

Funding Facility for Immediate Stabilization



Quarterly Progress Report
Q1 - Year 2016

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CP Outcome(s)	Outcome 3: Improved livelihoods opportunities for ISIL-affected communities
Output(s)	Output 1: Rapid local stabilization and recovery assessments Output 2: Stabilization and recovery initiatives in newly accessible areas
Implementing Partner	UNDP
Responsible Partner	UNDP
Project Location(s)	Newly liberated areas of Salah al-Din, Anbar, Ninewah, and Diyala governorates

Contributing Partners



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Executive Summary

During the first quarter of 2016, UNDP increased its work to 9 areas in total. With the expansion of stabilization in Salah Al-Din governorate to Al Dour and Mkeishifa, the Funding Facility for Immediate Stabilization (FFIS) created a corridor of stabilization which has witnessed mass returns. Close to 90% of people in Tikrit, Al Dour and Mkeishifa returned. FFIs support in Tikrit directly benefited around 135,000 people while 50,000 people benefited in Al Dour/Mkeishifa. Another corridor was opened in Ninewah Governorate for Rabia-Sinuni and an estimated 60,000 people are directly benefiting from FFIS interventions, mostly health, water and livelihoods.

Interventions in Beji (Salah Al-Din governorate) and Sinjar (Ninewah governorate) have been delayed due to the large destruction, concentrated IED/UXO contamination and close proximity to the frontline. Ramadi FFIS activities, in Anbar province, are slowly taking off as certain areas are being cleared of IEDs and returns are increasing. The first generators were installed in Saidiqiya and Matheeq neighborhoods while 19 rehabilitation projects are currently being advertised. Activities in Diyala governorate focused on Saadiyah town where the rehabilitation of the health centre, main water plant, small business support and the procurement of electricity materials is underway.

Some main challenges during the reporting period remain. These concern: (i) the

huge IED/UXO contamination in some areas such as Ramadi City and Sinjar and the insufficient national capacity to deal with the magnitude and complexity of IEDs; (ii) the Stabilization is not yet being fully sequenced with the other elements of a post liberation strategy, including recovery, transitional justice, reconciliation, reconstruction and reform. Mechanisms for bridging early stabilization to other lines of efforts are crucial to ensure that gains made are not lost; (iii) depending on how rapid the military campaign is, the international community may be unable to mobilize the resources needed quickly enough to help stabilize Heet, Fallujah, Hawija, al-Baghdadi, Sharqat, Hatra and most importantly Mosul. This could allow ISIL or other negative forces to regain ground and secure support from discouraged and frightened populations.

The second Steering Committee meeting, held in March 2016, endorsed expansion to Shirqat in Salah al-Din, Heet in Anbar and Hatra, Qayyarat in Ninewah governorate. While still under ISIL control, these 4 areas are expected to be liberated within the next months and will receive FFIS support. The Steering Committee also endorsed the inclusion of the Expanded Stabilization channel within the Stabilization Funding Facility.

In order to respond to the increase in areas of engagement and the newly established Expanded Stabilization channel, UNDP is

bolstering its staff both in terms of program and stabilization expertise and operational capacity. An external monitoring firm is being recruited to produce independent quarterly reports on the achievements in the various FFIS locations as approved by the Steering Committee.

Donor countries have pledged around \$100 million to FFIS, \$67 million of which has been received by March 31. Contributions received in the first three months of 2016 are supporting stabilization efforts in Anbar governorate (Ramadi), Diyala governorate (Al Saadiya), Salah al-Din governorate (Tikrit, Al Dour, Mkeishifah, Beji) and Ninewah governorate (Rabiya, Sinuni, Sin-

jar). Of the \$67 million received by the end of the quarter, almost \$46 million has been spent or committed. In March 2016, the steering committee set an overall budget goal for FFIS of \$150 million to meet evolving needs in cities such as Ramadi. Detailed financial figures are provided in the financial overview section of this paper.

The number of returns has steadily increased to the various liberated areas. The latest IOM data from the Displacement Tracking Matrix indicate that an additional 80,000 people returned home over the last 3 months, which sets the total number of returnees up to 16 March at 468,000.

Project Background

Iraq has been undergoing political, economic, and social turmoil as a result of the conflict with the ISIL. The occupation of approximately one-third of Iraq's territory by the summer of 2014 resulted in the displacement of 3.2 million Iraqis. The Government of Iraq and its security forces have undertaken clearing operations in the governorates of Salah al-Din, Ninewah, Anbar, and Diyala, and have liberated key areas that require stabilization support. In late 2014, the Prime Minister of Iraq His Excellency Haider Al-Abadi and Special Representative of the Secretary General (SRSG) for Iraq agreed to establish a joint UN trust fund to support stabilization and reconstruction in areas liberated from ISIL control. In March of 2015, the Government reviewed the structure of the trust fund and decided to separate stabilization, for which UNDP prepared a concept note for a stabi-

lization funding facility. The Prime Minister and leading members of the Stabilization Working Group of the Global Coalition to Defeat ISIL, co-chaired by Germany and the United Arab Emirates, endorsed the note. Following the Working Group's endorsement in April 2015, UNDP developed the project document to create FFIS, which was formally established on 11 June 2015.

The objective of the project is to support the Government of Iraq's ability to respond to people's needs in areas that have been cleared from ISIL. Further, the project directly benefits hundreds of thousands of Iraqis in liberated areas who have endured traumatic conflict. UNDP is the primary implementing agency of FFIS, though it may partner with UN agencies for specific projects, and contracts with NGOs and vendors to facilitate multiple activities.

The FFIS Project Document outlines four primary areas of engagement:

1. Window 1: Public works and light infrastructure rehabilitation. This window will be used to finance light repairs of key public infrastructure clinics, police stations, water facilities, power grids, government buildings, and access roads.
2. Window 2: Livelihoods. This window will be used to finance activities aimed at jump-starting the local economy and generating income for local households, particularly families returning to their homes, including women. The cash for work activities, as mentioned above, are part of this cash injection into the local economy. In addition, it intends to provide microcredit grants to small businesses with high community impact. Where possible, support will be given to women and vulnerable households.
3. Window 3: Capacity support. This window will be used to finance technical support for local governments, boosting their immediate response capacity to cope with the challenges arising during stabilization. The intention is to recruit and deploy technical experts to support planning, implementation, and monitoring functions, and possibly support to women's committees in the provincial councils. The expectation is that these deployments will be short-term, until government funding comes online to absorb these staff or transition them.
4. Window Four: Community reconciliation. This window will be used to finance programs that help local leaders and community groups promote social cohesion and dialogue. The inten-

tion is to provide microcredit grants to community organizations to support local reconciliation activities, to train community facilitators for reconciliation, with special attention to local women's groups, and to start a restorative justice process.

