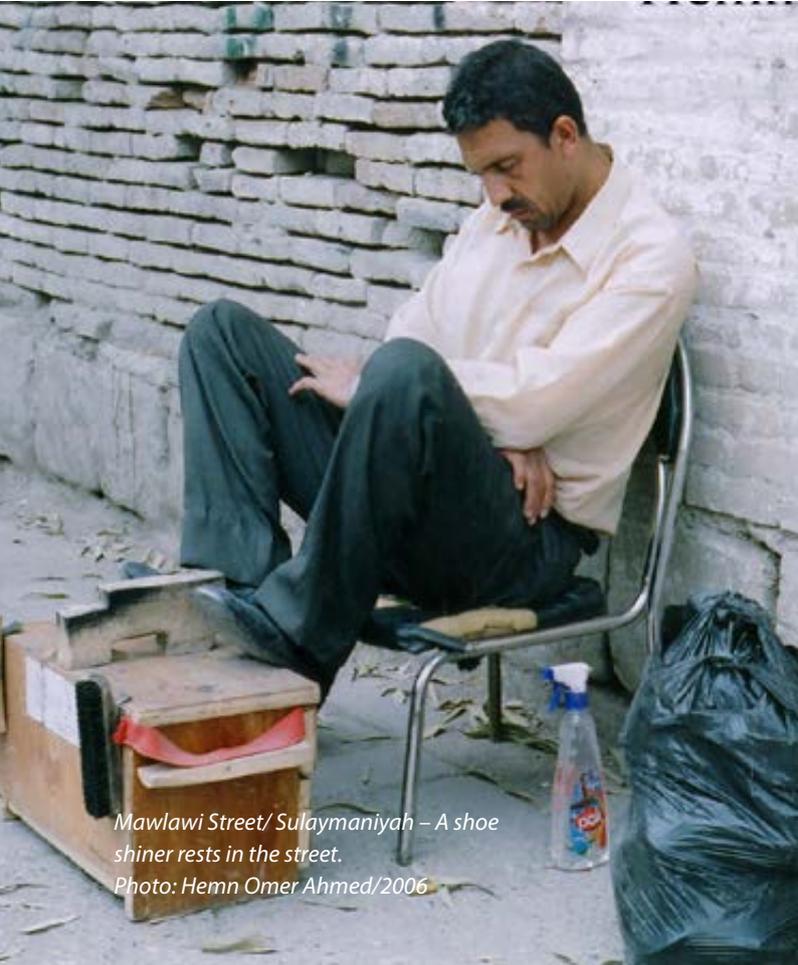
Arbat town, Arbat – A Goose conserves body warmth by perching on one leg. Photo: Rebeen Rahman Rahim/2016



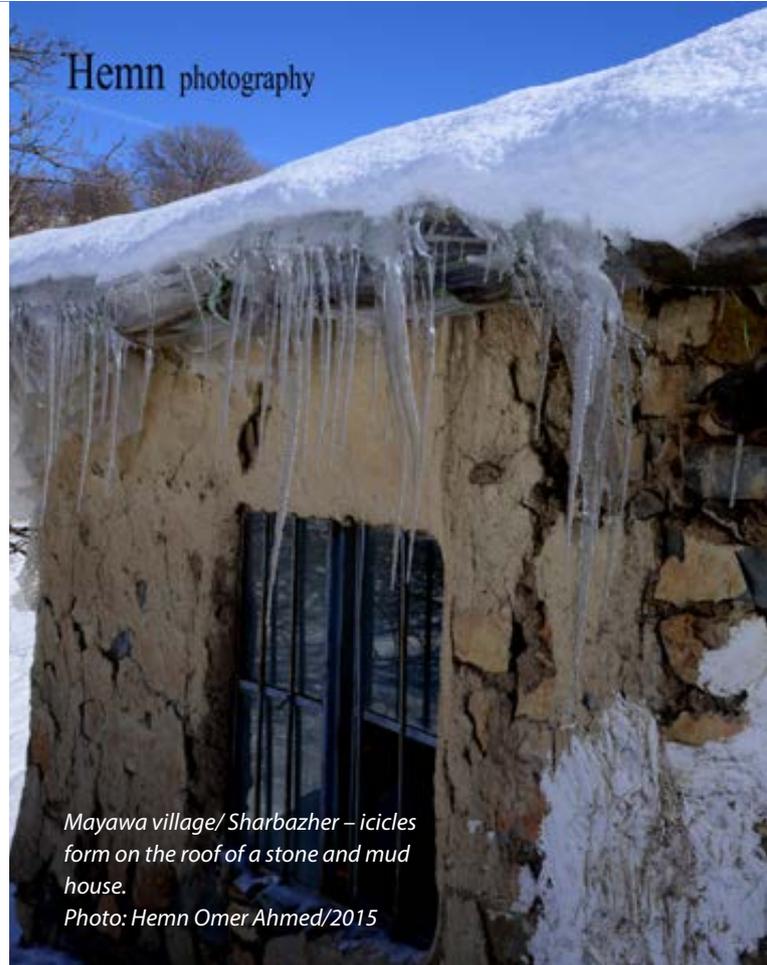
Dukan Valley/ Arbat - A species of dove sited in the grasslands. Photo: Rebeen Rahman Rahim/2017



