



## United Nations Development Programme

Country: Iraq

### Project Document

**Project Title** Iraq Crisis Response and Resilience Programme

**UNDAF Outcome(s):**

**Outcome 1:** Government and Communities' resilience to disasters (man-made and natural) strengthened

**Outcome 3:** Women and Youth access to economic and livelihood opportunities in both public and private sectors increased

**Outcome 4:** Civil society organization capacities to hold government accountable for the provision of equitable and quality services strengthened

**Expected CP Outcome(s):**

*(Those linked to the project and extracted from the CP)*

**Expected Output(s):**

**Output 1-** Crisis Response coordination, management, structures and mechanisms implemented up and institutionalized

**Output 2:** Improved participatory decentralized basic service delivery, , institutional responsiveness and accountability

**Output 3-** Displaced population groups and crisis-affected (host) communities benefit from livelihoods stabilization and sustainable livelihoods opportunities

**Output 4-** Protection mechanisms strengthened for vulnerable communities, specifically women and youth

**Output 5:** Strengthened Social Cohesion through dialogue and capacity development of local and national stakeholders

**UNDP Strategic Plan 2014-2017:**

The project contribute to the delivery of the following UNDP SP Outputs:

**Outcome 6:** Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings, in particular

**Outcome 3:** Countries have strengthened institutions to progressively deliver universal access to basic services

**Outcome 1:** National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive.

**Outcome 5:** Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

**Brief Description**

In response to the crisis, UNDP has developed this Iraq Crisis Response and Resilience Programme (ICRRP)<sup>1</sup> for the next 2 years. Given the ongoing conflict in Iraq as well as in the region, and the risk of escalation of these or new conflicts, UNDP will immediately start the implementation of this project and realign existing programmatic, human and financial resources. The ICRRP will build on existing experience and programmes, and develop new mechanisms to better address the new context and emerging needs (See section on programme coherence below).

UNDP Iraq will lead the implementation of the early recovery and resilience agendas. The ICRRP will be a critical contribution to this and serve as a basis for the next revision of the Strategic Response Plan (SRP). The ICRRP focuses on areas that are not (or so far not sufficiently) covered by other humanitarian clusters or agencies. Activities will be implemented in close collaboration with local counterparts where possible, as a critical basis for ownership and to contribute to longer term resilience of communities. UNDP thereby strongly complements the primarily live saving and shorter term activities carried out by other partners through this multi-sectoral, integrated project strategy that has sustainability at its core.

The ICRRP will cover the following key thematic areas: 1) coordination, 2) basic services and accountability, 3) livelihoods recovery, 4) protection and 5) social cohesion, in order to build the resilience of the communities that are most affected by the displacement of refugees and IDPs. The programme will have a strong gender focus and aim to address the specific needs and opportunities for affected women.

Total budget: **44,043,695 USD**

Total allocated resources: 11,410,800 USD

- Regular (UNDP TRAC 1.3) - 100,000 USD
- RBAS - 100,000 USD
- OCHA/Saudi Arabia- 7,960,800 USD
- BCPR 1,000,000 USD
- Kuwait 250,000 USD
- Japan Supplementary budget – 2,000,000 USD (implemented since April 2014)

**Unfunded budget: 32,632,896 USD**

Program Period: 24 months

Key Result Area SP Outcomes 1, 3, 5 and 6  
(UNDP Strategic Plan 2014-2017)

Atlas Award ID:  
Atlas output ID:

Start date: 1 October 2014

End Date 31 Oct 2016

BPAC Meeting Date: \_\_\_\_\_

Executing Entity: UNDP  
 Implementing Agencies: International/national NGO's, Government entities  
 Agreed by Country Director UNDP: Dr Adam Abdelmoula  
 Date: 17 November 2014

*Adam Abdelmoula*

## **I. SITUATION ANALYSIS**

On 10 June, Sunni jihadists', part of the IS, captured Mosul, the capital of Ninewa province, precipitating Iraq's further downslide into violent conflict. Over the past month, IS has continued to make substantial territorial gains and has acquired military and financial assets, partially from the Iraqi Security Force (ISF) in western and northern Iraq. Areas under IS control have been declared part of the Islamic Caliphate, intending to span the territory between Iraq and northern Syria to the Mediterranean Sea. The Group has consolidated its power and has received a reputation for being dogmatic and violent, whilst strategic in developing its infrastructure planning and military operations. Very swiftly, IS has established networks and alliances of expedience with other anti-government forces, including local militias and tribal networks. However, the capacity of IS to govern large-scale territories under rigorous Islamic rule remains to be seen and fractures between allied groups already exist. In the meantime, IS continues to leverage its ability to control critical resources, such as water, oil, and electricity, to put pressure on the communities and local leadership.

At the time of writing this analysis, the government's attempts to retake strategic positions in Mosul, Tikrit, Fallujah, Baiji, Hawija and Jalula have not been successful and many areas are still being contested. The ISF has showed repeated signs of a unified strategy and professionalism in many instances and has as a result been overwhelmed and overpowered by the well-coordinated anti-government armed insurgents. Consequently, in many areas Shi'a militias, volunteers, and foreign military operations have been contributing to strengthen the ISF capacity. In contrast, the borders of the self-autonomous Kurdish Region of Iraq have been on the whole well protected by an effective Kurdish army; the Peshmerga, in the face of IS advancements, to effectively reclaim historically disputed territories in Diyala, Kirkuk and in the Mosul area. In August, there have been further clashes along the border with the Peshmerga and IS leading to some withdrawals of the Peshmerga and foreign interventions as the Americans have launched drone strikes in response to IS taking more areas in the North.

The central government in Baghdad was already in a weakened position before the latest attacks, caused by low military morale, frequent violent incidences in the capital and a divisive government formation process. The presence of sectarian militias and frequent retaliatory massacres in the Baghdad province has led to concern over the potential escalation of violence in the capital. Throughout the country, reports of ISF, volunteers, and militias perpetrating acts of violence and human rights violations have proliferated, ranging from targeting of civilians, women and children to the systematic executions of prison inmates and law enforcement alike.

Together with the high political tension around the Iraqi National Elections held on 30 April 2014, the Gol's response to the Anbar situation, in political, security and rhetorical terms, has been seen by much of Iraq's Sunni population as specifically targeted towards their community. Building on years of perceived discrimination among Sunnis in terms of administrative, social, political and economic rights, this perception has bolstered anti-government sentiments within predominantly Sunni areas.

Thousands of locals in areas under IS control have shown support for IS's efforts to push out the government. Local armed groups, such as tribal militias or insurgent groups, have also sided with IS. These actors, however, do appear to be mainly focused on their communal rights and on removing the current leadership of the Gol, rather than interested in IS's stated political agenda of the creation of an Islamic state.

In response to the situation, the Kurdistan Regional Government (KRG) has sought to consolidate security in its areas. It has strengthened positions within the disputed internal boundaries (DIBs) areas neighbouring IS controlled territory, where it has fought some skirmishes with fighters. The KRG has also taken control of the contested city of Kirkuk, though not of the whole province, and discussion of a formal referendum for Kurdish independence has greatly increased.

In the South of Iraq, citizen militias have been created to defend predominantly Shi'a areas against the threat of IS. With the loss of credibility for the Iraqi Army, such militias are coming to be seen as a primary provider of security. As sectarian narratives within politics increase, there is a worrying possibility of such militias fuelling, and returning to, the sectarian violence of 2005-08.

The Gol and the Iraqi political system have lost significant credibility in the face of the June 2014 crisis. The Parliament, perhaps the only formal institution that could bring the various political forces around the table for a common response, has yet to be formed after the April elections or to meet to discuss the situation as of July. The Gol's inability to deal with the situation has undermined confidence while rhetoric on many sides has further exacerbated perceptions of a government against the interests of a significant part of the Iraqi population.

With such a dynamic situation, there are a number of different scenarios for what could happen. Depending on the responses of various Iraqi and international actors, the situation could lead to protracted civil war, messy stalemate, violent partition or a more constructive renegotiation of the political balance in the country. Ultimately, however, society and politics in Iraq has changed; no matter what outcome the June 2014 crisis has, important questions for Iraq – such as how it is organised, the vertical relationship between government and society, the horizontal relationship between different communities and groups within society, and the role of security forces – will be fundamentally altered.

The broader issue of social cohesion, which already sits at the centre of existing UN strategic planning within the country, is also at the heart of any form of stabilization for Iraq. Additionally, the concept of social cohesion itself can be leveraged to play a positive role in socio-political stabilisation within the current context. It is necessary to engage with the concept now so that divisive impacts of the current situation are minimised, pro-tolerance influences are maximised and so that, when the situation is clearer, the Iraqi government and Iraqi society have the inclination and capacity to promote social cohesion.

The proposed projects are planned for implementation in three areas: KRG, DIBS, Southern and Western Iraq, along with the return to Baghdad. This project will focus on Erbil, Duhok, Suleymaniyah, Anbar, Kerbala and Basra due to the high presence of IDPs in these areas. The proposed SURGE deployment will be mainly in Erbil and to that effect the largest section of this project as well as the deployment of assets will be focused on KRG. The overall security situation in KRG is perceived to be stable, though this should be viewed with caution, as it stands a risk to deteriorate over the short- to medium-term, in light of IS

advancements. The situation requires flexible and scalable security arrangements in order to manage operations in a less permissible delivery environment.

Separately, tensions between the displaced populations and host communities in Kurdistan have been steadily increasing as conflict resolution mechanisms are ineffective; sexual and gender-based violence has become a protection concern; competition in labour markets causes hostility; and, many of the host communities' coping mechanisms have become significantly exhausted. Local governments and communities have been encountering unprecedented challenges in providing services equitably and effectively to meet an overwhelming and sudden demand, which has precipitated institutional outreach to the international community for support.

In light of the current crisis affecting Iraq and Syria, a massive international effort has been mounted to deliver rapid lifesaving humanitarian assistance to vulnerable populations. Organizations have shown a swift response by refocusing programme criticality and expanding the scope of their assistance to meet growing needs. Given the scale and complexity of the current humanitarian catastrophe, the United Nations have declared a 'Level 3 Emergency,' the highest level of humanitarian crisis, for Iraq on 13 August 2014 to trigger immediate mobilization of additional resources in goods, funds and assets to ensure a more effective response to the humanitarian needs of populations affected by forced displacements. However, significant gaps in humanitarian coordination and assistance remain, and a complete lack of international physical and programmatic presence in many high-risk locations and sectors due to security constraints.

### **Displacement figures**

OCHA figures of 4 September, 2014, indicate a total of 1,8 million IDPs, with more than 850,000 IDPS have arrived in the KRG region this year (the vast majority over the last 11 weeks). There are still an estimated 210,000 refugees registered in Iraq. In addition to that, there were already more than 1 million IDPs across the nation, primarily as a result from the conflicts in 2003-2006. This exodus has led to a further division of communities along sectarian lines. Needs assessments so far highlight similar challenges for IDPs, both previous and new IDPs following the 2014 crisis.

#### *Internally displaced persons (IDPs)*

The high level of violence throughout 2014 in Iraq has caused a massive wave of population displacement that has added a new dimension of insecurity to the conflict. Since January 2014, over 1.8 million Iraqi IDPs have moved within the country, fleeing from volatile areas including Mosul, Anbar, Ninewa, Diyala, Baghdad and Salahadin<sup>1</sup>. Many of the minorities are leaving the federal areas of Iraq and attempting to enter the KRG areas. Other IDPs have moved to areas in Basra and in Najaf. Violence has been most intense in the Anbar Governorate where around 550,000 people have been displaced by fighting around Fallujah and Ramadi. In June 2014, armed groups took control over Mosul and other cities, leading to an additional displacement of over 650,000 people many of whom have fled with little or no resources. This latest IDP crisis has strained the resource capacity of the Kurdish Region of Iraq, which has already been hosting more than 210,000 refugees from Syria<sup>2</sup>. On the whole, KRG is accepting those IDPs with links to

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<sup>1</sup> OCHA/ REACH, August 2014

<sup>2</sup> UNHCR, 19 July 2014

KRG and minorities. Other IDPs are refused entry and are collecting in the Disputed Internal Boundaries (DIBs) areas. Local authorities in Dahuk (the Governorate with the highest concentration of IDPs) report that there are now over 400,000 IDPs in the Governorate.<sup>3</sup>

Additional displacement occurs daily, population movements are fluid, and access to services and shelter remains lacking or inconsistent. Key areas where IDPs are currently 'stranded' in the DIBs are: Sinjar, Telafar, Tilkaif in Ninewa, Kirkuk in Kirkuk, Khanaqin and Diyala. Highest concentration of displaced in locations outside KR and DIBs areas include: Anbar (Fallujah, Heet, Ramadi, Haditha, al-Rutba, al-kaim), Salah al-Din (Samarra, Tikrit, al-Shirkat), Kirkuk (al Hawiga), and Baghdad (Abu Ghraib, Karkh). Displacement from Ninewa and Anbar continues to central and southern Governorates (mostly Shia's) (Kerbala, Najaf, Al Qaddisiya, Baghdad, Basra), where local authorities are overstretched and unable to respond to increasing demands in basic services.<sup>4</sup> Also, it is expected for Sunni population groups South of Baghdad to start making a reverse journey.<sup>5</sup> Reliance on host communities is heaviest in KRG areas.

The future of many Iraqis, especially the most vulnerable, is of grave concern. There are increasing reports of abduction of women, particularly those belonging to minority groups, by armed groups and of human trafficking within and outside the country. Trauma, child labour, lack of education, sexual violence and direct or indirect effects of violence are grave threats to the future of children and youths and, by extension, to the future of Iraq. Social-protection systems have all but collapsed, further weakening household resilience. People on the move and other highly vulnerable communities must also prepare for the approaching harsh winter.<sup>6</sup>

### Refugees

As of August 2014 there are just over 210,000 registered refugees from Syria in Iraq. The vast majority of these, over 95%, are in the Kurdistan region.<sup>7</sup>

As underlined in the RRP6, the ability to secure sufficient income is one of the key needs of displaced population groups, with assessments showing that Syrian refugees in Iraq are not financially self-reliant, and struggle to find sustainable livelihood opportunities. Up to 86 per cent of Syrian refugees say they have insufficient household income, 15 per cent report lacking food security and up to 27 per cent unable to access sufficient food for their families through the local market.<sup>8</sup> An estimated 60-80% of refugees and IDPs live outside of camps within host communities. Financial difficulties are exacerbated by competition for rental housing potentially driving up costs and leading to overcrowding and occupancy of substandard accommodation like unfinished buildings, tents and crowded apartments. The refugees outside the camps are also placing an additional burden on the basic service delivery of the governorates.