The areas of engagement are informed by a needs assessment process, as detailed in Outcome 1 Activity 1.1 of the UNDP Performance Tracking Matrix. According to the plan, UNDP provides the methodology for rapid and detailed stabilization needs assessments following a prioritization process led by the Government. The three primary objectives of the needs assessment process are:

1. Collect pre-conflict and post-conflict data on the conditions of the health, education, electricity, water, and municipality sectors;
2. Prioritize six and 24-month priorities, which will inform governorate stabilization plans, and resource allocations to address priority needs identified;
3. Develop the capacity of provincial governments to conduct needs assessments and use them for stabilization and reconstruction planning.

Based on the needs assessments, Window 1 projects are selected through a consultative process with the Government, UNDP, and affected populations. In most areas, needs far outweigh resources available to UNDP. Therefore, UNDP and the Government (including the Governor, the Control Cell, and the Office of the Prime Minister) deliberate and agree on which priorities will be supported through FFIS.

Implementation of priorities identified by the needs assessment process are endorsed

by the FFIS Steering Committee. The Steering Committee is chaired by the Prime Minister's Chief of Staff and the DSRS serving as secretariat. Top donors to FFIS are sitting members and relevant governors are also invited. The Steering Committee is a key oversight body for FFIS activities, and ensures FFIS activities support the Government's stabilization strategy.

The FFIS engagement criteria for Windows 3 and 4 differ from Windows 1 and 2, which are based on needs identified through consultations with primarily the Government of Iraq. Capacity-building is needs are determined directly with Governorate officials, notably the Governor, as well as with UNDP Local Area Development Programme (LADP). For Window 4, best practices in community reconciliation suggest that civil society work with the Provincial Council and Reconciliation Commission is the most effective implementing modality, due in part to political sensitivities involved in reconciliation and dialogue work. Civil society partners help UNDP prioritize thematic and geographical areas needing community reconciliation interventions. The reconciliation committee of the Provincial Council has also been an important counterpart for the NGO work.

FFIS is one tool by which the Government of Iraq carries out its stabilization efforts, and the four windows outlined in the Project Document are avenues to support the Government's stabilization efforts. Other essential lines of effort, such as security and rule of law provision, are outside the purview of the current Project Document and

are supported by other programs. Ownership by and leadership of the Iraqi Government at the central and governorate level, and especially its decision-making power on priorities through consultative processes with a wide range of stakeholders is critical to long term success of post conflict stabilization.

At the request of the Government of Iraq, the Funding Facility for Expanded Stabilization was presented to the March 2016 Steering Committee and unanimously endorsed. When FFIS was established in June 2015, the working assumption was that sequential stabilization and reconstruction projects would be undertaken by the Government, using public revenues, as soon as FFIS left a city or district. This continuum of post-liberation efforts has not materialized due to the costs of the military efforts and the drastic drop in oil revenue. Worried that military gains are at risk and that the progress being made during immediate stabilization might be reversed by the slower pace of reconstruction, the concept of setting up a second stabilization channel was proposed to fund medium-scale projects that generate large numbers of jobs, incentivize mass returns, and help to consolidate corridors between stabilized cities and districts. With the approval of FFES by the last Steering Committee, the Funding Facility now includes the original Funding Facility for Immediate Stabilization and the second channel to be known as the Funding Facility for Expanded Stabilization. Both channels will be managed under the guidance of the same Steering Committee.

Overview of the First Quarter

The Quarter 1 reporting period examines the implementation progress between 1 January 2016 and 31 March 2016. During this period, UNDP expanded the stabilization in Salah Al-Din Governorate beyond Tikrit city to secure a larger corridor that includes Al Dour and Mkeishifa and it extended the stabilization coverage to the Rabia-Sinjar corridor. Despite the huge IED challenges in Ramadi, the first activities were launched in the eastern part of Ramadi city with the installation of generators to restore electricity supply. In Saadiyah town in Diyala governorate, a needs assessment was completed in January and activities for the rehabilitation of the water plant, the

main health centre, the procurement of electricity materials and the re-starting of small businesses are underway. A stabilization needs assessments was also finalized for Sinjar district and subsequent stabilization assessments in Beji and Ramadi are ongoing but have been hindered by IED contamination and close proximity to the frontline. Table 1.0 summarizes the financial requirements based on the priorities identified by the respective Governorates through the stabilization assessments as well as FFIS interventions against the short term financial requirements. Details of FFIS activities in these areas can be found in the annex I to this report.

Table 1.0: Summary table of stabilization needs assessments and FFIS assistance until 31 March 2016

Area	6-month priorities	FFIS funded (estimate)	24-month priorities
Zummar, Rabiya, Sinuni and Wanna (Ninewah Governorate) – completed April 2015	USD 19,232,601	USD 2,700,000 (Rabiya sub-district)	USD 50,063,359
Sinjar district (incl. Sinuni) – completed March 2016	USD 34,865,000	USD 8,600,000	USD 595,777,885
Tikrit District (Salah al-Din Governorate) – completed July 2015	USD 16,245,000	USD 8,670,000	USD 61,030,000
Al Dour/Mkeishifah (Salah al-Din Governorate)	USD 9,054,000	USD 3,160,000	USD 11,970,000
Al Saadiyah (Diyala governorate) – completed January 2016	USD 9,152,000	USD 2,500,000	USD 16,800,000
Ramadi (Anbar Governorate)	Assessment ongoing	USD 18,400,000	
TOTAL		USD 44,030,000	

The execution of FFIS activities relies heavily on amenable security conditions. Baiji was declared liberated in October 2015, but the security conditions are still tenuous as the frontline is extremely close and

asymmetric ISIL attacks are still common. Access by Government officials and UNDP to long-contested city only became possible in March and it is foreseen that the first assessment report can be released in

the second quarter of 2016. Similarly, Sinjar city was declared liberated in December but access to and engagement there is still challenged by significant threats in the immediate aftermath of liberation, including the widespread contamination by improvised explosive devices (IEDs) and close proximity to the frontline. Control of parts of Sinjar district is still contested between several armed groups. Ethnic tensions are also dangerously prevalent between Kurdish, Yazidi, Shi'a, and Sunni communities.