Shahidan/ Arbat – new chicks graze with their mother hen. Photo: Rebeen Rahman Rahim/2015



Mawlawi Street/ Sulaymaniyah – A shoe shiner rests in the street.  
Photo: Hemn Omer Ahmed/2006



Hemn photography

Mayawa village/ Sharbazher – icicles form on the roof of a stone and mud house.  
Photo: Hemn Omer Ahmed/2015



Hemn photography

An elderly man stands in front of the grand mosque in Sulaymaniyah selling towels.  
Photo: Hemn Omer Ahmed/2005

“

*I want to express both beauty and sorrow through my photos.*

*I started taking photos to capture the beauty of Kurdistan's nature, but also to document the adversity of the people living in this region.*

Hemn Omer Ahmed.

”



Mayawa/ Sharbazher – A family transports wheat with a donkey.  
Photo: Hemn Omer Ahmed/2004

# CHALLENGES AND LESSONS LEARNED

A series of political, economic and environmental stresses posed challenges to programming and results during the reporting period. Nevertheless, the year also yielded many valuable lessons that will guide future programming and project management for the duration of ICRRP.

**Project target areas** – Due to the slowing rate of return for IDPs, more than half of the 1.4 million IDPs are still hosted in the region, while the programme’s funding needs have not been met. At the same time, donors are showing interest in areas outside of the KRI, where the needs of other vulnerable populations can be addressed (e.g. Basra). With more than 700,000 IDPs and 200,100 Syrian refugees hosted in the region, however, the criticality of continued support to KRI cannot be overstated.

**Project duration** - Sufficient time for implementation is crucial. Due to delays in onboarding Responsible Parties to undertake project implementation (linked to staff recruitment and new contracting modalities), the project implementation schedule was significantly impacted. Partners advised that, for effective implementation, the project period needs to be a minimum of 12 months – especially for livelihoods and social cohesion. In 2019, the anti-government protests and resulting closure of government offices, coupled with the closure of IDP camps, led to significant delays in the approval of critical paperwork needed for the mobility and registration of Responsible Parties. As a result, Responsible Parties felt pressure to deliver results within a short period. Advanced planning for the selection of responsible parties to implement the projects should be adopted. Longer project duration is also crucial to supervise and mentor grantees to support them and ensure that their newly established businesses become successful.

**Putting the community at the centre of intervention:** A community-led development approach is embraced by beneficiaries with great enthusiasm to continue activities following the end of project funding. However, some community members also express doubt that they can manage the continuation of project initiatives e.g. volunteer networks or youth groups, in the immediate future without NGO support, given the challenges they face. Follow-up activities are critical in the medium term (six months) to ensure the success of livelihoods and social cohesion initiatives.

**Private sector engagement to promote sustainability of livelihood interventions is crucial:** The job placement initiative with Toyota Iraq is an example of private sector engagement with demonstrated results. The evaluation team found that whilst a high retention rate was observed in job placement interventions, the qualifications of the beneficiaries matched with a limited number of medium and large companies. Yet based on the good results of its partnership with Toyota, UNDP will continue to engage with other companies to make diverse private sector partnerships an essential pillar of its employment creation approach in Iraq.

**Managing expectations for creating sustainable livelihoods:** Actions oriented toward access to the labour market, such as vocational training and employment schemes in camps and host communities, are found to be crucial. Based on existing market assessments, areas of interest could include agriculture, small-scale agro-processing, construction and the service sector, as well as sustainable cash for work.