### Host Communities

<sup>3</sup> OCHA, August 22, 2014

<sup>4</sup> OCHA August 22, 2014

<sup>5</sup> Data from OCHA/ REACH, 28 July 2014.

<sup>6</sup> OCHA, August 22, 2014

<sup>7</sup> Data from UNHCR, Syria Bi-Weekly Update 16-31 August

<sup>8</sup> OCHA, June 2014.

The large influx of displaced population groups is placing a considerable burden on local Iraqi host communities (which are mainly located in the most impoverished areas in Iraq with high numbers of vulnerable households), their basic social services (particularly education, health, water and electricity) and employment and income generating opportunities. Crowding effects in the local market, in particular housing and labor are widely reported. Stagnant socio-economic development further affects daily life in Iraq, while institutional capacity remains limited, which further hampers the ability of IDPs to return home. Integration into camps and communities is far from durable and thus their exposure to ongoing risk factors further exacerbates cycles of violence and poverty.

Service provision has become a challenge in the region of Kurdistan and Iraq nationwide. Firstly, due to the lack of funds as the annual budget has to be approved in Baghdad. This coupled with additional pressures from the influx of refugees and IDPs has meant that the Governorate authorities have come under even more pressure to deliver to a larger population. In a study carried out by REACH in July 2014 with IDPs, the number of internally displaced children attending schools for both female and male is under 50% in Sulaymaniyah; 21% and under for Erbil and 55% and under for Dohuk. In addition, on average 20% of the IDPs in the three governorates are unable to access health services. This is of course partially due to the cost that the Governorate charge for these services. In addition, the IDPs are unaware of how to access the different services provided by the Governorates; this is illustrated by the fact that in all three Governorates, 65% of the IDPs or over do not know how to get birth, marriage and death certificates.<sup>9</sup>

Based on data available so far, locations that stand out in terms of expected tensions related to social/ ethnic issues/ divides, are Najaf and Baghdad in the South and Sulaymaniyah, Chamchamal, Kalar and Halabja specifically in KRG. Areas where there are already hosting large numbers of Syrian refugees – such as Dohuk and Erbil cities especially – the added influx is expected start to impact labour markets over time, which could lead to increased tensions as well.

### **Poverty and unemployment**

In 2012, on average 18.7% of the total population in Iraq was living below the poverty line of US \$90 per capita per month. Some 13.3% of Iraqis are multi-dimensionally poor, lacking adequate education, basic services, nutrition or health. Income poverty is the main contributor. The second major contributor to poverty is a lack of female education. Only 43.8% of Iraqi adults are in the labour force: 73% of men are economically active compared to 14.7% of women. The female employment rate is one of the lowest in the world. 60% of women holding a diploma are employed, as opposed to less than 10% of women with low levels of education. Female and youth unemployment is high in nearly all governorates.<sup>10</sup>

### **Rule of law and Human Rights**

The current crisis in Iraq has had a severe impact on the safety of Iraqi communities, especially women and the most vulnerable (namely the aged, widows, female heads of household, children, Persons With Disabilities (PWD), Minority Communities, Internally Displaced People (IDP) and Refugees). The most vulnerable have limited access to the formal justice system and the massive population displacement has

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<sup>9</sup> Reach, Multi Needs Assessment in Northern Iraq, July 2014

<sup>10</sup> UNDAF

resulted in a strong burden on formal justice institutions in host communities. Women and girls in particular are among the hardest hit group and due to their gender-specific vulnerability and needs must be given additional support and protection. Sexual and Gender-Based Violence (SGBV) is a main protection concern. Considering the current crisis, these women and young girls face increased vulnerabilities for SGBV, trafficking as well as sexual harassment and abuse. They are also at serious risk of forced and under-age marriages, rape, abduction and sexual slavery.

Public confidence in judges and the courts to render impartial decisions and in the police to secure basic human safety has fallen accordingly. Vulnerable groups, including women, children and minorities, have been disproportionately harmed by the inability of the government to provide basic justice in line with international human rights standards.<sup>11</sup> Currently, Iraq continues to be plagued by a host of Rule of Law issues, particularly as pertains to its criminal justice system. These include an out-dated criminal code and issues surrounding application of the death penalty, use of confessions, circumstances and procedures surrounding detention and incarceration. There remains a general lack of access to justice for ordinary citizens and the Judiciary is subject to political capture. Deficits also exist in Iraq's legislative process. As in other post-conflict societies where access to, and confidence in, formal justice mechanisms is limited, many Iraqis turn to traditional justice mechanisms—and while in theory these may play an important role in facilitating reconciliation, in Iraq they are often out of step with international and national human rights standards.<sup>12</sup> In surveys, respondents indicated that they avoided the formal justice system because of police intimidation, delays, lack of police effectiveness, bias and corruption, and a lack of confidence that the verdict would be enforced. Respondents living in poverty were particularly critical of the effectiveness and fairness of the formal justice sector.<sup>13</sup>

### **Gender**

There is limited to no gender disaggregated data available on the overall impact of the crisis on women (both figures are IDPs and refugees as well as host communities). However, even before the recent crisis the condition of women in Iraq has deteriorated over the past thirty years. Women are marginalized and unable to contribute economically, socially, and politically. These conditions are exacerbated by misconceptions of traditions, cultural and social values and a lack of awareness of women's rights and potential, as well as institutional and legal barriers.

The Gender Inequality Index for Iraq is 0.57, indicating very high gender inequality. The country is ranked 117th among 146 countries, behind all the countries in the region with the exception of Saudi Arabia. The high level of inequality is due to high maternal mortality rates, low representation in the parliament, low participation in the labour market, and the low percentage of females above 25 years old with at least secondary education.

The main reasons for women failing to complete their education are the refusal of their families to allow them to attend school, the distance from home to school and the security situation, poverty, and early

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<sup>11</sup> UNDAF at 17.

<sup>12</sup> *Id.* One survey noted that while more than one-half of Iraqis would prefer to use the formal justice system, over one-third would rather use an informal dispute mechanism. RoL & Justice Final Report at 31.

<sup>13</sup> Promoting Access to Justice and Legal Aid Project Document at 2-3.



marriage. Persistent traditional and patriarchal attitudes about the role of women in society affect participation of women in political and public life, in particular in decision-making positions at all levels of government. High levels of violence together with discriminatory laws also limit women's empowerment and full participation in economic and social life. 46% of women and girls have been exposed to at least one form of violence before the crisis. There is a high prevalence of harmful practices such as child marriage, temporary marriages and honour killings.

Nationally only 14% of women participate in the labour market. Of employed women, 60% work in the public sector and 30.5% in the agricultural sector—more than three times the percentage of men (9.5%) working in the same sector. In rural areas, 81% of employed women work in the agricultural sector. Lack of awareness of rights also limits women's empowerment: 38.6% of women in Iraq do not perceive men and women as being equal in society, while 31.5% think they are partially equal. The illiteracy rate of women is twice as high as men. Women's economic independence is further complicated by the complex personal relationships that women develop within their families. In many ways, Iraqi women are taught that their options are limited or can be limited by a male family member. Neighbours may harass or gossip because they disapprove of a women working outside of the house. As a widow or divorcee, women often return to their parents' house due to lack of experience and education for (self) employment.

As a result of previous conflicts, there are approximately 1,6 million widows in Iraq and even more female headed households. Widows are only one group of female headed households, however, and early marriage, and so-called "temporary" or "pleasure" marriages resulted in a large group of young divorced women with young children who depend on social and economic support.

### **Youth**

Young men and women (aged 15-29) comprise 28% of the Iraqi population. They face difficulties in accessing education, high unemployment rates, and health concerns. Unemployment and poverty among youth is considerably higher than the overall rates (24.2% and 22%, respectively, for young people aged 15-24). Youth enrolment rates in education are low (21% in preparatory and 14% in higher education), and there is a clear disparity between male and female youth enrolment, especially in rural areas. Some improvements have been achieved in literacy rates, but they remain low. There are now youth networks set up in the larger cities such as Erbil and Baghdad. These still have limited memberships, but are starting to form platforms.

### **Environment**

Data available so far highlights the increase of municipal solid and sewage waste both inside and outside the camp areas. Causes are the increase of waste due to concentrated areas of displacement and limited capacity of local authorities and the private sector to process the increased amounts. The excess waste poses health risks and requires immediate attention, both collecting and disposing of solid waste/sewage according to environmental standards.

In addition to that, there are other environmental concerns that need to be kept in mind in the crisis response. Hazards, man-made and natural, threaten communities throughout Iraq, especially the most vulnerable. Changes over time in the location and intensity of hazards highlight the diversity and

changeability of conditions within the country. Drought and desertification and land degradation are reducing available arable lands and affecting livelihoods. Water quantity is diminishing and water quality is deteriorating. Still others are due to climate change, poor management of natural resources and limited regional cooperation on cross-boundary issues. Environmental degradation is estimated to cost 6.5% of GDP. All governorates are considered drought prone. Drought and poor land management have increased the intensity and frequency of sand and dust storms, as well as increased land degradation and the threat of desertification. These issues have an impact on agricultural production and food security. There are no adequate systems in place at community level or within the government to anticipate and warn, respond to or recover from these threats, exacerbating their impact which disproportionately affects vulnerable groups.

Conflict has worsened problems in water supply by damaging and disrupting infrastructure. In addition, water pollution, climate change, advancing desertification, and recurrent drought are increasing water scarcity and deteriorating water quality. As a result, 32.3% of the population lacks access to drinking water from the public network or a covered well. A large proportion of the population in Iraq lacks access to an improved sanitation facility. Food security is still an issue for 1.9 million of Iraqis (6% of the population). Some 14% of the population is vulnerable to food deprivation.

## **II. STRATEGY**

In response to the crisis, UNDP has developed this Iraq Crisis Response and Resilience Programme (ICRRP)<sup>14</sup> for the next 2 years. Given the ongoing conflict in Iraq as well as in the region, and the risk of escalation of these or new conflicts, UNDP will immediately start the implementation of this project and realign existing programmatic, human and financial resources. The ICRRP will build on existing experience and programmes, and develop new mechanisms to better address the new context and emerging needs (See section on programme coherence below).

The ICRRP is closely aligned with the need of a long-term, multi-dimensional development framework as outlined in Iraq's National Development Plan 2013-2017<sup>15</sup>. The project is also aligned with other key national plans, including the recently-signed UNDAF (2015-2019) with an overall objective of promoting social cohesion through improved institutional performance, responsiveness and reducing acute vulnerability and participation gaps, the proposed new UNDP CPD (2015-2019) with a focus on multi-level resilience, as well as KRG's Vision 2020 remain timely and relevant. Mindful of the current security situation, in-country presence, partnerships and other factors related the current crisis, ongoing development programming at a national level should continue uninterrupted. The ICRRP is also well within and supportive of UNAMI's mandate of advancing inclusive, political dialogue and national reconciliation, assisting in the electoral process and in the planning for a national census, facilitating regional dialogue

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<sup>14</sup> Resilience refers to the ability of a system, community or society exposed to hazards, shocks or stresses to resist, absorb, accommodate to and recover from the effects of those hazards, shocks or stresses in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

<sup>15</sup> Focusing on principles of diversity, decentralization, green investment, empowerment, equal opportunity and decent work, the National Development Plan (NDP) 2013-2017 aims to reduce the urban-rural development gap, increasing investments in natural resources, and utilizing the relative potentials of each governorate.

between Iraq and its neighbors, and promoting the protection of human rights and judicial and legal reform. In this sense, and building on discussions between UNAMI and UNDP/RBAS, promoting coordinated, coherent social cohesion action is timely and critical, and is both responsive to the current context and forward-looking as far as Iraq's development planning is concerned.

UNDP Iraq will lead the implementation of the early recovery and resilience agendas and was appointed as lead agency for the newly established Social Cohesion and Sustainable Livelihoods Cluster (officially announced on September 2, 2014). The cluster will cover basic services, economic recovery and development and social cohesion activities. In addition to that, the project will form a basis for delivery under the Livelihoods sector working group of the RRP, through its support to non-camp refugees and host communities.

The ICRRP will be a critical contribution to this and serve as a basis for the next revision of the Strategic Response Plan (SRP) and Regional Response and Resilience Plan for Syrian Refugees (3RP). The ICRRP focuses on areas that are not (or so far not sufficiently) covered by other humanitarian clusters or agencies. Activities will be implemented in close collaboration with local counterparts where possible, as a critical basis for ownership and to contribute to longer term resilience of communities. UNDP thereby strongly complements the primarily live saving and shorter term activities carried out by other partners through this multi-sectoral, integrated project strategy that has sustainability at its core.