The likelihood of the return of IDPs also varies significantly from city to city, as Ramadi residents are assessed to return soon after clearance while the return of Sinjar city residents is uncertain. UNDP distinguishes between liberation and clearance, the former being expulsion of ISIL from an area, and the latter defined as Iraqi Security Forces control, completion of the removal or account of IEDs, and ability for civilians, government officials, and nongovernmental organizations to safely access the area. Liberation is declared by the Prime Minister while clearance is declared by the National Operations Center. While liberation is an important political and military milestone, FFIS requires Government control and the

removal of hazards to implement activities.

In addition to these security requirements, UNDP considers the following as important criteria in prioritizing engagement: strategic importance of the area to the Government of Iraq; size of the displaced population and likelihood or rate of returns; and the scale of destruction resulting from ISIL occupation. On the basis of these criteria, the Steering Committee approved FFIS engagement in 9 cities, while 4 additional cities – still under ISIL control - were approved in the most recent Steering Committee on 31 March. For returns, the International Organization for Migration (IOM) Data Tracking Matrix reports that as of 16 March 2016, a total of 547,602 individuals had returned to their location of origin in Iraq. Of these, 48 percent (262,074) returned to Salah al-Din, 21 percent (114,384) returned to Diyala, and 24 percent (128,952) to Ninewah. IOM also tracked 17,292 returns to Ramadi in Anbar. Most of the returnees in Salah al-Din were to Tikrit and Al Dour/Mkeishifa, while in Diyala most returns were to Al Khalis and Muqdadiya. Returns in Ninewah mostly concern Telafar, Telkaif and Sinjar district (mostly Sinuni).

Table 1: Overview of returnees since April 2015

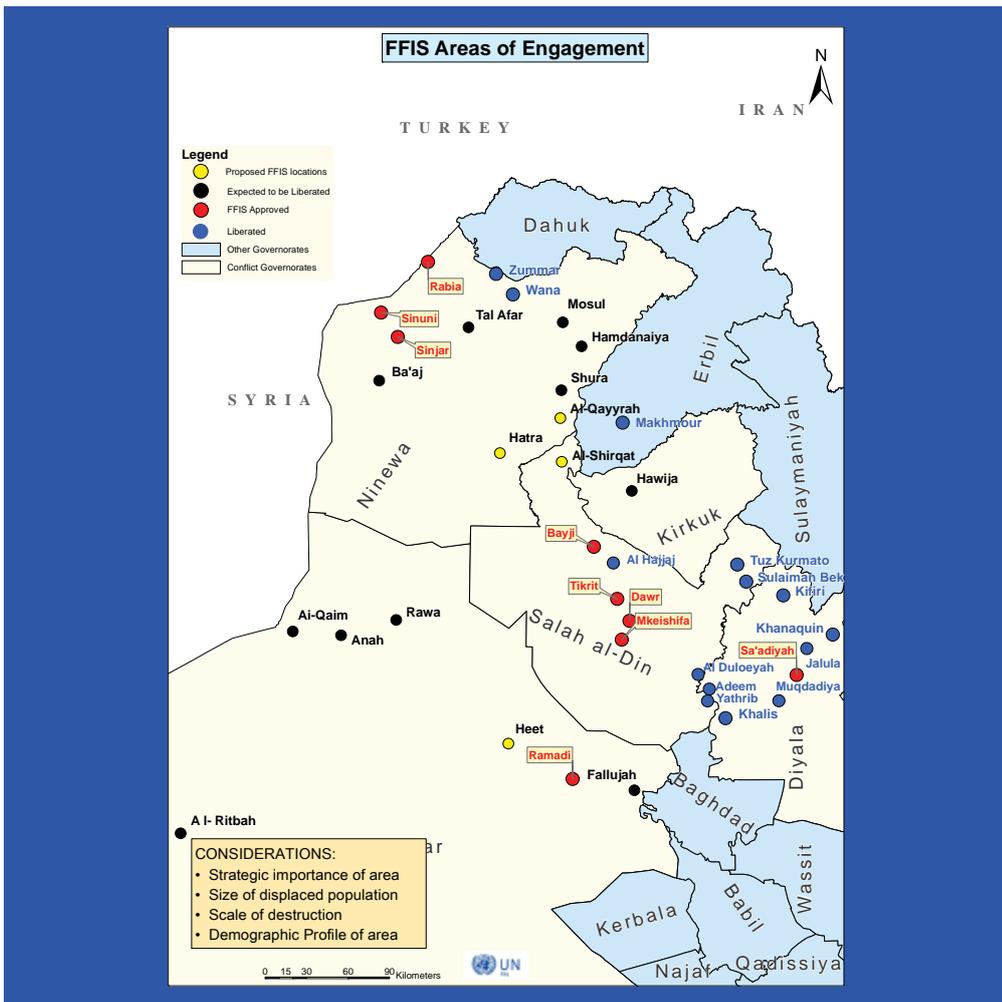
Governorate	District	Return figures 2015				Return figures 2015
		09-Apr	04-Jun	10-Sep	17-Dec	16 Mar
Erbil	Mahmour	0	0	0	5,838	8,136
Anbar	Falluja	3,132	3,123	10,794	10,794	10,794
	Heet	0	2,250	2,250	2,250	2,250
	Ramadi	2,454	25,512	26,514	26,514	17,292
Diyala	Al Khalis	31,320	31,542	37,824	48,090	54,480
	Al Muqdadiya	9,204	19,254	31,026	38,178	38,178
	Khanaqin (incl. Saadiya)	0	1,320	2,022	5,094	20,526
	Kifri	0	1,200	1,200	1,200	1,200
Kirkuk	Kirkuk	1,080	4,650	3,630	3,720	3,720
Ninewah	Mosul	0	438	438	438	642
	Telafar(Zummar, Rabia)	24,924	42,774	50,880	51,060	90,900