**Regular field monitoring and progress review:** Visits undertaken by UNDP’s technical teams are essential to detect challenges early and ensure that ICRRP and implementing partners quickly take corrective measures without negatively impacting project implementation. Follow-up visits with beneficiaries, implementing partners and companies are also necessary to mitigate any harm to the beneficiaries and address any challenges that occur during job placement activities. In 2019, the anti-government protests and increased security measures limited the access by UNDP staff to project sites. The ability to be flexible and to use alternative methods to monitor progress will need to be adopted moving forward, to ensure consistent oversight. Such alternative means may include, requesting support from UNDP colleagues located in closer proximity, third party monitoring or using videoconferencing to connect with remotely located responsible parties.

**Women’s participation:** It was evident from the small number of women present in labour-intensive cash-for-work projects (62 women of a total 777 cash-for-work beneficiaries, or 8 percent), that this approach was not conducive to equal participation of women in project activities. The formative research study<sup>14</sup> reinforced this finding in July, when men from the featured communities expressed disdain for women’s participation in certain types of employment, especially labour-intensive activities, which are traditionally considered men’s work. Although these projects were selected based on engagement

large numbers of IDPs and refugees, a large number of those selected required hard labour. This limited women's ability to participate due to persisting social norms. A small number of support roles were created to engage women in projects, including cooks and administration support. However, such restrictive and stereotypical roles were not representative of these women's skills and potential. In 2020, efforts to implement activities in a broader range of sectors will be taken, in an effort to engage more women in livelihoods development.

**Disaggregated data:** Despite continued efforts by the ICRRP team, gaps in the disaggregation of data have persisted. A key challenge in obtaining accurate data with regard to indirect beneficiaries for infrastructure projects is the lack of available demographic data. The last National Census in Iraq was completed in 1997 and excluded the Kurdistan Region. The information provided is obtained through the Ministries of Interior of Iraq and the KRI and is calculated with their own methodology. The process of improvement for monitoring and evaluation continues, with steps taken to source accurate data from implementing partners and field staff where possible.

Considering the significantly higher percentage of women benefitting from all other types of livelihood activities in 2019 (39 percent overall), it is clear that other modalities should be adopted to ensure women's meaningful participation in the Iraqi labour force. As a result, ICRRP will continue to focus on medium-term livelihoods interventions including SME grants, skills training and job placement.



Photo Credit: UNDP Iraq/2019

## WAY FORWARD

As the Iraqi context continues to shift from one of immediate emergency response to post-conflict development and growth, ICRRP recognises a critical need to build the skills and capacities of workers and businesses, to ensure a resilient economy. In line with the new UNDP Iraq Country Programme Document (CPD: 2020-2024) and building on the programme's continued success in livelihoods, in 2020, ICRRP will strengthen efforts toward economic development and diversification in Iraq.

At the same time, efforts will continue to achieve the targets that remain from 2019, using a resilience based holistic approach to programming. Existing projects will continue under ICRRP's five-component implementation model, while the primary focus is gradually shifting to livelihood support and economic diversification as described above. It is also noteworthy that the basic services and livelihood projects will continue in the added locations, Basra, in the south, and the liberated governorates of the central and north.

In 2020, economic recovery efforts will contribute to the broader recovery mandate of UNDP Iraq by integrating foundational and cross-cutting components (e.g. immediate livelihoods and skills training) for the rehabilitation of basic services and mainstreaming of social cohesion to reduce the resurgence of conflict and social tensions. This will be demonstrated through the two new donor agreements, signed with KfW and USAID in 2019, to undertake water infrastructure rehabilitation in Basra and to implement livelihoods recovery activities across Anbar, Diyala, Ninewa and Salah al-Din.

Protection activities will continue to be mainstreamed across all programming, with strengthened efforts to increase awareness of SGBV and the associated risks and opportunities for women participating in economic and social life underlined for all new projects. The role of community members as 'agents of change' – and their contribution to sustainability – will be highlighted through the systematic integration of more robust gender and community analysis. Institutional awareness and response will also be a continued focus, strengthened through programming that is designed to improve the knowledge and skills of government partners.