The ICRRP will cover the following key thematic areas: 1) coordination, 2) basic services and accountability, 3) livelihoods recovery, 4) protection and 5) social cohesion, in order to build the resilience of the communities that are most affected by the displacement of refugees and IDPs. The programme will have a strong gender focus and aim to address the specific needs and opportunities for affected women. This includes, for instance, the specific identification of emergency jobs and employment opportunities for women, noting the social and cultural challenges women face (Output 3) and provision of protection for girls and women from SGBV (Output 4)

UNDP will focus on support to host communities because:

- Of the rationale that support to host community members will help reduce tensions and benefit displaced groups through improved capacities of community members to support them;
- Of the increasing pressure on host communities, related to access to basic services as well as employment opportunities, which the project aims to mitigate through improved service delivery, livelihoods recovery and social cohesion activities

Thematic areas covered under the outputs will be integrated to meet the specific needs of different geographical areas. At present, the following areas have been identified:

- Erbil, Duhok and Suleymaniyah (Northern Iraq- KRG, hosting more than 800,000 IDPs<sup>16</sup> and approx. 210,000 Syrian Refugees. The large majority of the IDPs are in Dohuk governorate (estimated at 650,000);

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<sup>16</sup> 4 September, 2014, OCHA

- DIBS (Northern Iraq, including Ninewa Kirkuk), hosting an estimated 220,000 IDPs;
- Najaf, Anbar and Basra (South, central Iraq), hosting an estimated 450,000 IDPs

A set of contextual and programmatic principles guide this new Programme:

- **The need for support in both North and Southern parts of Iraq should be highlighted and accounted for in terms of comprehensive crisis response programming.** While the Syrian refugees and a majority of the IDPs from the current conflict are in the Kurdistan Region of Iraq (KR-I), the geographic and demographic impact of the crisis is national. UNDP's interventions in DIBs are focused on **supporting IDPs who cannot enter KRG, in order to help prevent further displacement.** While security is a key driving factor, lacking basic services or livelihood opportunities have been among the contributing factors for people to leave their communities. Also, the multi-dimensional nature of the current crisis between KRG/KR-I and the Federal actors requires a national response.
- Two interlinked, principled approaches guide the ICRRP of UNDP, these are 1) **building resilience**<sup>17</sup> through an ER focused programming and promoting ER approaches and principles to be adopted across the humanitarian clusters; and 2) UNDP's **support to host communities.** These two entry points will ensure both differentiation and complementarity with other UN agencies' responses mainly focusing on life saving interventions and targeting primarily displaced groups.
- UNDP will support capacity building of the Governorate offices to improve **decentralized structure of delivery and planning.** Building capacity of the local authorities will be key to all the interventions under the programming and will be one of the main partners in delivering the response with UNDP.

UNDP, with enhanced human/financial/resource capacities, as well as in response to the needs expressed by UN agencies and local counterparts, **is well-positioned to establish and lead the Social Cohesion and Sustainable Livelihoods (SC&SL) cluster** as well as Livelihood Sector within the in-country coordination architecture. The SC&SL cluster's coverage and name reflect the intended areas to be covered by the cluster including livelihoods, basic services and social cohesion in addition to other Programme/projects areas that would come under the **ICRRP.**

- UNDP will promote social cohesion as this is at the heart of any form of stabilization for Iraq. Through support to the socio-political stabilisation within the current context, social cohesion will be leveraged so that divisive impacts of the current situation are minimised, pro-tolerance influences are maximised and so that, when the situation is clearer, the Iraqi government and Iraqi society have the inclination and capacity to promote social cohesion.
- UNDP will ensure to work closely with all relevant stakeholders and **build on partnerships with the Government agencies, Civil Society actors and other UN agencies.** The Project will focus on working with relevant Government counterparts in Baghdad and Erbil. UNDP has worked with

<sup>17</sup> The draft CPD 2015-2019 is based on promoting institutional, community and policy-level resilience in Iraq.

different civil society organizations and the enabling environment for their operations and will continue to build on these relationships. UNDP will also ensure to coordinate the response with relevant agencies such as UNHCR, IOM and other agencies delivering basic services and livelihoods recovery support.

While UNDP cannot stop political and social shocks from occurring, as an organization it can—and must—do more to help people withstand them. UNDP has been one of the vanguards of international momentum to support country and regional plans to build resilience to crises. Both humanitarian and development programmes have a considerable role in building resilience at the individual, community, national and regional level, with a particular emphasis on the gender dimension, and require projects that layer, integrate, and sequence the core capabilities of each organization to achieve effective results.

Therefore, UNDP Iraq has evaluated its role within the present humanitarian response and is adapting its capacities to suit critical needs brought on by the present conflict. Recalling lessons learned from long-term engagement in Iraq, the momentum to address immediate life-threatening needs in a conflict environment too often obscures the criticality of mitigating the longer-term vulnerabilities at their source, namely those which manifest during the conflict period itself. With core capabilities in promoting institutional development and accountability, service delivery, building resilience, livelihood support, access to justice, gender and promoting early recovery, UNDP is uniquely positioned to identify critical areas of intervention in the present environment that have the potential to perform long-term risk reduction.

**Targeting approach:**

Data so far indicates that host communities in Iraq are affected in different ways by the crisis:

- i. **Communities in KRG (Erbil, Dahuk and Suleymaniah) hosting Syrian refugees and/ or IDPs:** affected by pressure on basis services (in particular water, electricity, solid waste management (both in and outside the camps) education and health as a result of influx of displaced, increasing rents, increased pressure on household resources, increased competition over available employment opportunities and loss of income. Most refugees in KRG have working permits, IDPs are not allowed formal employment.
- ii. **Communities in the DIBs areas:** pressure on access to water and electricity as a result of disputed governance structures as well as increase in IDPs that cannot/ have not yet entered KRG. Communities are directly affected by the security situation and border conflict;
- iii. **Communities in Basra, Anbar, Najaf-** increasing numbers of IDPs (mostly Shi'a) are moving towards to the South for refuge. Number are expected to increase even more over the next couple of months. The security situation is most stable in Basra. In Anbar access is a serious consideration in all programming.

Based on this, the following response is proposed:

- i. **KRG (Erbil, Dahuk and Suleymaniah)**- project activities will primarily focus on **host community members** (as requested by KRG regional authorities) but also some targeted assistance to the most vulnerable IDPs, delivered through local government structures wherever possible. Although activities will start immediately, the focus on host communities will allow for more sustainable forms of livelihoods support;
- ii. **Communities in the DIBs areas**- activities will target **both host communities and displaced groups (IDPS and non-camp refugees)**, focus primarily on emergency response, but build in elements of skills and vocational training which will be useful also upon return to communities of origin or elsewhere. Activities will be implemented through (inter)national counterparts, noting the uncertainty around legitimate government authorities in these areas;
- iii. **Communities in Basra, Anbar, Najaf**- activities will focus on **both host communities and displaced groups (IDPS and non-camp refugees)**, implemented through local government structures where possible.

Refugees in KRG areas, are often allowed to work and more easily targeted as part of broader community support. UNDP will provide direct support to IDPs to non-KRG areas (DIBS and Southern Iraq) and aim to benefit IDP groups through host community support within KR-I as requested by regional authorities. IDPs are not provided with work permits in KR-I.

Support will particularly focus on the most vulnerable within the above mentioned host communities, including women, female headed households and youth. Project beneficiaries will be selected through a transparent and participatory process. The project will aim to also directly target displaced population groups and host communities outside the KRG areas.

As opposed to the above-mentioned needs that differ per community, the need for improved access to justice and strengthened protection mechanisms exists in each of the above communities - host communities, refugees, IDPs and minorities are affected by a lack of access to justice institutions and lack of legal assistance and rates of violence against women are prevalent. Nevertheless, the level of institutional capacity and engagement to provide legal aid, protection and access to justice differs per geographical, as well as UNDP's on-going support to this. The adopted approach to addressing immediate protection needs will be the same for each area, and where applicable will be built on existing institutional arrangements.

### III. PROPOSED PROGRAMME OUTPUTS

#### **Output 1- Crisis Response coordination, management, structures and mechanisms implemented up and institutionalized**

A primary concern for the federal and regional level is the capacity of the authorities to adequately coordinate and respond to crisis. At the federal level, UNDP will work with the Ministry of Migration and Displacement to support them in the coordination of the current crisis as well the Governorate Councils as needed.

The Kurdistan Regional Government has expressed the need for assistance to coordinate the crisis at the regional level. A humanitarian operations centre is being set up in the UN, which will be the main coordination centre for the international humanitarian response to the current crisis. This centre is being set up by OCHA with support from MSB and the International Humanitarian Partnership (IHP). The Kurdistan Government, however, also want to enhance crisis coordination within the government itself with an institution at the ministry level that will coordinate this crisis and any in the future. UNDP is well placed to support the needs of the government to develop crisis response coordination and operational capacity at different levels, including specific operational set-up, human resource support, all under an overall multi-node crisis coordination structure. UNDP has worked with KRG on an options paper of how to set up such a facility and will support its set up and institutionalization.

At the governorate level, the emergency management cells<sup>18</sup> are the institutional bodies responsible for coordinating the response of the governorate itself as well as the multilateral agencies and NGOs. UNDP will work with these bodies to strengthen capacities to plan, coordinate and monitor the response.

Furthermore, in order to provide the Iraqi governments a solid data and analysis on its constituencies and the displaced population for the government planning and capacity development plan, UNDP will conduct the following assessment closely working with the relevant government institutions. These assessments will also utilized to design the specific interventions in the rest of Outputs (i.e., Output 2,3, 4 and 5).

#### *Community assessments in areas of origin*

In areas directly affected by conflict or with no secure access, UNDP will conduct assessments of community resilience and coping mechanisms, acting as both a predictor of likelihood of medium- and longer-term displacement patterns, and informing planning of assistance and longer-term strategy for investment in communities,

Key factors to be included in this assessment are: basic needs, access to services (e.g. water supply, electricity, healthcare), and access to employment, being likely catalysts for population movements over time as populations are increasingly unable to meet their needs in their communities of origin (or indeed in the communities in which they are seeking refuge). This information can be overlaid with existing data on population movements through entry points into KRI, to build a comprehensive picture of displacement patterns – understanding where people are likely to be displaced from, and where they will likely be displaced to.

As no direct access is possible to these communities, information will be collected through a remote data collection methodology, replicating a methodology (Area of Origin) already successfully by partners in Syria, piloted in Iraq in November 2013, and currently being used to collect information on the situation in inaccessible areas of northern and central Iraq. Recently arrived IDPs in KRI/surrounding areas who are from inaccessible areas will be identified, and information collected from them. Through these IDPs, a multiple step approach will be taken to identify. Key Informants in their area of origin, who can then be

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<sup>18</sup> These departments are all called different names in the different governorates but have the same functions.

contacted on a regular basis to provide updated information. Areas will be targeted based on known areas of conflict, vulnerability, and inaccessibility (affiliated with conflict and mobile populations).

For both approaches, trend analysis will be conducted over time, with changes in population needs, or perceptions of needs, predicting likelihood of rising tensions or population movements – therefore forming the basis for planning of assistance not only to support vulnerable households, but also to least-resilient communities, including support to municipal service delivery, or employment opportunities. Validation of findings will be cross-referenced back with existing datasets and reports through secondary data review, to triangulate information and ensure as robust data and analysis as possible.

#### *Community perceptions mapping*

Perception surveys will be critical to map out current and expected areas of tensions both geographically as well as the type of tensions. Such surveys require a distinct methodology from the ongoing REACH trend/ needs assessments due to the sensitive and different nature of the data. It is recommended to carry out the assessments at district level in about 30 districts and if possible (funding allowing) to be carried out throughout the 2 year duration of the project.

UNDP will conduct assessments of potential for strains arising between and within IDP, refugee, and host populations based on factors including, but not limited to, real and perceived: access to municipal services, access to employment, access to aid and assistance, price inflation (including rent), access to basic services e.g. healthcare and education. At the time of writing, accessible areas are the KRG and adjacent districts in the area of disputed internal boundaries in northern Iraq.

Data will be collected through focus group discussions with communities and key stakeholders at a community level, and through consultation with municipalities. Analysis of the data will 'score' key sectors including those outlined above on potential for tension within the communities, enabling cross-community comparison of communities and districts exhibiting lowest levels of community resilience and most likely to experience tensions, and enabling comparison between sectors of concern across geographical areas. Municipalities and local authorities, being central actors to the addressing of these issues, will be engaged with at all stages of the project.

Through a repeat of this data collection, changes in access, or perceptions of access, to (for example) services, employment, and accommodation can be tracked over time, against a context of flow of populations or effects of protracted displacement.

#### **Output 2: Improved participatory decentralized basic service delivery, institutional responsiveness and accountability.**

The sudden increase of displaced populations in the KR as well as in central and southern Iraq has put significant pressure on the government capacity of the basic public services in affected areas. Host communities and IDP camps/settlements alike suffer from inadequate public utility services, such as



frequent water and electricity shortages, overstretched health centers, rising food and fuel prices, accumulated rubbish and sanitation concerns.

The high number of displaced populations has considerably added to the total volume of solid waste, that far exceeds the existing capacity of collection and disposal mechanisms. The frequent and overuse of solid waste assets and equipment requires a higher maintenance for collection infrastructure and increased municipality coordination of all phases of solid waste management. As such, it has become critical to recover and improve the conditions of water and sanitations in the affected communities.

As a result of the current crisis and growing needs, tensions have gradually increased between the host populations, the refugee (particularly in the KR) and displaced populations. In this context, UNDP seeks to assist in restoring critical basic services by utilizing the existing community-based infrastructures and promoting the social cohesion between host communities and IDP populations through encouraging participatory service delivery coordination. Building responsive and equitable provision of public services and social inclusion can address many of the causes for social strain between the populations, providing a powerful basis for conflict mitigation and preventions.

The main focus of this output is the following:

- 1) Work with selected district councils and sub-district stakeholders to carry out participatory and prioritized basic service needs assessments in priority host communities, ensuring participation of women, youth, IDPs and minorities)
- 2) Assist the Governorate to deliver basic services, which includes infrastructure and solid waste management
- 3) Work with the sub-district and district level of the local governorates to develop their capacity in governance systems (grievance, e-governance, etc.)
- 4) Participatory assessment tools and methodologies are important in order to ensure that communities themselves are able to highlight the main threats to their safety and barriers to development and help shape the responses required.

In the short term, UNDP will work with the selected Governorates to identify the short term service delivery priorities using rapid consultations methods prioritizing those areas that are hosting the majority of the IDPs and refugees. The prioritization will be done with the Planning Team of the Governorate as well as the Emergency Management Cell. The service delivery infrastructure that is needed will be built using the cash for work modality.