Governorate	District	Return figures 2015				Return figures 2015
	Telkaif(Wana)	0	9,620	11,820	11,820	18,600
	Sinjar (incl. Sinuni)	0	0	0	5,640	18,810
Salahaldin	Al Dour	0	750	28,140	48,714	49,572
	Balad (Duloeya)	0	0	11,190	11,190	11,190
	Beji	0	2,742	8,250	9,420	9,420
	Samarra (Mkeishifa)	0	0	15,654	15,654	16,986
	Al Fares	0	0	0	0	9,000
	Tuz	0	0	0	5,736	5,736
	Tikrit	27,000	33,000	133,188	167,430	160,170
	TOTAL	99,114	178,175	374,820	468,780	547,602

Implementation Progress

This section provides the qualitative overview of FFIS by governorate between 1 January and 31 March 2016. Each region is further broken down by outputs and activities. Progress against the Performance

Tracking Matrix as established in the FFIS Project Document signed by the Government of Iraq and UNDP in June 2015 can be found in Annex III.





Salah al-Din

Having completed the FFIS activities across all four windows in Tikrit, UNDP expanded activities to Al Dour and Mkeishifa, creating a larger corridor of stabilization in the centre of Salah-al Din governorate. Around 90% of people have returned to this Tikrit – Al Dour – Mkeishifa corridor. The return figures reflect the return of a wide variety of tribal communities, including those who were initially reluctant or prevented from returning. The bulk of implementation in Al Dour and Mkeishifa occurred in the first three months of 2016, including youth brigades of 400 people to clean public places and upgrade public facilities. Some projects such as the Al Dour water plant are still ongoing and due to complete by mid-2016.

FFIS activities aligned with the Salah al-Din Governorate's overall stabilization plans. The Governor and his staff implemented on-budget stabilization activities, which included repairs to basic service facilities in health, water, electricity, and municipal service sectors, as well as repairs to the Al Alam bridge. Thanks to Government support, parts of the Maternity Hospital were opened again in March 2016. In Al Dour and Mkeishifa, the Government is providing the operation and maintenance cost of water, health and educational facilities. Public resources also funded the rehabilitation of Al Shafaa primary health care clinic in the housing complex of Al Dour. The water department is planning the repair of the North water station in Al Dour, which is not included in FFIS, which is now operational at an estimated 20% of capacity.

The municipality of Al Dour also carried out rubble removal in the city as well as cleaning campaign for schools through the education directorate, complementary to UNDP's cash for work activities through the 2 NGOs that were contracted. Al Dour also received transformers, poles and cables from the Ministry of Electricity to restore the electricity network.

During the first quarter of 2016, the security situation in Tikrit deteriorated slightly with asymmetric attacks along the main transport route connecting Samarra to Tikrit which led to temporary displacement of people in certain villages in this area. Military operations led by the Iraqi Security Forces uprooted the remaining pockets of resistance in the desert areas surrounding the Samarra-Tikrit road and since March, the security situation is relatively stable again.

Military operations continued in the north of Salah al-Din. The road between Al Hajaaj, north of Tikrit, and Baiji remained volatile. Al Hajaaj hosts a few thousand IDPs from Baiji but is not part of FFIS targeted areas. Instead, the Iraqi Crisis Response and Recovery program (ICRRP) has started rehabilitation activities for some schools and the electricity network, which are considered some of the main priorities for Hajaaj. Access to the city of Baiji is still difficult and technical directorates have visited the city but not returned to Baiji city due to the level of destruction and the closeness to the frontline. Iraqi security forces are carrying out the clearing of the city (removing

of IEDs and explosive remnants of war) and securing the various neighborhoods. UNDP is currently working with the technical directorates with an initial assessment of the state of the infrastructure and the feasibility of starting stabilization activities in targeted neighborhoods.

Output 1: Rapid local stabilization and recovery assessments are carried out with local authorities, UN agencies, and civil society actors.

Activity 1.1 UNDP provides the methodology for rapid and detailed stabilization needs assessments. Following a prioritization process led by the Government, detailed needs assessment reports were developed for liberated areas selected for intervention.

The security situation in Baiji prevented UNDP and Government officials from carrying out a needs assessment. The templates for assessing the level of damage have been shared with the technical directorates at Governorate level and the assessment work, including prioritization and costing, is expected to be completed during the second quarter of 2016.

Output 2: Iraqi Government is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of IDPs

Activity 2.1 Public works and light infrastructure rehabilitation (Window 1)

Window 1 activities in Salah-al Din concern the light infrastructure rehabilitation projects. Out of the 32 projects in Salah-al Din, 20 projects have been completed so far. The bulk of the outstanding projects are in

Al Dour and Mkeishifa which are expected to be completed during the second quarter of 2016. UNDP is on track to reach the target of 50 projects for Window 1 set for Salah al-Din in its 2016 Performance Tracking Matrix as the Beji window 1 projects will most likely be launched in quarter 2.

Tikrit

UNDP completed the additional works that were required in the main water station in Tikrit which is now back to its original pumping capacity of 2,250m³/hour, including purification, and which benefits an estimated 65,000 people in Tikrit district. For the water stations in Qadisiya 1 and Qadisiya 2, all rehabilitation works have been completed but a few new water pumps which had to be manufactured to fit the requirements are still to be delivered. The capacity of both water plants are back to close to their maximum water pumping capacity with the old pumps: 400m³/hour in Qadisiya 1 and 600m³ /hour in Qadisiya 2. The contracts for these projects have been extended till end of May to provide for ample time for delivery of the water pumps and the contractors have agreed to provide the technical support to the operation of the water plants until that date, in case any problems occur. An estimated 16,000 people are benefiting from the restored capacity of Qadisiya 1 while around 24,000 people are benefiting from Qadisiya 2 water project. The rehabilitation of the 3 Tikrit water plants, including purification, sterilization and filtering, have had a huge impact on the living conditions of the returnees. The excavator for the water department was delivered on 7 February. The Directorate of Water noted that repairs to the electricity network in the water stations and installation of generators for the Directorate of Water result in the availability of clean water 24 hours a day.