In line with the programmatic pillars as defined in the new CPD (2020-2024), ICRRP will continue to coordinate with other programmes to ensure complementarity. Under Stabilization pillar, ICRRP will complement works of Funding Facility for Stabilization (FFS) in Anbar, Diyala, Ninewa and Salah al Din. Across the pillars, ICRRP will continue working with the Security Sector Reform (SSR) programme in Basra, to complement SSR works with former combatants and other groups, in support of their reintegration in communities. Furthermore, lessons learned from ICRRP's protection and social cohesion components will be reflected in programming and scaling up of Social Cohesion programme.



*Photo Credit: UNDP Iraq/2019*

# ANNEX I: ICRRP 2019 RESULTS MATRIX

The below indicators and targets were decided and agreed upon by the ICRRP Project Board in January 2019. Additional targets were developed as a result of the signature of new donor agreements and identified priority needs in the target areas.

## **Intended Outcome as stated in the UNDAF/Country Programme (2016-2020) Results and Resource Framework:**

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

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## **Outcome indicators as stated in the Country Programme (2016-2020) Results and Resources Framework, including baseline and targets:**

Increase in percentage of internally displaced persons returning to liberated areas  
Baseline: 10%; Target: 80%; Source: Joint Coordination and Monitoring Centre; Frequency: Annual

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## **Applicable Output(s) from the UNDP Strategic Plan (2018-2022):**

**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

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## **Project title and Atlas Project Number:**

Iraq Crisis Response and Resilience Programme (ICRRP) /00085156

INDICATORS	TARGET 2019	PROGRESS/RESULTS IN 2019	COMMENTS
<b>Output 1- Crisis response, recovery, preparedness and prevention structures</b>			
<b>1.1: Improve national and regional management of sustainable returns, recovery and IDPs;</b>			
(a) Joint coordination mechanism at regional level in place	JCC Office in Raparin Administration and Garmiyan Administration	Garmiyan and Raparin JCC sub-offices operational	Target achieved.
(c) Types (and frequency) of key information products developed and disseminated by the JCMC and JCC to relevant stakeholders	Situation reports, Thematic reports, briefings, for Senior Officials	JCC and JCMC coordinators provided support to prepare quarterly and annual reports, situation reports and thematic reports, including: Priority Humanitarian Needs and Gaps in Sulaimaniyah Governorate	Target achieved.
(e) # of staff from JCMC and JCC trained in identified priority areas	87 JCMC/JCC staff trained	TOTAL: 171 staff from JCMC and JCC trained <sup>15</sup> .  140 staff of the JCC and partner ministries (33 women) trained on: <ul style="list-style-type: none"> <li>• Crisis recovery needs assessment;</li> <li>• Information management, analysis and reporting;</li> <li>• Disaster and crisis response planning;</li> <li>• Crisis recovery coordination;</li> <li>• Crisis and recovery needs assessment;</li> <li>• Results-based management</li> <li>• Work-flow and work planning.</li> </ul> 31 staff of the JCMC trained on: <ul style="list-style-type: none"> <li>• Improved communication mechanisms;</li> <li>• Preparing daily and weekly reports;</li> <li>• Contingency planning;</li> <li>• Preparedness planning and early warning indicators.</li> </ul>	Target exceeded.
(f) # of government offices equipped with ITC equipment	2 offices	Najaf JCMC sub-office furnished and upgraded.	Partially achieved.

## 1.2. Advance early warning and response services available to at-risk and affected communities

(a) Response capacities and needs identified for Gol and KRG	N/A	N/A	Project anticipated working on this result area in 2019 however no funding was secured for programming.
(b) Early warning strategy for Gol and KRG developed	N/A	N/A	
(c)# of Government staff trained on early warning and response	Minimum 25 trained	N/A	

## 1.3. Strengthen legislative, institutional and risk information systems for crisis

(b) Measures taken to develop the crisis management law and implement the National Disaster Management Strategy in Iraq in a gender sensitive manner	Agreement reached among stakeholders to form a working (group on implementation of National Disaster Management Strategy	JCC developed an electronic database for volunteers to register interest in providing support during crisis through emergency or rapid response activities  A workshop was hosted to introduce the concept of volunteerism in a crisis response context, with 73 participants.	Partially achieved.
c)Crisis management law for the Kurdistan region approved by the Government	A Crisis Management Law of Kurdistan issued by KRI-parliament	A Draft Crisis Management Law of Kurdistan was endorsed by the Ministry of Interior for submission to the KRG for approval in 2018. The Draft Law remains with the Ministry of Interior awaiting KRG approval.	Partially achieved.
	New legislation or upgrade of existing laws to streamline crisis management systems.	N/A	Project anticipated working on this result area in 2019 however no funding was secured for programming.
	A National Disaster Management Strategy developed.	UNDP supported JCMC to develop its goals and objectives for the 2020-24 Strategic Plan of the General Secretariat of the Council of Ministers.	Partially achieved.