This short term work will feed into the improvement of the service delivery chain in the longer term programming. In the longer term, the planning and budget of the governorate will be strengthened as will the procurement process thus ensuring the Governorate can execute more of its budget. This will be done in coordination with the Institutional Public Sector Modernization Project that looks at the policies and frameworks as well as the Local Area Based Development Programme. UNDP will work with local stakeholders to gather information to develop provincial and district (sub-district in Kirkuk city and major urban areas) profiles, such as actor mapping, functional and capacity assessments, as well as needs and satisfaction surveys of citizens and communities.

UNDP’s response in this area should be built primarily at the sub-district and district level where rapid needs assessments with the host communities will prioritize basic services so strategic and targeted interventions can be implemented rapidly to complement the existing services and to fill in gaps. This process will bring together the different sections of the community including vulnerable groups such as women, youth and displaced population groups. These plans will also feed into the already-existing programming (e.g. Local Area Development Programme) in the area of governorate level planning. In line with Output 4, this prioritization process can constitute an entry point for reducing inter- and intra-communal tension, sensitization and reduction and social cohesion programming.

Participatory planning will be a key principle throughout the project planning and implementation for community recovery activities. UNDP will set up mechanisms for participatory planning for community recovery to ensure interventions are market driven, respond to community needs and strengthen community ownership. In addition to that, participatory planning contributes to the overall sustainability of efforts through building the capacity of the local government structure and actors

**Service Delivery Cycle**



The intention is that the implementation of the plans will be primarily be done through government resources in the long term – from provincial councils, federal ministries, and KRG funds. This underlines the importance of ensuring that the project is effectively integrated with the formal planning processes. As of August 2014, the budget has not been formulated and the fund has not been released from the federal level to the governorates, therefore, the government structures do not have resources for capital investment nor in some cases to cover salaries. Until the budget is released, UNDP can assist in the delivery of services including those that address community safety, social cohesion and economic empowerment. Priority will be given to interventions that address the needs of vulnerable and excluded groups and bring different communities together. The purpose of these projects should be to deliver tangible results on bringing the communities together and addressing their safety concerns and access to services, thereby strengthening state-society relations and increasing inter-communal trust. These will be prioritized using the criteria that the Government has developed with the Local Area Based Development Programme.

The LADP has developed a successful model of establishing local steering groups to oversee its work in each province that include a representative from the Governor's office, technical departments in provincial councils, private sector, civil society and women's groups. The revisions made to Law 21 in 2013 now place the responsibility for delivery under the Governor and the staff that deliver the services report directly to them so the Steering Committee members will have to be different from those delivering the services. The steering committees will have responsibility for overseeing the implementation of the plans at the governorate level and can also oversee the implementation at the district and sub-district level.

Capacity-building work will be needed with civil society to enhance their ability to engage in the process of needs identification, prioritization and working with government representatives to input into the development of plans. Further work will also be needed to ensure that the civil society is able to carry out its role of holding the local governments accountable for the implementation of the plans. A public information campaign would be beneficial in each target province to explain the objectives of the process, the roles and responsibilities of the local government, and how citizens can participate to help influence safety and development in their area.

UNDP will also assist the governorates to build accountability into the service delivery chain through developing the capacity of the district and sub-district officials to deal with grievances and ensure they are able to work with the Provincial Councils on these issues.

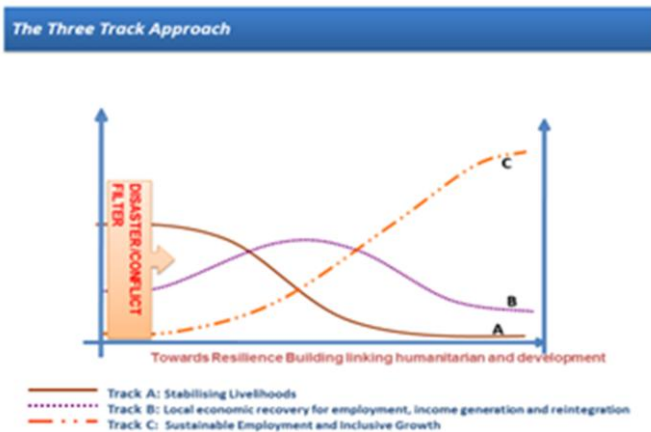
### **Output 3- Displaced population groups and crisis-affected (host) communities benefit from livelihoods stabilization and sustainable livelihoods opportunities**

Although the Government and host communities in KR, DIBs and south-central Iraq extend their generosity in hosting refugees and IDPs, the rising numbers negatively impact services and economies within local communities. While Government policy allows registered refugees to work, difficulties in finding employment outside of the informal sector (where 80 per cent of refugee households report having someone employed) are a reality, as is competition within and between the host and refugee populations. IDPs are even more disadvantaged, as they are not granted working permits in KR and a significant number have not been officially registered.

These difficulties in sustaining livelihoods mean that interventions that support income generation, strengthen labor markets and increase vocational training opportunities for both displaced population groups and host communities is a priority. Although cash grants and food support are extended to the host communities by humanitarian counterparts, additional support for sustainable and diversified forms of (non-agricultural) livelihoods for the most conflict affected communities is urgently needed.

UNDP will therefore support livelihoods stabilization and local economic recovery efforts aimed to: i) alleviate immediate tensions over access to employment and other livelihoods assets between host community members and displaced population groups (refugees and IDPs); ii) increase the overall economic absorption capacities and resilience of host communities to host refugees and IDPs; iii) support more diversified livelihoods opportunities, enterprise recovery and skills development for the most vulnerable groups within communities, to strengthen their resilience beyond the crisis.

In line with the *UNDP Guide for Livelihoods and Economic Recovery in (post) crisis contexts* and based on the *UN Policy on Post-Conflict Employment Creation, Income Generation and Reintegration* (see below chart), this Output encompasses the required immediate livelihoods stabilization as well as support to medium to longer term recovery efforts. Interventions seek to help communities to address vulnerabilities, build resilience to future crises and lay the foundation for a transition towards sustainable development. This approach is in line with UNDP’s livelihoods and economic recovery work, based on a three track approach<sup>19</sup>, focusing on immediate recovery to longer term development.



- Livelihoods stabilization, through Emergency employment and/or enterprise recovery **Track A**
- Enterprise development and support in rebuilding enterprises **Track B**
- Policy level support and development **Track C**

### Component 1- Livelihoods assessment for host communities and other conflict affected areas

Needs assessments carried out so far by partners have focused primarily on the refugees and IDPs and immediate/ shorter term needs of the host-communities. Partners have highlighted the urgent need for more comprehensive community needs assessments, data collection on perceptions within communities in order to identify and monitor areas of tension as well as data on areas of origin. UNDP will respond to these requests and lead such assessments with other partners (such as DRC and REACH), as part of the overall ICRRP. These assessments are included and described in more details under the M&E section in this document.

In addition to that, under this component, UNDP will carry out a **comprehensive livelihoods assessment** targeting host communities/areas with highest concentration of displaced groups and were possible other conflict affected areas.<sup>20</sup> UNDP will aim to carry out this assessment in cooperation with the Ministry of

<sup>19</sup> UNDP Guide on Livelihoods and Economic Recovery in (post)crisis contexts (2013)

<sup>20</sup> Criteria that will be considered are:

- Access
- Areas expected to be most impacted by the crisis, either as a result of displacement or conflict itself
- Government priorities
- Areas where we lack data (so far, there is no a comprehensive livelihoods assessment carried out by partner agencies, at least not in the scope as required and proposed by UNDP. An initial desk review of existing data, will however be an important data in order to agree on the specific governorates for the assessment to focus on.

Planning (KR Office of Statistics), the sector working group on livelihoods (under the RRP)<sup>21</sup> as well as the Sustainable livelihoods and social cohesion (ER) cluster working group which will be established. The assessment is expected to also yield important information to support efforts on mainstreaming ER throughout the cluster system and/or to feed into the cluster itself.

Based on experience from other contexts, the assessment is based on the assumption that building resilience requires a system wide approach which reduces vulnerabilities, rebuilds assets, will strengthen livelihoods' assets and addresses institutional and policy gaps. The overall objective will be to provide data to support sustainable, integrated livelihoods support to build resilience. It is an innovative approach to livelihoods assessments, which will provide analysis on the link between poverty, unemployment and conflict. More importantly it provides the information necessary to break the negative cycle and support youth at risk/ with conflict carrying capacities and women to identify and initiate viable livelihoods opportunities that will sustain them and their families in dignity.

The assessment will service to collect and analyze data on the following:

- Socio-economic profiling of host communities, in affected areas;
- Within those identified areas, to better understand how the crisis has impacted households, by identifying the range and nature of livelihoods assets (financial, human, social, natural , physical) of different categories of households , individual women and men, their relative levels of security, and the principal constraints and opportunities available to improving their livelihoods status. This information will serve as critical baseline information for programming;
- Locate possible local livelihood strategies and the different ways that people are coping with the crisis, or have coped with vulnerability within a broader context of enabling policies, institutions and processes. This includes an assessment of the factors in the local and national environments which contribute/contributed to the vulnerability of different households, and might still affect these households, individual men and women alike or differently;
- Identify assets and livelihoods strengths, as possible entry points to build on for programming;
- Identify specific opportunities and sectors to support women's employment opportunities

The assessment will consist of a desk review as well as quantitative and qualitative data collection. UNDP has developed standardized methodologies under its forthcoming *Guide on Livelihoods Assessments in (post) Crisis Contexts*. The assessment is planned to be carried out within the first 6 months of the project, with regular updates as required throughout the project duration.

Alongside the livelihoods assessment, UNDP has already started a market assessment in Ninawa and has planned to undertake two additional ones in Erbil and Dahuk. These market assessments will be fast tracked where possible, to ensure data can feed into the project, to identify main opportunities and sectors

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<sup>21</sup> The sector working group on livelihoods under the RRP is co-chaired by UNDP and DRC.

for (wage- and or self) employment, including the identification of specific employment opportunities for women and youth. The market assessments will be conducted as early as possible to ascertain market demand and opportunities, skills gaps, the different needs and interests of target groups. The support provided under the project to set up small businesses, will be linked to the opportunities identified in these assessments, aimed to increase financial feasibility and sustainability. The market assessments will also feed into the revision of the 2012 KRG Employment Policy. UNDP will also support the translation of the employment policy into English, to allow wider distribution and alignment for international partners and the private sector.

The market assessments will include a specific component to identify entry points and opportunities in support of **women's economic empowerment**. This assessment component will build on a 2012 UNDP assessment on women's empowerment opportunities, highlighting the many challenges for women to work outside of the house, often linked to cultural barriers. Conversations with both HCT/UNCT as well as civil society partners indicated a significant gap in data on sustainable livelihoods opportunities for women. UNDP will support the **Emergency Market Mapping and Analysis (EMMA)**, in close cooperation with the Danish Refugee Council (DRC) as co-lead under the livelihoods sector under the RRP.

### **Component 2- Immediate livelihoods stabilization through emergency employment for host communities and vulnerable groups**

Using labor intensive techniques (i.e. cash for work), this component will focus on the rehabilitation of community based socio-economic infrastructure such as markets, public facilities, water-harvesting structures, irrigation canals and solid waste management. These interventions will target unskilled and unemployed host community members and IDPs with a focus on youth and women while taking into consideration a small percentage of Syrian refugees seeking employment.

This component will be in line with **Track A of the UN Employment policy** (see above). Under this component UNDP will support the immediate stabilization of livelihoods opportunities through cash for work (CfW) projects for host community members and displaced population groups. Emergency employment support will be aimed to: i) provide beneficiaries with an opportunity to benefit from additional income generating activities, used as an entry point for vocational training or community dialogue; ii) to decrease tensions related to increased competition on the job market between host communities and displaced; iii) boost the purchasing power and revive the local markets in the host communities; iv) reduce secondary and/or tertiary displacement by providing additional improved livelihoods opportunities in place of relocation. UNDP will work through local and international NGO's through a small grants facility in order to implement the immediate livelihoods activities and the final choice of activities will depend on project proposals put forward by NGO partners.

Main immediate livelihoods activities may include emergency employment through cash for work and the provision of small start-up grants to set up micro and small businesses with a specific focus on the most vulnerable groups, such as women and youth. Where possible, the project will target youth with conflict carrying capacities, aimed to provide alternative incomes to joining armed violence and support overall stabilization efforts. Targeted emergency employment, SME development and local economic recovery

support will serve as a basis for more sustainable and diversified livelihoods opportunities, contributing to the overall resilience of affected groups and communities.<sup>22</sup>

In line with Output 2, project prioritization and the selection of beneficiaries will be managed through governorate level planning structures in KR and other governorates where possible as well as the Emergency Management Cell as well as community consultation platforms. The delivery of livelihoods recovery activities will also constitute an additional entry point for the promotion of social cohesion at inter- and intra-community levels, in line with Output 5.

The focus of the cash for work projects may be:

- The rehabilitation of small scale community infrastructure (i.e. rehabilitation or upgrading of damaged or old houses, water supply pipes, sewers, roads, market places etc);
- The collection (and where possible recycling) of municipal solid waste inside and outside IDPs/ refugee camps and cleaning of sewage systems;
- Maintenance of public facilities (painting of schools and community houses etc);
- Separate CfW projects will be identified and implemented for women, allowing them to work in women’s groups only when needed. Projects could include activities like women-to-women literacy training and awareness raising on SGBV issues, hygiene and sanitation etc as cash for work projects for women who are socially or physically unable to take part in reconstruction projects.

UNDP will explore and adopt innovative income generation initiatives, such as **UNDP 3x6 approach** (See Annex 2), wherever possible. In addition to the direct benefits to additional income, the cash for work projects will benefit communities through better access to socio-economic infrastructure and basic service delivery.

**Component 3: Sustainable livelihoods opportunities for conflict affected (host) communities and displaced population groups**

Activities under this component will focus on supporting the transition from short term support under component 1, towards more medium and longer term recovery efforts, building resilience for communities as well as displaced groups to better withstand the effects of crisis. This component will be in line with **Track B and C of the UN Employment policy** (see above).