The other pending projects in Tikrit are the delivery of the mobile power station which will be connected to the high voltage grid, due to arrive in June as it is currently being manufactured. The additional projects in Tikrit University (female dormitories for 2,000 students and installation of mobile power station), which proved to be a significant stabilization factor for the city, are well underway and expected to be completed in May.

Al Dour and Mkeishifah

Based on the stabilization assessment for Al Dour and Mkeishifah and the priorities identified by the Control Cell, UNDP started activities in water, health and education. The rehabilitation of the primary health care centres was completed in March and the 4 schools are close to completion, expected by mid-April. The rehabilitation of the water plants will take a bit longer. Currently, around 20,000 people in Al Dour and 10,000 people in Mkeishifa benefit from the improved health care centres. Medical staff from Ministry of Health have resumed work and UNDP has coordinated the support to medical equipment through WHO and UNFPA, particularly delivery rooms and laboratory units. With the completion of the water stations, an estimated 50,000 people in Al Dour/Mkeishifa will benefit from improved water supply, including purification, filtering and sterilization of water.

Monitoring and Evaluation

Implementation of Window 1 activities has been monitored on three levels. First, UNDP hired engineers to monitor quality of work and project specifications. Engineers conducted 5 site visits to Tikrit, Al Dour and Mkeishifa, working closely with the contractors and line directors implementing the work. Second, each project was overseen by a Government committee

comprised of officials from the pertinent technical departments and the contracting company. The committee was responsible for ensuring quality of work and that implementation was in line with agreed contract and capacity of the technical department. Third, UNDP area coordinator and international staff planned to visit the projects twice during the reporting period but were unable to go due to the insecurity on the Samarra-Tikrit road. UNDP also maintained regular communication with the Governor of Salah-al Din and technical directorates through the Area coordinator, as well as the liaison officer based in Tikrit. Finally, UNDP has advertised for the hiring of a third party monitoring company which will be able to provide independent monitoring reports on quarterly basis. During the first quarter of 2016, USAID commissioned an independent monitoring company to assess achievements in Tikrit.

Activity 2.2 Livelihoods support (Window 2)

Al Dour and Mkeishifah

Similar to the Tikrit livelihoods experience, UNDP supported cash for work activities in Al Dour and Mkeishifa, which started as of mid-January 2016 for 30 days during the contract period of 3 months with two NGOs. The cash-for-work employed 980 youth of whom 116 women. UNDP used the same two NGOs which worked with youth brigades and cash for work activities in Tikrit and in which UNDP already invested substantial time in building the capacity. These NGOs (Al Nour and HRF) carried out cash for work and house repairs for 105 families, mostly female headed households. Out of the 105 house repairs, 73 houses are female headed households. In addition, 193 small cash grants were provided for a range of small businesses in Al Dour and Mkeishifa, including tomato/cucumber farms of

whom 43 were women. In total 1279 people benefited from the livelihoods activities of whom 234 women, which equals 18%. Identifying qualified NGOs with the capacity to manage significant amounts of money for quick impact projects is a significant challenge that UNDP will have to weigh in other areas where livelihoods will be supported. That is why the same NGOs were used. The cash injection in the local economy is important to jumpstart economic life and bring about the positive dynamics of communities restoring their lives and livelihoods.

As direct beneficiaries from Al Door and

Mkeishifa, the cash-for-work, house repair, and the small grants, reached to 1,279 individual. While the women participation in the cash-for-work is slightly below the target, it is much higher with the other interventions, which is explained that women tend not to participate in outdoor activities. The below table shows the number of beneficiaries from each activity with sex disaggregation.

Monitoring and Evaluation

Monitoring of the livelihoods projects was conducted through direct oversight by UNDP staff through site visits to Al Door

Restarting a small business : the story of Rahmeh

Ms. Rahmeh Bustan Suleiman's husband was killed by ISIL when Al Door was taken in 2015, leaving her alone with her 5 small children.

Rahmeh is living downtown Al-Door and is finding it very difficult to make a living to provide for her children. She is a tailor by trade but lost her job and all her assets during the conflict. Relatives have given her some financial support. However, this has been barely sufficient. Through the Cash Grant support project of the Funding Facility for Immediate Stabilization (FFIS), she has been provided with a small cash grant to buy a sewing machine, the necessary accessories and fabrics to start her trade as tailor again. Rahmeh is now proud to earn her own living and to be able to take care of her children's needs.



Location	Al Door		Mkeishifa	
	Number of beneficiaries			
Activity	HRF	Al Noor	HRF	Al Noor
Cash for work	300 (11% females)	125 (13.5% females)	280 (13% females)	275 (11% females)
House repair	40 (90% females)	5 (40% females)	40 (65% females)	20 (45% females)
Cash grants for small businesses	35(51.5% females)	33 (27% females)	104 (10.5% females)	22(30% females)
Total beneficiaries: 1279 (980 cash for work, 105 house repairs and 194 cash grants)Of whom women: 234 (18% of total)				

and Mkeishifa, as well as weekly monitoring of cash for work teams by the embedded UNDP liaison officer. As said before, UNDP is currently advertising for a third party monitoring company, which will better monitor livelihoods projects in benefitting communities. Monitoring will also ensure cash exchanges continue to be conducted fairly and securely as UNDP significantly scales up its activities throughout the four liberated governorates.

Following the post-project evaluation phase of the livelihood interventions in Tikrit, Al Dour and Mkeishifa, UNDP has conducted a quick survey of the beneficiaries. One of the significant outcomes of the survey is the below table that shows the distribution of the small business grants among the different business types. Twenty six different type of businesses were supported and have been clustered in the below table.