INDICATORS	TARGET 2019	PROGRESS/RESULTS IN 2019	COMMENTS
<b>Output 2: Basic service delivery improved Internally displaced people, returnees, host communities and Syrian refugees, through rehabilitated community infrastructure</b>			
<b>2.1 Design and rehabilitate priority infrastructure to enable</b>			
(a) # of people benefitting from basic service rehabilitation	500,000 people	Est. 540,000 people <sup>16</sup>	Target exceeded.
(b)# of communities (districts/sub-districts) in project target locations have basic service restored/rehabilitated	15 communities	27 communities	Target exceeded.
(c)# (and type) of basic socio-economic service infrastructure projects rehabilitated	40 projects rehabilitated	54 projects completed (13 in the KRI and 41 in Central and Northern Iraq): <ul style="list-style-type: none"> <li>• 25 roads projects</li> <li>• 6 water projects</li> <li>• 5 sewerage projects</li> <li>• 5 electricity projects</li> <li>• 12 education projects</li> <li>• 1 municipal project</li> </ul>	Target exceeded.

INDICATORS	TARGET 2019	PROGRESS/RESULTS IN 2019	COMMENTS
<b>Output 3: Internally displaced people, returnees, vulnerable host communities and Syrian refugees benefit from improved livelihood opportunities</b>			
<b>3.1. Immediate livelihood stabilization through emergency employment for internally displaced people, refugees, returnees and host communities</b>			
(a)# of men and women benefiting from cash for work (CfW)	2,584 men and women	<ul style="list-style-type: none"> <li>• Cash for work: 746 people (54 women)</li> <li>• Cash for training: 31 people (8 women)</li> <li>Total: 777 (62 women)</li> </ul> Implementation on-going as of 31 December 2019.	Partially achieved.  Delayed start due to time taken to identify Responsible Parties to implement activities.
(b)# of men and women benefiting from emergency asset recovery	350 men and women	1,321 people (496 women)	Target exceeded.

16 Data provided by Governors Office, which may result in some double counting of beneficiaries

### 3.3: Capacity of public/private stakeholders developed to support livelihood

(a)# and type of public /private institutions benefiting from capacity	2 institutions	1 institution (Erbil Chamber of Commerce and Industry)	Partially achieved.
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INDICATORS	TARGET 2019	PROGRESS/RESULTS IN 2019	COMMENTS
<b>Output 4: Protection mechanism strengthened for vulnerable communities specifically women and youth</b>			

#### 4.1. Expanded legal and psychosocial support services to the affected communities

(b)# of people who benefit from legal aid services under the programme	N/A	14 people (9 women) benefitted from legal aid services	Partially achieved.  Cumulatively 10,409 people benefitted from legal aid services since 2015, against a programme target of 500.
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(c)# of people who have received the Sexual and Gender based Violence (SGBV) awareness	60 people	554 people (340 women)	Target exceeded.  GBV/SGBV activities integrated into livelihoods programming.
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(d)# of SGBV survivors and other vulnerable people benefit from psychosocial support services	N/A	17 people (15 women) benefitted from psychosocial support services	Partially achieved.  Cumulatively 506 people benefitted from psychosocial support services since 2015, against a programme target of 250
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INDICATORS	TARGET 2019	PROGRESS/RESULTS IN 2019	COMMENTS
<b>Output 5. Strengthened Social Cohesion among local actors and communities</b>			

#### 5.1. Increase stakeholder knowledge on conflict sensitivity, and strengthened

(a)# of conflict and development analysis (CDA) studies completed in target locations	1 conflict and development analysis	1 conflict and development analysis in Basra	Target achieved.
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(b)# of religious leaders trained on promoting dialogue, co-existence and human rights	300 religious leaders	287 religious leaders	Partially achieved.  Delayed start due to time taken to identify Responsible Parties to implement activities.
(c)# of youth trained to monitor triggers of conflict	80 youth	66 youth (31 women)	Partially achieved.  Delayed start due to time taken to identify Responsible Parties to implement activities.