An important part of that is livelihoods diversification, to ensure vulnerable groups have better options available to sustain a stable income and access to livelihoods assets (i.e. financial, human, social, physical and natural).

Enhancing livelihood and employment opportunities is one of the key elements for self-reliance of the displaced population and early recovery of the affected community. Linking the overall economic and private sector development plan in Iraq with labour and professional skills that could potentially be

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<sup>22</sup> A livelihood comprises the capabilities, assets (both material and social resources) and activities required for a means of living. It is considered sustainable when it can cope with and recover from stresses and shocks, and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base. Livelihoods include five different dimensions, or types of capital: human capital, social capital, natural capital, physical capital and financial capital.

provided by Syrian refugees and IDPs is key, not only to expand refugees' access to job opportunities, but also to create greater economic progress in Iraq.

The intervention of this component may support vocational trainings for livelihood support initiatives targeting the most vulnerable from the displacement populations and host communities (e.g. people with disabilities, widows, female household heads, illiterate people with no marketable skills, unaccompanied and unemployed youth, young women between 15-25 etc.). Apprenticeship training for youth is one of the examples. The topic of vocational trainings will be set in accordance with the local economic needs and potentials in the affected geographical areas identified by a quick labour market assessment and desk review of the existing supply chain analyses, which is described in Component 1. To ensure vocational training will lead to actual employment opportunities, the project will extend its support to strengthen a job-placement system for training graduates. Support to establish similar job-placement service mechanisms for off-camp refugees will be provided.

Concurrently, micro-business start-up support can be provided to Syrian refugees and local entrepreneurs who are already skilled and have business ideas to fill market niches or meet unmet service demands. The project will devise measures to ensure local businesses that receive grant assistance will employ the displaced populations in addition to directly providing entrepreneurship support to the Syrian refugees. The project will also target vulnerable groups, women and youth and support their access to financial services, including through micro-loans/small grants for innovative local-level livelihoods and economic development initiatives both benefitting the host communities and the displaced populations.

The activities may include:

- Design and implement vocational training/skills development initiatives (training, apprenticeship/trainee and internship) coupled with mentoring and provision of targeted livelihood and self-employment start-up kits, including grants to entrepreneurial youth and women;
- Identify and build capacity of vocational training centers and other training institutions for women and youth.
- Activities specifically targeting and tailored to support women's economic empowerment, noting social and cultural challenges;
- Support business grants and microfinance initiatives and institutional capacity development where feasible;
- If possible facilitate at least one public private partnership in the impact area geared towards job creation.
- Support community based business creation, including natural resource management, and promotion of alternatives sources of energy to overcome shortages in energy and curb environmental degradation, in particular through the promotion of solar energy;
- Facilitate at least one public private partnership in the impact area geared towards job creation.

Livelihoods diversification and women's economic empowerment

Support under this component will target at **least 5,000 beneficiaries of which at least 65% women**. For displaced population groups, the aim is to provide skills that will benefit them to find (self-) employment opportunities also upon additional displacement and/or return to place of origin. Based on market analysis, support will be provided in KR, DIBs as well as South-Central regions, including:



- Training, apprenticeship/ trainee and internship coupled with mentoring and provision of targeted livelihood and self-employment start-up kits including grants to entrepreneurial youth and women;
- Vocational skills training, building on existing capacities where possible;
- Financial literacy and life skills training with an additional package of materials at the end of the training to support continuation of an income generating activity;
- Business skills training and start-up packages to establish their businesses or income generating activities;
- Identify and build capacity of vocational training centers and other training institutions for women and youth.

Experience has learned that some women will not be able to participate in CfW activities under component 1 for physical or social/ cultural reasons, including women. This component has been designed to specifically address women by providing opportunities that are socially acceptable and support women’s economic empowerment. This component is expected to significantly increase the number of women the project can reach out to, which is challenging due to the traditional customs in Iraq.

The aim is to support **at least 3,250 women** out of a total of 5,000 targeted IDPs, refugees and host community members Support will include:

- Vocational skills training, building on existing capacities;
- Financial literacy and life skills training with an additional package of materials at the end of the training to support continuation of an income generating activity;
- Support microfinance initiatives and institutional capacity development where feasible;
- Business skills training and start-up packages to establish their own business or income generating activities. Women will be offered the opportunity to set up a business in small groups, which is expected to be more culturally/ socially acceptable in some regions of Iraq;
- Strengthening the capacity of the existing Women’s Business Councils and work closely with them to support business skills development for women.
- The establishment and support to local women’s and youth centers in close cooperation with local government counterparts, including the Ministry of Youth and Sport and the local governorates. Women’s only community centers could allow more women to safely meet other women who have had SGBV experiences and access to internet for information on legal issues. They could also be venues for daycare provision and access to learning opportunities such as literacy classes or be loaned out to CSOs for project training purposes.

**Output 4- Protection mechanisms strengthened for vulnerable communities, specifically women and youth**

Insecurity and reduced access to justice have severely impacted Iraqi communities, especially women and the most vulnerable (namely the aged, widows, female heads of household, children, Persons With Disabilities (PWD), Minority Communities, Internally Displaced People (IDP) and Refugees). They have limited access to the formal justice system and little confidence in its workings. Institutional and capacity needs to address these challenges are complex, multi-layered and require sufficient engagement and commitment to ensure sustainable results. Interventions designed in response to the current crisis form

part of the overall rule of law support UNDP is providing in Iraq through various projects and will be integrated into the longer-term comprehensive rule of law programme which is currently being designed.

Immediate focus of activities under this output is problem-solving through targeting at specific new challenges emerged as a result of the current crisis. They build on past and on-going efforts to strengthen the rule of law and improve access to justice and protection through institutional support. Focus of activities under this output will be to address immediate social protection needs while working through institutional structures which UNDP is supporting as part of its broader rule of law and access to justice programmatic support. As under its current projects, UNDP will implement its activities in support of access to justice and social protection in collaboration with other UN partners through specific agreements and/or memoranda of understanding.

It is foreseen that the following activities will be undertaken:

Capacity needs assessments protection mechanisms - the exact scope of activities will be based on capacity needs assessment in each of the target areas to inform the scope of support required to address social protection issues and strengthen protection mechanisms in host communities, including for IDPs and Syrian refugees. The assessment will look into existing formal and informal social protection mechanisms and identify immediate gaps that are critical to ensure the safety and well-being of the community. This assessment will also include a component on the role of the police in the provision of protection, as well its role in dealing with cases of violence against women. Based on the findings of the assessment, UNDP will support the strengthening of linkages among social protection mechanisms and support its professional capacity to address immediate protection issues.

Expansion of legal assistance services- as part of the current rule of law portfolio, UNDP is providing support to key institutions, such as the High Judicial Council, the Human Rights Commission, the office of the National Security Advisor, the Directorate for Combating Violence against Women, Family Protection Units and the Bar Association. This on-going support will be expanded through sustaining the current legal aid desks, and expansion of technical advisory and capacity strengthening support to the DfCVAW and the Family Protection Units. Three additional legal aid helpdesks will be established. The expansion of support will be specifically targeted towards addressing protection needs that arise from the current crisis.

Establishment of vulnerability monitoring and legal aid centers with the bar associations, relevant justice institutions, Directorate of Combatting Violence against Women in KRG, Family Protection Directorates in C&S Iraq on gender-based violence issues that can be accessed by the most vulnerable members of communities; it will be ensured that these vulnerability monitoring and legal aid centers are linked to the legal aid and justice systems in the courts at the governorates level, building on UNDPs existing project on legal aid clinics to address social protection issues. In addition, they need to be linked closely with informal conflict resolution mechanisms and informal justice systems and a thorough understanding of the role of these informal mechanisms, and how to engage them in support of protection, is required. The primary role of the centers is to provide both psycho-social and legal aid support to women in the communities. In addition, the function of monitoring the general situation of SGBV and, where feasible, detect individual incidents of grave nature such as rape, attempted rape, abduction, trafficking, forced and under-aged marriages etc. will be essential as a basis for support. In addition, the centers will work as a hub to support a comprehensive community sensitization and legal awareness campaigns with a strong human rights component. While continuing focus on sustainable legal aid support, these centers will be established with support of NGOs - through MoUs between the vulnerability monitoring and legal aid centers and existing legal aid helpdesks, institutional linkages and sustainability will be ensured;

Specific focus is also to be given to those IDPs who arrived without identity papers and facilitating the provision of legal identity papers, thus enabling proper registration and strengthening the rights position of the IDPs.

Support the implementation of legal & human rights advocacy campaigns to inform the communities, especially the most vulnerable (women, youth, IDPs, and minorities) of their rights and how to address issues through legal and civil redress mechanisms. Campaigns will be conducted through the distribution of legal awareness materials, organization of workshops and seminars through contracted NGOs, in collaboration with lawyers, judges, human rights Commissioners and other relevant experts. Training will also be provided to community members themselves on how to raise awareness amongst vulnerable groups and to men and women to become community advocates to combat violence against women.

In terms of institutional support, continued support will be provided to the national and regional Human Rights Commissions. In addition UNDP will work with the Citizen Protection Departments of the Ministry of Family Affairs. Support will be provided at the Governorate level to process grievances and issues of the communities, ensuring particular focus on the most vulnerable, (namely the aged, widows, female heads of household, children, Persons With Disabilities (PWD), Minority Communities, Internally Displaced People (IDP) and Refugees). In order to strengthen the services and rights of the more vulnerable population, if the complaint/ issue require legal redress, the Department can ensure that the beneficiary is able to access the vulnerability monitoring and legal aid center.

#### **Output 5: Strengthened Social Cohesion through dialogue and capacity building of local and national actors and communities**

Social cohesion<sup>23</sup> can be considered both an outcome of all of the above interventions as well as a specialized intervention for UNDP Iraq at the national and sub-national levels given the context of sectarianism, inter-communal tension, verbal and physical violence, and discrimination experienced within the communities as a result of the recent influx of refugees and IDPs. Tensions are reportedly related to various issues, amongst others increased pressure on access to basic services and livelihoods opportunities, mainly between host community members and displaced groups.

The main objective of UNDP's support to social cohesion is to build capacities of local Government authorities and partners to manage possible tensions, including awareness raising within communities on the influx of displaced groups. In addition to that, engagement of representatives of host community members as well as displaced groups in the prioritization of activities and project delivery, through local government structures, will form an important entry point to help identify possible tensions and target those through the project. In this sense, and in addition to social cohesion being a UNDP-mandated area of action, it falls well within the mandate of UNAMI, including supporting the good offices of the SRSG, and providing an added mechanism/scape for promoting inclusive politics.

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<sup>23</sup> As discussed in the Arab States Regional Consultation on Social Cohesion in June 2014 in Amman, there are many determinants of social cohesion in the Arab World or the lack thereof. Equity (in access to basic services and protection/security), the role of institutions in promoting inclusion or exclusion, religious/sectarian/cultural/social factors of identity and identification, political polarization around key events such as elections, among others are all factors that determine the status of social cohesion.

The CO should make use of existing capacities and previous experience in this area as an immediate response to the crisis that unfolded in June 2014. This project is designed to promote social cohesion as part of a more inclusive, representative and resilient Iraq. The future direction of the country is unclear with a number of potential outcomes as a result of the June 2014 crisis. Within this context, enhancing Iraqi partners' understanding and capacity to promote social cohesion now may help shift momentum towards a more inclusive and resilient country. Equally, developing civil society and government partners' capacities regarding social cohesion will allow those stakeholders to actively promote the concept more tangibly once some stability returns to the country.

The initial stage of this project will hence focus on leveraging these opportunities to shape the current environment to be more amenable to Iraqi-led efforts towards social cohesion where possible, particularly at the local and sub-national levels. Subsequent efforts will be done to provide more concrete technical assistance to Iraqi partners once they are willing and able to engage in more defined efforts, particularly at the national level. Due to the lack of trust between groups and actors in Iraq, UNDP has been identified by Iraqi interlocutors as being able to play a worthwhile facilitating role regarding the concept of social cohesion. However, to be meaningful, social cohesion efforts must be Iraqi-led and UNDP's efforts should only be to facilitate, encourage and to provide technical advice. Programmatic activities will be focused on the following four areas:

In the area of community dialogue, UNDP will continue to seek different fora for promoting dialogue, including building upon the participatory planning process at the community (sub-district) level and district/governorate levels (making direct link with service delivery and employment and supporting mechanisms such as Citizen Protection committees and Legal Aid Clinics- Output 2, 3 and 4) These community consultations will serve as platforms for dialogue between duty bearers and communities to identify and address concerns and enhance participatory approaches. The consultations will additionally serve to assess the perception of social cohesion and contribute to the development of a social cohesion index for Iraq. This index will be developed in a participatory and inclusive manner and will serve to shape common understandings on importance of building a cohesive society. . The index will additionally serve as a basis to develop further interventions that enhance social cohesion as well as a tool for on-going monitoring.

Key community and opinion leaders in the country will be identified based upon the methodology developed during UNDP's previous interventions in Ninewa, to act as social cohesion champions. While not selected for any formal decision-making responsibility, these champions will play an influential role in society. UNDP will work with the social cohesion champions to build a common understanding of social cohesion, strengthen the champions' capacity to promote social cohesion and support them to promote social cohesion messaging across Iraqi society, through media, civil society and their own and other informal networks. The social cohesion champions will be representative of the various group, communities, and geographic areas of Iraq, and should be seen as credible by most Iraqis. At least 40 – 60% of the champions should be women, and youth champions should also be identified. Links will be setup programmatically between the champions and the community dialogues related to i.e. planning processes and service delivery under activity area 1 above.

Building on ongoing efforts of UNDP in Iraq, civil society will be supported to enhance knowledge sharing and networking in order to develop best practices, promote inclusive processes, and provide channels to share opinions and different views in a constructive manner. UNDP will continue to support the formation of NGO consortiums and provide technical support to further develop capacities of CSOs related to conflict management skills, project management, and the promotion of i.e. women's rights in their area of work. The inclusion of youth will be a priority in the work with civil society.