Table 2: Small Grants to small business to reopen their shops again

Business Type	Tikrit	Al Dour	Mkeishifa	Total
Grocery shops	22	12	8	20
Building Tools and Materials	13	6	2	21
Vegetable and Fruits	11			11
Restaurants/fast-food, bakery and cafes	11	4		15
Bookshop and stationaries	9	4	2	15
Barber shops/hairdresser/beauty salon	9	8	1	18
Home appliances, maintenance and electrical supplies	8	4	3	15
Blacksmiths	8		1	9
Cloth shops	7	5		12
Car mechanic, accessories and maintenance	5	4	4	13
Tailors	5	7		12
Carpenter workshops	5			5
Furniture, kids toys and bike shops	4	2		6
Dry Clean & Laundry	2			2
Mobile phone shops	4	2		6
Agricultural activities/poultry/seeds			104	104
Other	7	7		14
TOTAL	120	67	126	313

On February 4, UNDP organized a lessons learned workshop with the 2 main NGOs which were contracted by UNDP and their network of local NGOs, as well as some of the beneficiaries. The concluded main lessons learned and challenges from the Tikrit experience were, the need for public awareness about the role of the NGOs in general, the security situation and the absence of the role of law was a challenge, and the low women participation due to cultural boundaries. Also, both the NGOs and the beneficiaries expressed their concerns regarding the project impact sustainability in the absence of the services of the local government and the lack of its resources. Specific recommendations were provided to include more in-house activities targeted at women. The lessons learned of the workshop will be taken into account in future livelihoods activities.

Activity 2.3 Capacity support (Window 3)

In Salah al-Din, the UNDP-contracted Liaison Officer continued to support planning, implementation, and monitoring of ongoing stabilization activities. The expert has served essential functions during the procurement and implementation phases, notably facilitating oversight committees for the Directorates of Water, Electricity, and Health to oversee and monitor projects. The officer also has monitored the livelihoods projects in Salah al-Din. In addition to the liaison officer, UNDP's stabilization advisors have provided advisory support to the Governorate. Follow-up capacity building for Salah Al-Din will be managed by the Local Area Development Program (LADP) which is focusing on capacity building of Salah al-Din Governorate officials in planning and development.

Activity 2.4 Community reconciliation (Window 4)

The NGO Sanad was the main implementing partner operating in Tikrit and Yathrib. The project is designed to establish platforms for meaningful engagement among communities, including returnees and IDPs. The project also aims to have an impact on peaceful coexistence of communities in Yathrib and Tikrit, and on establishing local capacities for collaborative problem solving.

Tikrit was identified as an area of intervention due to longstanding tribal conflicts exacerbated by the recent fighting, sectarian tensions between some Sunni Arab tribes and the predominantly Shi'a Popular Mobilization Forces, and, critically, the tremendous population movement due to the occupation and subsequent expulsion of ISIL. Yathrib was also identified as an area of high community tension preventing 10,000 families from returning due to hostility between the Sunni and Shi'a tribes exacerbated by the onslaught of ISIL. Yathrib has an estimated population of around 80,000 people, with around 70,000 people still in displacement due to the unresolved conflict between Sunni and Shia tribes. Most of the IDPs from Yathrib are in Sulimaniya with smaller numbers in Balad, Dujail and Samarra (Salah Al-Din).

Finally, the trends of returnees sampled by Sanad were monitored over the course of the intervention to measure its effects on the reconciliation process. Between October 2015 and February of 2016, the percentage of returnees to Tikrit that felt distrust within the community dropped from 40% to 12%, a significant reduction due to the ongoing dialogue established by the NGO.

Additionally, the number of individuals fearing security forces controlling the area also reduced from around 43% to just over 20%, with many project participants displaying calmer dispositions towards security actors after negotiations and dialogue had taken place. Finally, and perhaps most importantly, the proportion of returnees who feared that revenge would target

them after their return was reported to have dropped from 53% from the beginning of October to just around 22% of the stated sample. These results indicate that while there still remain some social tensions between returning communities, the project has significantly affected the beneficiaries' attitudes towards the prospects of safe return and future reconciliation.



During the month of January 2016, the entire city of Ramadi was liberated from ISIL but returns did not start until end of March 2016. The returnees face many obstacles because of the massive level of destruction, the lack of services and the high contamination of IEDs and unexploded ordnances which have killed 50 people, mostly during clearance operations, and injured another 80 people during the first quarter of 2016. A threat impact assessment is being planned by UNMAS and is due to start in April 2016. Clearance by an international company, Sterling Operations, funded through the United States, is also starting in April. UNMAS expects that it will have more clearance capacity in place by June.

Faced with the huge IED challenges, UNDP could only start activities by end of March after security clearance was received for the priority sites that need immediate rehabilitation. UNDP follows the Governor's plan for a sequenced approach to Ramadi, with the initial focus on Al Tameem area, including kilo 5 and kilo 7, to the west of the city which was liberated first. The Governor-led Control Cell met several times to discuss progress but the huge IED chal-

lenges have hampered quick support. By the end of March, the first returns started to Saidiqiya and Maitheeq area to the east of Ramadi city and the first generators were installed by 23 March, providing electricity to the first wave of returnees. Deputy Special Representative of the Secretary General (DSRSG)/UNDP Resident Representative Ms. Lise Grande officially handed over the first generators to the Anbar Governor on 22 March in a ceremony attended by a wide range of local media and returnees who were happy to see that stabilization support is starting.

The Government provided immediate support to repair works at the main water plant in Ramadi which became operational again in February 2016, as well as the restoration of the pipe connection over the Waraar bridge which provides water to Tameem area.

The establishment of the Anbar Governor's office in the International Zone of Baghdad by end of 2015 has been very helpful and facilitated contact between Governorate officials and members of the International Community, including UNDP. Over the

course of the first quarter, it became clear that the initial phased approach with emphasis on Tameem, Kilo 5 and Kilo 7 as first areas of FFIS support, had to be shifted to a neighborhood approach. Under the revised plan, the Municipality of Ramadi and the Governorate are sequencing the neighborhood support based on IED threats and are preparing a communications plan with clearance schedule. Considering the dire situation of many displaced Ramadi citizens, returns may happen much faster than the clearance schedule.

Output 1: Rapid local stabilization and recovery assessments are carried out with local authorities, UN agencies, and civil society actors.

Due to the high contamination of IEDs and unexploded ordnances in the city, the assessment of infrastructure sites has not yet started and priority has been given to the clearance of the main water infrastructure and primary health care centres servicing the western part of the city which was liberated first. The assessment report for Ramadi will be released in the second quarter of 2016.