## 5.2 Enhance national capacities to promote peace education

(a)# of Iraqi public universities engaged in promoting a culture of peace	7 Universities	4 Universities - Baghdad, Tikrit, Anbar, and Mosul engaged in first pilot Diploma Degree in Peace and Conflict Studies	Partially completed.  On-going support for the roll-out of the Diploma across all of Iraq is planned for 2020.
(b)# of peace centres established in Iraqi public Universities	The establishment of Peace Centres across 7 Universities are currently on-going	N/A	On-going support for establishment of peace centres is planned in 2020.
(c)# of academics and university students from Iraqi public universities trained on peacebuilding skills, include dialogue, tolerance and to promote peaceful coexistence	25 academicians; 50 University Students	29 academics (5 women); 44 University students (20 women)	Target exceeded.
(d)Arabic Language Peace Lexicon formulated and adapted at the Iraqi public universities to support peace education in Iraq	Peace Lexicon adopted by the Ministry of Higher Education	Ministry of Higher Education disseminated soft-copy Lexicon to all Public Universities and 840 hard copies	Target achieved.
e) # of technical peacebuilding texts translated into the Arabic Language for distribution among the Iraqi Universities	0	1 text translated - Wolfgang Dietrich, Elicitive Conflict Mapping	Target exceeded.  Cumulatively 7 texts translated since 2015, against a programme target of 6 texts

### 5.3 Improve social cohesion among/within target communities through implementation of community-based initiatives

(c)# of young volunteers mobilized for promoting social cohesion (SC) identified	50 young volunteers	226 young volunteers (107 women)	<p>Target exceeded.</p> <p>Activities planned for 2018 delayed start due to time taken to identify Responsible Parties to implement activities, resulting in roll-over of results.</p>
(d)# of civil society organizations (CSO) strengthened to lead the process of social cohesion in target locations	2 CSOs	<p>2 CSOs:</p> <ul style="list-style-type: none"> <li>• Diallys ORG. for Youth (Al Abara, Diyala)</li> <li>• Dohuk University</li> </ul>	Target achieved.
(e)# of people engaged in community-based project initiatives	500 people	5,632 people (1,209 women)	<p>Target exceeded.</p> <p>Activities planned for 2018 delayed start due to time taken to identify Responsible Parties to implement activities, resulting in roll-over of results.</p>
(f)# of advocacy campaigns and community solidarity activities and/or events organized for host communities and displaced population	20 campaigns/activities	89 campaigns/activities	<p>Target exceeded.</p> <p>Activities planned for 2018 delayed start due to time taken to identify Responsible Parties to implement activities, resulting in roll-over of results.</p>
(g)# of analysis of community perceptions relating to the value / usefulness of the community-based initiatives conducted	1 analysis	0 analysis	<p>Not achieved.</p> <p>Delayed start due to time taken to identify Responsible Parties to implement activities.</p>

## ANNEX II: FINANCIAL OVERVIEWX

In 2019, ICRRP activities were funded by the Governments of Japan, Germany, Austria, France and the United Kingdom. The table below provides an overview of the 2018 budget, commitments, expenditure and total utilization.

2019 BUDGET (A)	TOTAL COMMITMENTS (B)	2019 EXPENSES (C)	TOTAL UTILIZED (D=B+C)
34,285,058.74	10,323,794.85	25,645,675.53	35,969,470.38 <sup>17</sup>

Furthermore during 2019, ICRRP received the following funding contributions

DONOR	ESTIMATES CONTRIBUTION (USD)	ICRRP COMPONENTS	TIMELINE
Government of Germany KfW	43,568,713.31	Livelihoods	December 2019 – December 2021
USAID	5,000,000	Basic Services	December 2019 – December 2020
Republic of Korea	25,000	Protection	December 2019 – December 2020