In the context of the June 2014 crisis and until the situation improves, UNDP is unlikely to be able to work with the national government on social cohesion. However, UNDP has been requested to provide technical assistance to the National Reconciliation Committee of the Parliament. The committee is mandated to focus on accountability and justice, but is currently looking into changing the committee's area of work and could be a potential entry point for working on social cohesion issues at the national level. In parallel, UNDP intends to build the capacity of select provincial governments to adopt and implement conflict sensitive approach in building social cohesion at a whole-of-government level. While having localized benefits, the efforts will also provide an example of how such an approach can work in Iraq. Once the national situation stabilizes, these examples can be used as demonstrators to encourage the national government to adopt a similar approach.

## **Project Coherence and linkage with other projects/ initiatives**

The ICRRP will serve as an umbrella project with a comprehensive vision of UNDP's response to the current crisis across thematic areas, building on existing projects where relevant and possible. As the proposed interventions have emerged from long-term UNDP support in Iraq, there will be effective alignment with all relevant on-going initiatives at the outcome level. A coordination mechanism shall be enforced by SURGE Coordinators. This will ensure that the SURGE interventions do not constitute a parallel CO programme structure, but rather functions as an integral part of the Country Programme. The ICRRP intervention areas (i.e. Coordination, Basic Services and Accountability, Livelihoods, Protection and Social Cohesion) will utilize integrated, conflict-sensitive and development policies and practices that can build upon and reinforce current programmes and projects. Specific efforts will be made to recalibrate and improve on-going processes, partnerships and policy dialogues at the national, regional and local level that support the national and UNCT strategic frameworks and their operationalization to address the humanitarian priorities as well as early recovery and development. While the SURGE CO Response Team will be in charge of coordinating and managing the inputs at the country level, oversight will be exercised by the CD and the DCD(P).

In support of the early recovery development objectives, the CO will establish the UNDP recovery vision and strategy, where outcomes will reflect the organization's comparative advantage and expertise in specific programme areas. This recovery vision and strategy will determine, to a large extent, the CO organizational structure and the composition of its programme portfolio for the new programming cycle (i.e. 2016-2020). The CO will maintain regular contact with the Government and other key stakeholders to monitor trends and changes in the humanitarian situation, ensuring that it does not by-pass existing local capacities to cope with the crisis and to prepare the ground for early recovery. A communications strategy will be tailored to the intended audience and will provide opportunities for receiving feedback on overall UNDP efforts.

The thematic areas and related outputs are strongly linked. Below an overview is provided of the main linkages between the different outputs/ thematic areas as well as other projects:

**Output 1:** Under this output, UNDP will focus working with the Ministry of Migration and Displacement on the federal level and supporting them in the coordination of the current crisis as well the Governorate Councils as needed. At the Kurdistan regional level, the project will work with the Ministry of the Interior, Ministry of Planning and Department of Foreign Relations of the Kurdistan Regional Government. The coordination structures and strengthened capacities of relevant local authorities will be critical in terms of overall project delivery and well as coordination of the overall crisis response. The prioritization of needs and activities for Output 2 and 3 will be done with the Planning Team of the Governorate and the Emergency Management Cell, supported under Output 1.

*Linkages with other projects:*

The Emergency Management Cell will be strengthened also in both conflict and DRR capacities.

- *DRR Mainstreaming*
- *I-PSM – The work with the central ministries will follow the capacity development systems and processes set up by the IPSM project.*
- *LADP - The training that has been used for the planning department for the Governorate can be adapted for the Emergency Management Cells.*
- *Energy, Environment and Climate Change (EECC)*

**Output 2:** The main focus of this output is to work with the selected Governorates to identify the short term service delivery priorities using rapid consultations methods prioritizing those areas that are hosting the majority of the IDPs and refugees. The service delivery infrastructure (i.e. community infrastructure rehabilitation, solid waste management etc.) that is needed will be built using the cash for work modality, as included under Output 3. The participatory and transparent processes supported under this output, will also allow dialogue and identification of possible areas of tension between different groups to be addressed, serving as an entry point to support social cohesion as promoted under Output 5.

*Linkages with other projects:*

- *LADP – This project works on the long term planning process. There are steering committees set up in the Governorates which bring together the civil society, private sector, different government ministries and the Governorate staff. The capacity of the planning committee of the Governorate has been strengthened. The ICRRP will work with these existing structures where built in order to identify the short term service delivery needs. The short term plans will also be fed into the wider, longer term planning for 2015. The project has also worked to strengthen the Provincial Council and their role in accountability systems. The needs assessments that will be carried out at the Governorate level by the Crisis Response. One of the criteria for the Governorates selected for the ICRRP was that LADP or IPSM had already worked there to build upon the different interventions.*
- *Budget Execution – This project looks at the obstacles for the budget utilization at the subnational level. Although currently the budget has not been released by the parliament, the procurement and financial systems should be followed as much as possible by the Crisis Response Project.*

- *I-PSM – This project has worked on setting up the revisions to the Provincial Powers Act that transfers all service delivery responsibility to the Governor’s Offices at the federal level by 2015. The ICRRP will work to ensure that this is achieved through its programming as well as feeding lessons back to IPSM. All training carried out by the Crisis Response Project will follow the Human Resource Management systems that have been set up under IPSM. The new systems will also follow the e-governance systems where applicable. One of the criteria for the Governorates selected for the ICRRP was that LADP or IPSM had already worked there to build upon the different interventions.*

**Output 3:** The main focus of this output is to support the stabilization of livelihoods opportunities through cash for work (CfW) projects for host community members and displaced population groups and well as the transition towards more sustainable livelihoods opportunities. The support will be channeled through a small grants program for NGOs, both national and international NGO’s. Its immediate aim is to alleviate possible tensions arising over the increasing pressure on basic services as well as competition over livelihoods opportunities. The livelihoods stabilization activities contribute to social cohesion and stability within host communities as promoted under Output 5. In addition to that, activities in DIBs areas in particular are aimed to reduce secondary and/or tertiary displacement by providing better access to basic services and livelihoods opportunities in place of relocation. Activities under this output will be prioritized through the Planning Team of the Governorate and the Emergency Response cells, using rapid consultation methods, as supported under Outputs 1 and 2.

*Linkages with other projects:*

- *Resilience Support for non-camp refugees and host communities in Kurdistan Region of Iraq- Output 2, 3 and 5 in particular will be strongly linked to this Japan funded project. This project aims to enhance resilience and strengthen capacities of local and refugee populations for a sustainable and robust response to the Syrian Refugee Crisis in KR. The project activities focus on three inter-linked areas: i) institutional strengthening for improved service delivery; ii) economic empowerment and livelihoods recovery and iii) social inclusion and cohesion;*
- Increasing pressure on access to electricity is identified as one of the primary issues (a critical livelihoods asset and basic service) in host communities. The livelihoods recovery component of this project will be linked to the GEF funded project ‘Catalyzing the Use of Solar Photovoltaic Energy’, supporting amongst others the application of solar PV technology to meet energy needs of small businesses, residences and small town services. Improved access to electricity will: i) support businesses established under output 3 with access to energy; ii) generate additional (green) jobs through capacity building through the establishment of a cadre of professionals with solar experience and incentives to promote the technology, catalysing use of renewable energy and provide workers with new sources of livelihoods. It is expected that the GEF project will directly train over 1,000 individuals in technical aspects, with an additional several hundred in market and regulatory aspects; iii) support safety in host communities by providing additional lighting opportunities.

**Output 4:** Focus of activities under this output will be to address immediate social protection needs while working through institutional structures which UNDP is supporting as part of its broader rule of law and access to justice programmatic support. The mapping on service delivery capacities and levels of trust in institutions under Output 2, will provide relevant information for activities under output 4 – mapping of the delivery of justice and security services. This will be complementary information to the more in-depth assessments of the current capacities in place and the capacity gaps. The mapping will be done in close coordination with other outputs, to ensure the right information is captured.

The platforms for dialogue that are established under output 5 can also be used for some of the activities under output 4. Under output 4, platforms will be established for discussion between communities and the government to share concerns and priorities human rights issues – this activity can be implemented jointly/merged with output 5 – close coordination between the outputs is required to ensure the relevant groups are targeted and the topics of dialogue include human rights.

Support provided under output 4 to the Citizen Protection Departments of the Ministry of Family Affairs to process grievances and issues of the communities is closely linked to Output 2 – the approach used under Output 2 to improve participatory decentralized basic service delivery will also be adopted for the Citizen Protection Departments at Governorate levels.

*Linkages with other projects:*

On-going UNDP programmes are primarily focused on support to the Higher Judicial Council to strengthen the quality and effectiveness of justice services and access to justice through work with Bar Associations and the establishment and strengthening of legal aid helpdesks. This early recovery project will build on this on-going work and institutional structures in place, but will have a specific focus on early recovery, host communities, specific needs that need to be addressed as a result of the crisis – besides support to legal aid helpdesks, all the activities proposed under this project are not funded through on-going programmes.

**Output 5:** The main objective of this output on social cohesion is to build capacities of local Government authorities and partners to manage possible tensions, including awareness raising within communities on the influx of displaced groups and to prevent conflict and violence. Although formulated in a separate output, social cohesion is to be an overarching goal and the other outputs aiming to contribute to it. A conflict sensitive and Do no Harm approach will be applied in implementation. An important part of this, are the various assessments that will be carried out to help planning preventive interventions, including identify and monitor specific areas of tension (or anticipating possible conflict) between host communities and displaced groups.

Support provided under output 5 to the National Reconciliation Committee of the Parliament is closely linked to Output 4. This committee is mandated to focus on justice and accountability, but for the moment mainly working around issues of social cohesion. Support provided to this committee under output 5 will be done in close coordination with output 4 – it is foreseen that in the future, once the committee increases focus on justice and accountability, support activities will be transferred to output 4.



Additionally, and working with UNAMI the social cohesion activities aimed to promote dialogue, will build upon the participatory planning process at the community (sub-district) level and district/governorate levels (making direct link with service delivery and employment and supporting mechanisms such as Citizen Protection committees and Legal Aid Clinics- Output 2, 3 and 4). These community consultations will serve as platforms for dialogue between duty bearers and communities to identify and address concerns and enhance participatory approaches. The consultations will additionally serve to assess the perception of social cohesion and contribute to the development of a social cohesion index for Iraq.

*Linkages with other projects:*

- *Parliament/ CSOs-* The parliament project has worked with different committees. The methods and tools used will be replicated to work with the National Reconciliation Committee;
- *Resilience Support for non-camp refugees and host communities in Kurdistan Region of Iraq- Output 2, 3 and 5 in particular will be strongly linked to this Japan funded project.* This project aims to enhance resilience and strengthen capacities of local and refugee populations for a sustainable and robust response to the Syrian Refugee Crisis in KR. The project activities focus on three inter-linked areas: i) institutional strengthening for improved service delivery; ii) economic empowerment and livelihoods recovery and iii) social inclusion and cohesion.

## Early Recovery Strategic Framework

Early Recovery Programme and Initiatives	<b>Coordination</b> <ul style="list-style-type: none"> <li>• Ministry of Displacement and Migration</li> <li>• KRG MOI – Coordination</li> <li>• Emergency Management Cell</li> </ul>	<b>Basic Services and Accountability</b> <ul style="list-style-type: none"> <li>• Community Infrastructure</li> <li>• Participatory Planning (district and sub-district)</li> <li>• Citizen Protection Department</li> </ul>	<b>Livelihoods</b> <ul style="list-style-type: none"> <li>• Livelihoods assessment</li> <li>• Cash for Work</li> <li>• SMEs development</li> <li>• Vocational Training</li> <li>• Women Economic Empowerment</li> </ul>	<b>Protection</b> <ul style="list-style-type: none"> <li>• SGBV</li> <li>• Legal Aid Clinic</li> <li>• Psycho-social support</li> <li>• Institutional Strengthening in KRG and Federal level</li> </ul>	<b>Social Cohesion</b> <ul style="list-style-type: none"> <li>• Parliament</li> <li>• CSO networks (including women's groups)</li> <li>• Community level</li> </ul>
	<ul style="list-style-type: none"> <li>- <i>DRR Mainstreaming I-PSM</i></li> <li>- <i>LADP</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>LADP</i></li> <li>- <i>Budget Execution</i></li> <li>- <i>I-PSM</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Environment (Solar panels GEF)</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Rule of Law</i></li> <li>- <i>Human Rights</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Parliament/ CSOs</i></li> </ul>

## Results and Resources Framework- Iraq Crisis Response and Resilience Programme

<p><b>UNDAF Outcome(s):</b></p> <p><b>Outcome 1:</b> Government and Communities’ resilience to disasters (man-made and natural) strengthened</p> <p><b>Outcome 3:</b> Women and Youth access to economic and livelihood opportunities in both public and private sectors increased</p> <p><b>Outcome 4:</b> Civil society organization capacities to hold government accountable for the provision of equitable and quality services strengthened</p>						
INTENDED OUTPUTS	OUTPUT TARGETS FOR OVERALL PROGRAMME PERIOD (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	Inputs	Total costs In USD	Funding allocations in USD
Output 1- Improved Crisis Response coordination, management, structures and mechanisms	<p><b>Targets:</b></p> <p><u>Year 1:</u></p> <p><b>Indicators:</b></p> <p>1.1 Existence of joint coordination mechanism at regional level.</p> <p>Baseline: Central coordination body exists in</p>	<p>1.1 Finalise design of Crisis<sup>24</sup> Coordination Body with Kurdistan Regional Government</p> <p>1.2 Set up regional level Crisis Coordination Body with the Kurdistan Regional Government</p> <p>1.3 Provide technical advice and resources to the Regional Coordination Body in planning, monitoring and evaluation.</p> <p>1.4 Develop capacity of coordination</p>	<p>Ministry of Migration and Displacement</p> <p>Kurdistan Regional Government Governorate</p>	<p>Training</p> <p>Technical Assistance</p> <p>Equipment</p>	2,550,000	BPAC-100,000

<sup>24</sup> Explore if this committee can coordinate all crises both conflict and disaster related.