Output 2: Iraqi Government is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of IDPs

Activity 2.1 Public works and light infrastructure rehabilitation (Window 1)

The main priorities for rehabilitation in Ramadi have been defined by the Governor and his Control Cell well in advance of liberation and concern the water infrastructure, electricity and health/education. Thanks to the pre-positioning of equipment agreed upon in the fourth quarter of 2015, the first

batch of 38 out of 153 generators 250 KV arrived in the Anbar storage in Amriyat al Falluja in February. By the end of January, UNDP had carried out a security mission to assess the safety and security of FFIS equipment storage at this warehouse which provided a positive assessment of the safety and security measures at this warehouse. Installation took a little longer as areas had to be cleared first of IEDs.

By the end of March 2016, UNDP installed the first generators in Saidiqiya and Maitheeq neighborhoods during an official ceremony attended by the Governor of Anbar Sohaib al Rawi and DSRSG/UNDP Resident Representative Lise Grande. The 6 ambulances which were also pre-positioned arrived in Basrah in March and are currently waiting for customs clearance and transportation to Amriyat al Falluja warehouse. Finally, as part of the pre-positioned materials, UNDP is in the process of procuring 3 mobile power stations 33/11KV for Ramadi city. The actual delivery of these power stations will take time as they need to be manufactured according to the specifications for installation in Ramadi.

As of 31 March, an additional 30 projects have been advertised, which include:

- Electricity materials such as transformers, poles and cables to repair the network
- Rehabilitation of Ramadi main water station with capacity of 6000m3/hour
- Rehabilitation of the Justice Palace water station with capacity of 600m3/hour
- Rehabilitation of the Albu Faraj and Kilo 5 Water project with capacity of 1500m3/hour

- Rehabilitation of ground water and towering tanks in Tameem, Kilo 5 and Kilo 7
- Rehabilitation of Zujaaj withdrawal station serving part of Tameem area with capacity of 500m³/hour and Al Tash water complex with capacity of 200m³/hour
- Rehabilitation of Saidiqiya water plant with capacity of 200m³/hour
- Water materials for repair of water network in Ramadi
- Rehabilitation of 6 health centres in Tameem, Kilo 5 and Kilo 7, Saidiqiya
- Rehabilitation of 10 schools in Tameem
- Rehabilitation of housing complex and waste water treatment plant in Kilo 7 and the H1 and D1 treatment plants in Tameem.

The above areas have been cleared by the Control Cell through an official communication to UNDP and it is expected that the first contracts will be awarded starting end of April. In addition to the above infrastructure, UNDP had to adjust its planned interventions to include rubble removal activities as a priority action. Labor-intensive rubble removal activities through private contractors are currently being advertised and will be informed by the municipality's sequenced plan to clear rubble in areas which have been cleared of IEDs.

UNDP is also closely coordinating the rehabilitation works with Sterling Operations Inc. which was contracting by the US Government to survey and remove IEDs in Anbar. The first teams will be on the ground in April and Sterling Operations Inc. is following the FFIS priorities for their clearance activities.

Activity 2.2 Livelihoods support (Window 2)

Livelihoods activities in Ramadi could not start during the first quarter of 2016 due to the high contamination of IEDs. However, UNDP conducted a screening and pre-qualification exercise for local and international NGOs to work in Anbar. This included research, data collection, series of meetings with the NGOs and initial evaluation to pre-qualify NGOs. Project proposals are currently being developed for cash-for-work to upgrade public facilities and small grants for restart local businesses. The Anbar University is planned to be the first location for the cash-for-work activities, once cleared of IEDs. It is expected that the NGO contracts will be signed in May and activities to start shortly afterwards.

Activity 2.3 Capacity support (Window 3)

In addition to the international Stabilization Advisor, in March 2016 UNDP deployed an international Communications Specialist to the Anbar Governor's Office to support the communications to the displaced and returning populations. Amongst other things, the Communications Specialist is helping the Governor deal with information on social media and other media that is often incorrect, as well as IDPs' complaints about the lack of information on what the Government is doing in Ramadi. UNDP also contracted a national officer to assist and advise the Governor's front office and boost its capacity during the stabilization period. The international stabilization advisor has focused on civil-military planning and post-liberation stabilization planning. A liaison officer embedded in the Governor's office started his assignment early January 2016 and is now deployed to Ramadi city. The liaison officer is supporting the coordination of FFIS support with the Control Cell

and the Governor's Office. Once NGOs and contractors start their work, the liaison officer will also be involved in reporting on progress on the ground to UNDP.

Activity 2.4 Community reconciliation (Window 4)

Reconciliation in Ramadi is a key pillar of the Governor's stabilization strategy. The tensions are very high due to alleged collaboration of individuals with ISIL while the criteria to determine the guilt are not clearly defined and not necessarily in the hands of the right authorities. The Governor understands that while tribal values and structure are at the core of societal values, formal institutions need to take the lead in moving forward. Under the fourth window, the Governor and UNDP are work-

ing in close collaboration with the National reconciliation Commission, the Anbar Tribal Committee and Sanad (local NGO), as well as local stakeholders in establishing clear vetting criteria and mechanisms that are negotiated by all tribes and authorities in order to guarantee the legitimacy and legality of the process, while ensuring that no revenge will be taking place. Vetting mechanisms can be quite complex and lengthy and given the volatile situation in Anbar and Iraq, transparency is important. Prior to moving forward the criteria and mechanisms for vetting, a consultation process is to be agreed upon by the leaders of the main tribes, the governor's office, judiciary, the National Reconciliation Commission and possibly the security forces from Anbar. This could result in the setting up of a vetting commission.

The Return of the Displaced: the journey of Ammar Suleiman

Ammar Ahmed Suleiman was born in Al Sidiqiyah, Anbar Governorate, in 1979. He is married now with two children. Prior to the crises, he was working on a daily basis in construction sector. When ISIL invaded Al Sidiqiyah he fled to Al Khalidiyah in Anbar and then to Baghdad. He continued to work in the construction sector but he rented a house and was working harder to meet the new financial demands. Ammar lived with his family as an IDP in many places and he could not send his children to school while displaced.

After Al Sidiqiyah was liberated from ISIL, he returned to his house. His children went to

school again and started doing their homework once more benefiting from the power supplied by the generators that were installed under the UNDP/FFIS programme. Ammar is now working in a workshop that also depends on the power supplied by these generators.