## ANNEX III: RISK MATRIX 2019

#	DESCRIPTION	TYPE	PROBABILITY (P) AND IMPACT (I) SCALE: 1 = LOW TO 5 = HIGH
1	Continued anti-government protests causing political and social instability which is hampering project implementation	Political Security	P = 3 I = 5
2	Tension between returnees and host communities in ICRRP target areas adversely impact project implementation.	Security	P = 3 I = 4
3	Lack of programme ownership by national partners may impede project activities and reduce the sustainability of project results.	Strategic Operational	P = 2 I = 4
4	Lack of environmental safeguards in project interventions resulting in damage to natural habitat in the target locations.	Strategic Environmental	P = 3 I = 4
5	Security conditions preventing UNDP staff, consultants and responsible parties from working in the target locations.	Operational	P = 4 I = 4
6	Women's participation in the labour force is limited due to social, cultural and religious norms	Operational	P = 3 I = 3

COUNTER MEASURES / MANAGEMENT RESPONSE	MONITORED BY	DATE IDENTIFIED AND STATUS <sup>18</sup>
<ul style="list-style-type: none"> <li>Regularly monitor ongoing political situation</li> <li>Evolve appropriate strategies to deal with the changing context</li> <li>Maintain close contacts with provincial and local authorities in the target areas.</li> </ul>	Programme Manager	Date identified: Q4- 2019 Status: Unchanged Political events unfolding and situation continues to be volatile
<ul style="list-style-type: none"> <li>Carry out needs assessments in affected areas throughout the project duration, using different means.</li> <li>Ensure a strong focus on social cohesion in all project components by maintaining a balance in beneficiary selection across different social segments.</li> <li>Promote community participation through the engagement of civil society.</li> <li>Use UN defined criteria for beneficiary selection and ensure a transparent selection process.</li> <li>Use conflict analysis during the planning, implementation and monitoring of activities</li> <li>Ensure close dialogue and consultation with the government and other partners to mobilize and maintain support for project interventions.</li> </ul>	Programme Manager	Date identified: Q1-2018 Status: Reduced The situation differs from location to location. In some locations, the tensions do exist. The Programme has targeted all segments of society (returnee, IDPs, refugees, resident/host communities) in order to minimize tensions.
<ul style="list-style-type: none"> <li>Closely involve government partners (Gol and KRG) throughout the project implementation. The Project will build on key national strategies, including the national reintegration strategy.</li> <li>Make the authorities accountable for project results and achievements through participation in decision making on identification and prioritization of interventions and support to implementation</li> </ul>	Programme Manager UNDP Senior Management	Date identified: Q-1-2018 Status: Reduced The Project continues to ensure that all project interventions are identified with active participation of national stakeholders.
<ul style="list-style-type: none"> <li>Conduct social and environmental screening for each Component of ICRRP</li> <li>Environmental screening checklists and safeguards to be factored into all construction/rehabilitation work that will be undertaken. Reflect requirements from the BoQ/TORs stage, procurement phase, right through to completion of activities</li> <li>Design livelihood activities which support sustainable practices and protection of natural resources.</li> <li>Address triggers of social conflict related to natural resources under the social cohesion activities</li> </ul>	Programme Manager	Date identified: Q1- 2018 Status: Reduced The Engineers and Basic Service Team continues to ensure the environmental screening checklist are applied from BBQ stage, procurement phase to implementation.
<ul style="list-style-type: none"> <li>Work closely with respective government partners, NGOs and responsible parties to identify alternative strategies to ensure timely implementation and achieve project objectives.</li> <li>Regular monitoring of security situation in each implementation location.</li> <li>If required, identify the need for 3rd party monitors, to supplement monitoring efforts.</li> </ul>	Programme Manager Component Leads	Date identified: Q1 -2018 Status: Reduced The security situation in the target governorates remains relatively stable, despite the ongoing political turmoil in other parts of the country
<ul style="list-style-type: none"> <li>Develop a gender mainstreaming strategy to integrate gender across all interventions of the ICRRP</li> <li>Conduct regular gender analysis and reviews of the progress on gender equality and women's empowerment in programming.</li> <li>Sensitize the partners and responsible parties to take into account gender considerations</li> </ul>	Programme Manager Gender Officer	Date identified: Q1-2018 Status: Reduced Technical capacity for providing gender advisory has been reinforced with the recruitment of a Gender Support Assistant, as well as the regular sensitization of the Project Team.

## ANNEX IV: AREA BASED RECOVERY APPROACH (ABRA)







United Nations Development Programme in Iraq  
[www.iq.undp.org](http://www.iq.undp.org)