	<p>Baghdad but not at the regional level in Kurdistan.</p> <p>Target: Joint coordination committee set up at KRG level</p> <p>1.2: Existing emergency management cells at Dohuk level strengthened</p> <p>Baseline: No</p> <p>Target: yes</p> <p><u>Year 2:</u></p> <p>Indicator 1.3: Joint Coordination Committee is able to provide reliable data on the crisis and inform decision makers on gaps and response capacity as well as consolidated response plans</p> <p>Baseline: No</p> <p>Target: yes</p> <p>1.4 Senior executives within the regional coordination body received</p>	<p>body to collect information and data including on environmental factors</p> <p>1.5 Assess the capacity of the Emergency Management cells at the governorate level</p> <p>1.6 Develop capacity development plans for the Emergency Management Cells</p> <p>1.7 Assist the Emergency Management cells to collect information and statistics and develop recovery plans</p> <p>1.8 Assist the Emergency Management cells to carry out coordination meetings</p> <p>1.9 Assist the Ministry of Migration and Displacement in coordination as needed</p> <p>1.10 Develop communication processes and reporting formats for monitoring the implementation progress within the Ministry of Migration and Displacement.</p> <p>1.11 Review/ modernize current systems and procedures to support efficient and effective functionality of management cells (IPSM)</p> <p>1.12 Review/ improve current administrative structures to support accountable and transparent responsiveness (IPSM)</p> <p>1.11 Apply a contextualized version of the senior executive service</p>	<p>s (Basra, An Bar, Kerbala, Erbil, Dohuk and Sulaymaniya h)</p> <p>UNDP</p>			
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	<p>dedicated skills enhancement support</p> <p>Baseline: No</p> <p>Target: yes</p> <p>1.5: emergency management cells are functioning in the governorates.</p> <p>Baseline: Emergency Management Cell or equivalent are set up in all governorates but do not have reliable information on all activities nor gap analysis or response plans.</p> <p>Target: 3 emergency management cells are functioning in the governorates, linked to the JCC, with response plans at governorate level and project information, including relevant activities and budgets for all response activities</p> <p>1.6 The staff of</p>	<p>system to guarantee the appropriate selection of executives to manage the coordination body and develop dedicated training and development plans to nurture capacity and skills enhancement</p> <p>1.12 Review, modernize current systems and procedures to support efficient and effective functionality of management cells (through IPSM)</p> <p>1.13 Review/improve current administrative structures to support accountable and transparent responsiveness (through IPSM)</p>				
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	<p>Parliamentary oversight unit have successfully completed the oversight training</p> <p>Baseline: No</p> <p>Target: yes</p> <p>1.7 The communication processes and reporting formats are developed and operational</p> <p>Baseline: No</p> <p>Target: yes</p>					
<b>Subtotal output 1</b>					2,550,000	100,000

<p><b>Output 2:</b> Improved participatory decentralized basic service delivery, responsiveness and accountability</p>	<p><b>Indicators</b></p> <p>2.1: # of community restoration initiatives undertaken through partnerships between local authorities, community organizations, private sector entities, and amount of contributions provided by each of these;</p> <p>Baseline: 0</p>	<p>2.1 Collect information on the prevalence of basic service infrastructure (gender disaggregated data)</p> <p>2.2 Work with selected district councils and sub-district stakeholders to carry out participatory and prioritized basic service needs assessments in priority host communities, ensuring participation of women, youth, IDPs and</p>	<p>Governorates (Basra, An Bar, Kerbala, Erbil, Dohuk and Sulaymaniya h)</p> <p>UNDP</p>	<p>Training</p> <p>Technical Assistance</p> <p>Equipment</p> <p>Infrastructure materials</p>	17,000,000	4,510,000 (KSA, to be spend by March 2015)
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	<p>Target Year 2: A total of 15 districts/ sub-districts have carried out a community restoration initiative.</p> <p>2.2: % of the above in which women’s organizations are directly involved; Baseline: Target</p> <p>2.3: # of grievances established and % of grievances successfully redressed;</p> <p>Baseline: Few governorates have grievance mechanisms established (Ninewa and Missan) Target Year 2: Grievance system established in three governorates, using e-governance and m-governance</p> <p>2.4: # of community plans that are fed into the Governorate planning system.</p>	<p>minorities and establish mechanisms for this participation in local decision making with ISPM.</p> <p>2.3 Small infrastructure for IDP camps and public service facilities for host communities provided</p> <p>2.3 Support the development of the monitoring and evaluation tool to track activities implementation and capture results achieved.</p> <p>2.4 Using the LADP methodology (including a steering committee), prioritize development and safety services at the district and sub district level in implementation/ action plans</p>				
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	<p>Baseline: Governorates have annual work plans but none of the affected districts have updated plans  Target: Year 1: 8 selected districts/ sub districts have prioritized plans  Year 2: 15 districts/ sub districts have prioritized plans  All 15 plans are reflected in strategic planning for 2016</p> <p>2.5 Number of people (men/women) benefiting from improved access to socio-economic community infrastructure</p> <p>Baseline: no  Target Year 1: Targeted livelihoods and infrastructure needs in some IDP camps improve resilience for 50,000 people</p> <p><b>Targets</b>  <u>Year 2:</u></p> <ul style="list-style-type: none"> <li>• A community-based</li> </ul>	<p>2.5 Assist the building and rehabilitation of prioritized service delivery infrastructure</p> <p>2.6 Ensure that the district and sub-district plans are fed into the Governorate level plans done by the Local Area Development Programme</p> <p>2.7 Strengthen participatory governance systems and inclusiveness where possible (grievance mechanisms, e-governance, etc.) – through IPSM</p> <p>2.8 Strengthen the grievance Management system through supporting back offices capacity for administrative processing (through IPSM)</p> <p>2.9 Facilitate the linkages and enhance coordination between the Governor’s office and district and sub district authorities for grievance management</p> <p>2.10 Select and empower senior executive leaders to support decentralized service delivery</p>				
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	<p>monitoring system is developed and used for reporting</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• All governorates have Protection of Citizen Departments</li> </ul>	<p>2.11 Develop community-based and gender sensitive planning and monitoring system (through IPSM).</p>				
<b>Subtotal output 2</b>					<i>17,000,000</i>	<i>4,510,000</i>

<p><b>Output 3: Vulnerable households within communities hosting IDPs and refugees will become more resilient through improved livelihoods opportunities</b></p>	<p><b><u>Component 1: Livelihoods assessment</u></b></p> <p><b>Indicators</b></p> <p>3.1: # livelihoods assessments are carried out and used to define project design options</p> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Livelihoods assessments carried out on impact of crisis on livelihoods assets covering at least 6 governorates</li> </ul> <p><b>Baselines</b></p> <ul style="list-style-type: none"> <li>no comprehensive data available on overall impact of crisis on livelihoods assets</li> </ul>	<p>3.1 Deploy consultants to lead and carry out assessments</p> <p>3.2 Carry out livelihoods assessment (gender disaggregated data)</p> <p>3.3 Market assessments conducted, including support to EMMA</p>	<p>KRG office of Statistics</p> <p>Governorates (Basra, An Bar, Kerbala, Erbil, Dohuk, and Sulaymaniyah)</p> <p>UNDP</p> <p>International implementing partners</p>	<p>Assessments</p> <p>Training</p> <p>Technical Assistance</p>	<p>International consultant and national team for livelihoods assessments – 150,000 USD</p> <p><b>Sub-total component 1- 150,000 USD</b></p>	
	<p><b><u>Component 2- Emergency employment</u></b></p> <p><b>Indicators</b></p> <p>3.2 # of men and women benefitting from cash for work (% of women)</p>	<p>3.4 Prioritize projects and beneficiaries through participatory process</p> <p>3.5 Implement CfW projects for at least 5,000 host</p>	<p>Governorates of Dahuk, Erbil, Sulaymaniyah, Ninawa, Basra, Kerbala</p>	<p>Materials (covered under output 2)</p> <p>Cash payments</p>	<p>12,000 participants CfW, 10 USD per day, 30 days per person- 3,600,000</p>	<p>KSA- 2,142,500 (to be spent by March 2015)</p>

	<p>Target year 1: At least 5,000 men and women (at least 30% women) in crisis affected communities in target governorates benefit from cash for work activities</p> <p>Baseline: no CfW carried out by UNDP as of now</p>	<p>community members and IDPs (at least 30% women) in KR, and south-central Iraq</p>	<p>UNDP International implementing partners</p>	<p>Technical assistance</p>	<p>USD Pilot 3x6, 1000 participants, including life and business skills training – (Phase I) 791,000 USD  Phase II (including grants)- 790,200 USD<sup>25</sup>  <b>Sub-total component 2- 5,181,200 USD</b></p>	
	<p><b><u>Component 3- Sustainable livelihoods opportunities</u></b></p> <p><b>Indicators</b> 3.6: # of new businesses established through start up packages</p>	<p>3.7 Vocational training, business skills and financial literacy training (5,000 beneficiaries)  3.8 Business start-up packages (5,000 beneficiaries)</p>	<p>Governorates (Basra, An Bar, Kerbala, Erbil, Dohuk, and Sulaymaniyah)  UNDP</p>	<p>Training Technical advice Training materials Business</p>	<p>Training costs (trainers, venues, curricula development) - 1,750,000 USD  Life skills,</p>	

<sup>25</sup> See separate budget for more details

	<p>3.8: # of vulnerable men and women who completed the vocational and business skills training</p> <p>3.9: # of value chains studies conducted</p> <p><b>Target</b></p> <p>Year 1: At least 300 job opportunities created through vocational training or new business grants</p> <p>Year 2: 500 job opportunities created through vocational training and business start ups</p> <p><b>Baselines</b></p> <p>No start-ups supported by UNDP so far.</p>	<p>3.9 Support to micro finance initiatives and institutional capacity development</p> <p>3.10 Capacity development Women’s Business Councils and other local women’s and youth centers</p> <p>3.13 Implementation of solar pilot projects in host communities to increase availability of electricity for households and small businesses, where possible in collaboration with the GEF project (TBC)</p> <p>3.15 Support to development of at least one value chain</p>	<p>International implementing partners</p>	<p>start-up grants</p>	<p>business skills and financial literacy trainings- 655,000 USD</p> <p>Materials and start-up packages- 1,750,000 USD</p> <p>Capacity development women’s associations and business council- 200,000 USD</p> <p>Market assessments and EMMA- 100,000 USD</p> <p>Solar pilot- 2,000,000 USD</p> <p><b>Sub-total component 3- 5,455,000 USD</b></p>	
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<b>Subtotal output 3</b>					<b>11,786,200 USD</b>	<b>2,142,500 USD</b>

<p><b>Output 4: Protection mechanisms strengthened for vulnerable communities specifically women and youth</b></p>	<p><b>Indicators:</b></p> <p>4.1: # of vulnerability monitoring and legal aid clinics set up</p> <p><b>Baseline:</b> 3 vulnerability monitoring and legal aid clinics in refugee camps and IDPs areas in KRG.</p> <p><b>Target year 1:</b> 3 additional monitoring and legal aid clinics established</p> <p>4.2: # of legal aid beneficiaries under the programme</p> <p><b>Baseline:</b> 500 legal service cases achieved till July 2014</p> <p><b>Target:</b></p> <p><u>Year 1:</u> 750 additional legal service cases processed</p> <p><u>Year 2:</u> 750 additional legal services cases processed</p> <p>4.3: # of people who have</p>	<p>4.1 Establish Vulnerability monitoring and legal aid centres with the Directorate of Combatting Violence Against Women or Family Protection Directorates on gender-based violence issues that can be accessed by the most vulnerable members of the communities, (namely the aged, widows, female heads of household, children, Persons With Disabilities (PWD), Minority Communities, Internally Displaced People (IDP) and Refugees).</p> <p>4.2 Ensure that the vulnerability monitoring and legal aid centres are linked to the legal aid and justice systems in the courts at the governorates level as well as the appropriate health services.</p> <p>4.3 Establish joint platforms for discussion between the communities and the government to address concerns, share information and prioritize issues on human rights, ensuring active participation of women and youth</p>	<p>Governorates of Dahuk, Erbil, Basra, Anbar, Kerbala, Sulaymaniyah</p> <p>UNDP</p>	<p>Training Technical assistance</p>	<p>4,000,000</p>	<p>BPAC-100,000</p>
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	<p>received the SGBV awareness training</p> <p><b>Baseline:</b> 850 until July 2014</p> <p><b>Target:</b></p> <p><u>Year 1:</u> Additional 1000 people received SGBV awareness training</p> <p><u>Year 2:</u> Additional 1500people received SGBV awareness training</p>	<p>4.4 Support the implementation of human rights advocacy campaigns to inform the communities, especially the most vulnerable (women, youth, IDPs, and minorities) of their rights and how to address issues using legal and civil redress mechanisms as a prevention mechanism</p> <p>4.5 Technical advisory support to ensure the sustainability of the free legal aid support</p> <p>4.6. Support to the Human Rights national and regional institutions to ensure protection of human rights mechanism of citizen specially monitories is in place</p> <p>4.7. Strengthen Citizen Protection Departments of the Ministry of Family Affairs to process grievances and issues of the communities, ensuring particular focus on the most vulnerable</p>				
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<p><b>Output 5: Strengthened Social Cohesion through dialogue and capacity building of local and national actors and communities</b></p>	<p><b>Indicators</b></p> <p>5.1: # of joint platforms established</p> <p>Baseline: no platforms established yet</p> <p><b>Target:</b></p> <p><u>Year 1:</u> 8 platforms established</p> <p><u>Year 2:</u> Additional 8 platforms established</p> <p>5.2: Common social cohesion analysis undertaken, based on community consultations</p> <p>Baseline: No common social cohesion analysis available Target: Common social cohesion analysis available</p> <p>5.3: # of champions identified and engaged in consultation process</p>	<p><b>Dialogue between communities and with duty bearers promoted through inter-community consultations in conflict affected target areas.</b></p> <p>5.1 Identify existing dialogue platforms and support the establishment of channels for inclusive dialogues to address concerns, share information and prioritize using participatory approaches.</p> <p>5.2 A social cohesion index to be developed for Iraq based social cohesion assessment and input from community consultations.</p> <p><b>Social cohesion champions identified and their capacities developed to promote social cohesion through advocacy and social mobilization.</b></p> <p>5.3 Identification and selection of social cohesion champions</p> <p>5.4 Capacity development to promote social cohesion linking to community consultations</p>	<p>Governorates of Dahuk, Erbil, Basra, Anbar, Kerbala, Sulaymaniyah</p> <p>UNDP UNAMI</p>	<p>Technical assistance</p>	<p>3,000,000</p>	<p>BPAC-300,000</p>
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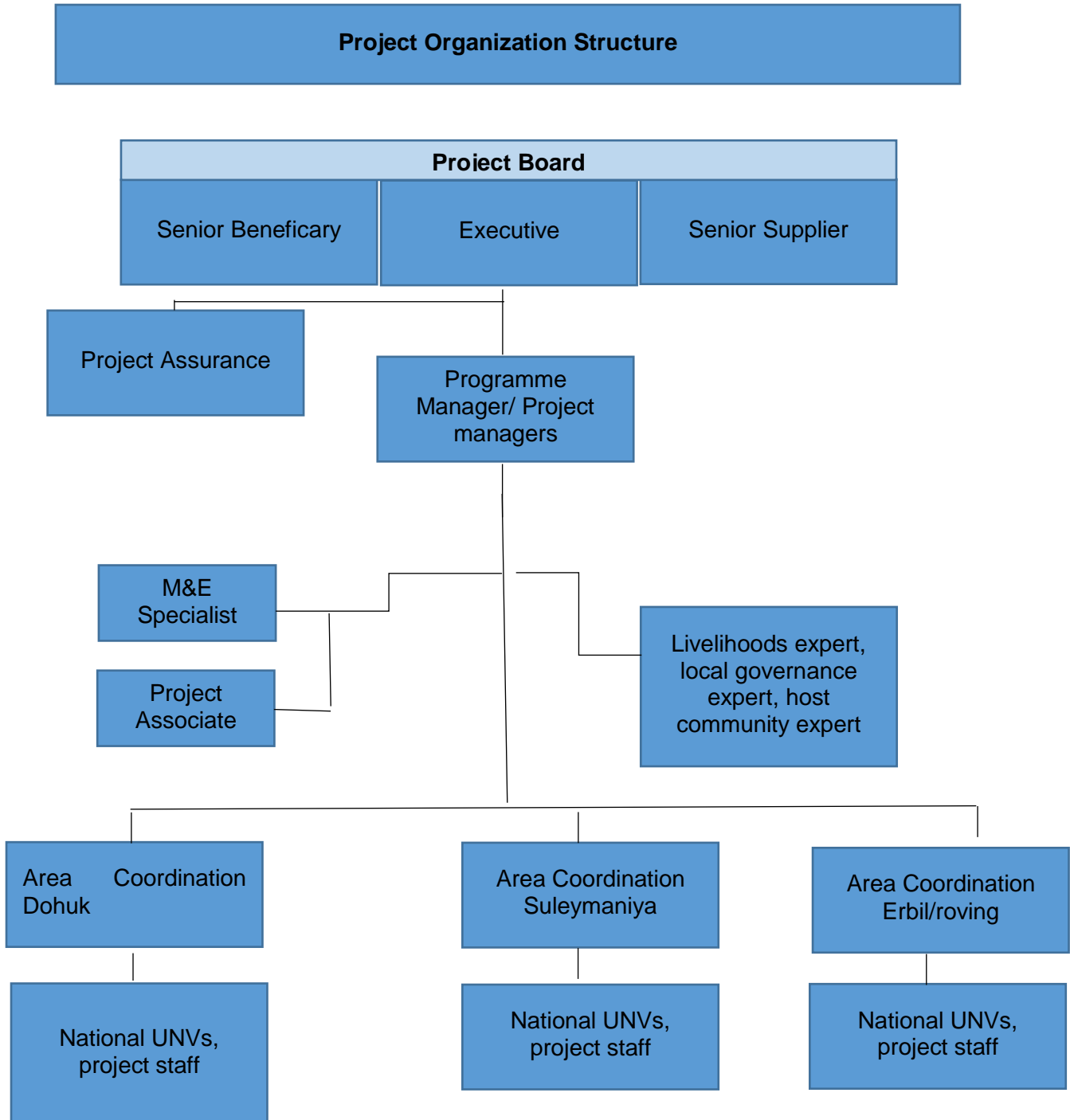
	<p>Baseline: No social cohesion champions currently identified in the target areas          Target: At least 40 social cohesion champions identified (at least 40% women)</p> <p>5.4: Public opinion regarding social cohesion</p> <p>Baseline: no studies carried out yet          Target: public opinion positive</p>	<p><b>Civil society capacities and networking strengthened to enhance information-sharing and provide channels for voicing and participation in a peaceful and constructive manner.</b></p> <p>5.5 Provide technical advice to civil society organizations to further strengthen capacities related to conflict management, project management, and promotion of i.e. women’s rights in their area of work.</p> <p>-Support CSO consortiums and platforms to strengthen coordination and information sharing.</p> <p><b>Technical assistance provided to promote social cohesion and conflict sensitivity at the national and sub-national levels.</b></p> <p>5.6 Provide training of trainers for provincial government staff related to relevant priority areas regarding social cohesion programming and conflict sensitive policy making and implementation</p>				
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		<p>5.7 Review provincial government policies and make recommendations related to strengthening social cohesion</p> <p>5.8 Provide technical assistance to the National Reconciliation Committee of the Parliament</p> <p>5.9 Strengthen the Parliamentary oversight to support the implementation of the programme</p>				
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<b>Sub-total output 5</b>					3,000,000 USD	300,000
<b>Total staffing and operational costs</b>					TBC	BPAC- 500,000 (programme manager and other staff related cost)  KSA- 434,000 (staff, office supplies, car maintenance, field trips)
<b>Community perception surveys and M&amp;E</b>					TBC	TRAC 1,3-100,000 (assessments/ perception surveys)  RBAS – 100,000  KSA- 532,584 (M&E, communication and security)
<b>TOTAL</b>					<b>\$38,336,200</b>	



## 2. MANAGEMENT ARRANGEMENTS



The programme will be implemented under UNDP’s Direct Implementation Modality (DIM). Management arrangements and oversight will be established appropriately both at the programme and project level to ensure UNDP’s accountability for programming activities, results and the use of resources, while at the same time fostering national ownership and alignment to national processes. Considering the complexity and diversity of objectives of the crisis response (i.e. Coordination, Basic Services and Accountability, Livelihoods, Protection and Social Cohesion) careful and deliberate design of the implementation arrangements are of paramount importance, which will be coordinated under the overall umbrella of the CO and executed through the Direct Implementation modality, under the guidance and supervision of the UNDP CO Senior Management and the Programme Manager.

To ensure coherence, the proposed interventions will be closely coordinated with UNDP’s ongoing programmes and projects. In addition, a Coordination Team will be established for the five proposed areas of interventions, comprising Donors, UNDP Senior management, and Government representative to ensure active and effective engagement between all partners. The Coordination Team will have an advisory role in the overall management of the programme to ensure smooth and coherent implementation and will also review and approve the programme's work-plan and promote synergies and linkages between the crisis response and longer-term priorities. It will meet monthly and fully utilize the existing project management arrangements that will serve as substantive and technical support to the Coordination Team in relation to the different intervention areas. The overall management will be supported the CO Programme Management Support Unit for quality assurance and quality control.

Responding to immediate needs of the affected populations in Level 3 situations, special measures, wherever possible, will be undertaken to ensure swift and efficient activities implementation in line with UNDP rules and regulation. Most of the currently available funding, such as KSA funding (approx. 8,000,000USD) will need to be spent by March 2015. The funding will therefore be prioritized for spending in the first 12 months of the ICRRP, but further resource mobilization for longer-term findings should be undertaken both at the CO and HQ levels to ensure sustainability of the results of immediate interventions and resilience building of the affected populations. .

AWPs will be developed per donor, in order to facilitate reporting requirements.

### **3. MONITORING FRAMEWORK AND EVALUATION**

As described in Output 1, needs assessments carried out so far have focused primarily on the refugees and IDPs and immediate/ shorter term needs of the host communities. Partners have highlighted the need for more comprehensive community needs assessments as well as data on perceptions within communities.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see risk log below), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

#### **4. LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the [project funds]<sup>26</sup> [UNDP funds received pursuant to the Project Document]<sup>27</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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<sup>26</sup> To be used where UNDP is the Implementing Partner

<sup>27</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.



## 5. ANNEX A- RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Continued deterioration of security situation	August 2014	Security/ Operational	Limited access to affected communities will significantly hinder and impact project implementation. The risk is expected to the highest in non KRG-areas  <b>Impact: 5</b> <b>Probability: 4</b>	Ensure strong coordination efforts through the Early Recovery Cluster and other agencies and take timely contingency measures if needed to align project implementation.  Reorientation to new sites if required  Close monitoring of the security situation and collaboration.	UNDP CD			
2	Recurrent levels of violence and insecurity between different ethnic/religious groups and/ of host communities and displaced groups	August 2014	Security-Operational	Increased pressure on resources and access to employment or basic services may increase tensions between displaced groups and host communities and exacerbate other tensions on ethnic or religious grounds, which may hamper project implementation	Carry out comprehensive needs assessments in affected areas throughout the project duration, if needed through remote forms of assessments  Ensure a strong focus on social cohesion throughout all project components to mitigate	UNDP CD			

				<p><b>Impact: 4</b> <b>Probability: 4</b></p>	tensions where possible				
3	Lack of resources and capacity to support project implementation	August 2014	Operational	<p>Should the adequate human and financial requirements necessary for the execution of the projects implementation not be met, it could limit or prevent both the monitoring and implementation of the activities.</p> <p><b>Impact: 5</b> <b>Probability: 3</b></p>	<p>Ensure close dialogue and consultation with the government and other partners to identify and provide the necessary resources. Ensure periodic needs re-assessments. Invest considerable efforts in fund raising, including the formulation of a strong component in the SRP</p> <p>Ensure advertisement of positions as soon as possible to follow up on SURGE team</p>	UNDP CD			
4	Lack of programme ownership by national partners	August 2014	Strategic/ operational	<p>Poor involvement of national counterparts would effectively impede on or cease project activities as well as reduce the sustainability of project results. Different levels of ownership and commitment may occur between KRG and Iraq national level counterparts</p>	<p>Government partners (KRG and national authorities) should be closely involved throughout the project preparation and builds on key national strategic documents, including the national reintegration strategy. Close cooperation will be ensured throughout the project implementation cycle</p>	UNDP CD			

				<p><b>Impact: 4</b> <b>Probability: 4</b></p>	<p>and authorities will be accountable for the projects results and achievements.</p> <p>The establishment of the crisis coordination cell will be essential for this as well as institutional support to relevant counterparts</p>				
5	Challenges related to re-alignment of ongoing programme areas within the CO to the ICRRP	August 2014	Operational	<p>Synergy/consolidation between programmes and projects is critical as is already the direction for the CO (e.g. vis-à-vis the CPD discussion). Challenges may arise as to the flexibility of ongoing projects to be adjusted, depending on donor commitments and/or in relation to other partners in joint projects.</p> <p><b>Impact: 3</b> <b>Probability: 2</b></p>	<p>Deployment CPR SURGE advisor and immediate advertisement of CPR Advisor to ensure continuity</p> <p>Strong communication towards donors and partners on the need to re-align certain project to effectively respond to the crisis</p> <p>Ensure linkages with ongoing programmes where possible/ relevant</p>	UNDP CD			
6	Challenges related to the establishment of the Crisis	August 2014	Operational/. strategic	A well-functioning crisis coordination cell as recommended by MSB is critical for efficient and	Prioritize funding allocation and set-up of the unit	UNDP CD			

	<p>Coordination cell within the KRG</p>			<p>owned implementation of the overall crisis response, including implementation of the ICRRP</p> <p><b>Impact: 4</b> <b>Probability: 4</b></p>	<p>Provide support to other relevant institutions as part of the overall project and deliver activities through local counterparts where possible</p>				
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## ANNEX B- UNDP 3x6 APPROACH

The 3x6 is an innovative UNDP programme approach to promote sustainable livelihoods for vulnerable groups living in transition countries and/or affected by crises triggered by disasters or violent conflicts. The foundation of the 3x6 approach is to use skills, resources and local expertise to transform crises affected individuals into proactive economic actors who are able to contribute to local economic recovery and the transition to long term development. The 3x6 approach has been identified as a good practice model to operationalize the three-track approach of the [UNDP Guide on Livelihoods and Economic Recovery in crisis and post crisis contexts](#).<sup>28</sup>

Under the Strategic Plan 2014–2017, UNDP will continue to focus on livelihoods recovery and early economic revitalization as the lead agency on Early Recovery in post-crisis and transition contexts.”<sup>29</sup> The 3x6 approach is an *innovative model* designed to support livelihoods stabilization as part of UNDP’s Early Recovery response in (post)crises and transition contexts. The approach builds on traditional elements of socio-economic interventions – putting people to work, injecting money into local economy – while introducing innovative dimensions: promoting individual savings and engaging emerging entrepreneurs in joint economic ventures based on compulsory savings, promoting social cohesion by encouraging members of the community to organize themselves into collective economic activities and creating ownership at both individual and community levels through sharing risk investments. In line with the Theory of Change of the UNDP Strategic Plan, the 3x6 approach is aimed to support livelihoods stabilization with a longer-term vision for building resilience, market development, capacity development, local economic recovery and inclusive economic growth.



<sup>28</sup> Phase I and II of the 3x6 approach is also aligned with the UNDP Livelihoods Signature Products, in particular the UNDP Guidance Notes on Emergency Employment & Enterprise Development, Community Infrastructure Rehabilitation and Debris Management.

<sup>29</sup> UNDP Strategic Plan 2014-2017, Outcome 6. The approach supports a transition from Outcome 6 to Outcome 1.