Ammar and his family are grateful that the UNDP/FFIS programme helped restore the electrical power and are looking forward to the provision of other essential services in their area such as health, water, and municipal services.





NINEWAH

UNDP's activities in Ninewah initially focused on Rabiya where 90% of the population has returned but have now expanded to cover Sinuni and Sinjar, creating a larger corridor of stabilization to the western border of Ninewah with Syria. The prepositioning of two large generators for Sinjar city, to provide an initial electricity supply to the town centre, and especially local authority and public service facilities, has been initiated but other interventions in the Sinjar city are on hold until Mine Action can facilitate safe access and the frontline with ISIL is pushed back. Whilst the flow of return to Sinuni sub-district is slowly increasing, following the liberation of Sinjar city, less than 20% of Sinuni's largely Yazidi population has returned and an estimated 275,000 Yazidis from Sinjar and Sinuni are still displaced. UNDP carried out an initial assessment mission to Sinjar City in February 2016. During the 1st quarter of 2016, two FFIS monitoring missions to Rabiya and Sinuni were deployed, in the 1st quarter of 2016. During broad consultation the lack of public services and livelihoods options was consistently cited by IDPs as major constraints to return. The various FFIS activities were prioritized by the Ninewah Governor's office with support from the Stabilization advisor to ensure coordination between local authorities, civil society and returning populations. In addition, a liaison officer, embedded in the Governorate, is being recruited and will start by mid-April.

Output 1: Rapid local stabilization and recovery assessments are carried out with local authorities, UN agencies, and civil society actors.

UNDP conducted two field missions to reassess and monitor stabilization in Sinjar, Sinuni and Rabiya liberated areas of Ninewah. Based on mission conclusions and an in-depth technical assessment undertaken by a team of technical staff from the respective technical directorates FFIS supported the Governor's Office to produce a specific Sinjar District specific stabilization assessment report, finalised in February 2016 following a UNDP mission to Sinjar city to verify the main data findings. Assessment findings identify the short and medium term priorities for Sinjar District, including Sinjar city and Sinuni sub-district, and outlines the Governor of Ninewah's comprehensive plan for immediate stabilization. The report is the platform for resource mobilization and activity prioritisation for Sinjar, including future FFIS activities. .

Key findings of the Sinjar District Assessment Report, covering Sinjar city and Sinuni sub-district, include:

Yezidi populations have a strong sense of abandonment intensified by the lack of support provided to Sinuni sub-district which was liberated in 2014. Faith that the

area will become safe, habitable and have basic service must be restored, by providing evidence of stabilization in Sinuni if Yazidis are to consider returning to Sinjar.

- In Sinjar city more than 4,830 houses have been damaged or destroyed whilst in Sinuni sub-district more than 19,427 houses have been affected including 3,600 totally destroyed.
- Sinjar city is heavy contaminated by improvised explosive devices (IEDs). Following significant loss of life of Peshmerga engineers mine clearance has been restricted to roads and priority buildings. In agricultural areas of, across the district, land is contaminated by mines and other explosive remnants of war.
- Restoration of livelihoods is a priority for returnees. Up to 80 percent of people in Sinjar district are dependent on agriculture and herding. Agricultural equipment and livestock have been looted and land is contaminated with mines and other explosive remnants of war.
- Provision of electricity, in an area with summer temperatures frequently reaching over 45 degrees Celsius and water supplies require pumping from deep wells, is a top priority.
- In Sinjar city all public services have ceased to function and only one of the 30 directorate buildings remains structurally sound. In Sinuni the lack of schools is a major constraint to return.

The Sinjar stabilization plan has a phased approach that puts strong emphasis on the rebuilding of the 6 townships in Sinuni as the first step for the return of the,

ly Yazidi, communities. Sinjar town has suffered great damages and is riddled with IEDs planted by ISIL prior to the retreat. UNDP is liaising with Mine Action Group (MAG) – through parallel funding - to ensure the safety of citizens who return and project implementing partners, as they work to restore services and livelihoods. MAG is providing Mine Risk Education through its community liaison networks, has completed a survey, demarcated and cleared extensive areas of Rabiya and commenced work in Sinuni sub-district. A provisional assessment of Sinjar city has also been completed.

Output 2: Iraqi Government is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of IDPs.

Activity 2.1 Public works and light infrastructure rehabilitation (Window 1)

Based on the Governor's Office stabilization assessment reports, the following infrastructure was prioritized by the Ninewah Control Cell for UNDP's support:

- Installation of high voltage power line from Aywanat to Sinuni while materials will be provided by MoE to initially provide electricity to Sinuni sub-district and provide power for the future supply Sinjar;
- Sinuni sub-station 132/33 KV to facilitate the electricity connection between the high voltage line and the internal power grid which supplies homes;
- Mobile 1.5Mv generators for Sinuni townships and pre-positioning of 2 generators for Sinjar town;

- Rabiya electricity sub-station and internal network rehabilitation to increase the output of existing power lines and provide a reliable supply to homes;
- Rehabilitation of 4 water pumping stations in Sinuni townships;
- Rehabilitation of 6 primary schools for both Kurdish and Arabic speaking children in Sinuni.

UNDP is also in the process of procuring some additional equipment for Sinuni hospital (laboratory unit and delivery room) following rehabilitation of the hospital infrastructure by FFIS in the 4th quarter of 2015. Provision of equipment will enable the provision of comprehensive medical care for the population in the vicinity of Sinuni. Prior to renovation, the nearest accident and emergency unit and surgery facility was in Dohuk, a four-hour drive away. The hospital currently services 17,000 people who either stayed on the northern slope of Sinjar Mountain or who have been returned to the lowland villages. Once the displaced population returns, the hospital could serve up to 75,000 residents. Coordination issues between the Department of Health and the Ninewah Governorate on specifications of medical equipment have delayed the procurement process. The catalytic effect of FFIS interventions is becoming apparent. Building on the FFIS initiative in Sinuni 2 INGOs are now supporting the Department of Health to build back better and expand services to include trauma and obstetric surgery for Sinjar district.

Priority interventions for rehabilitation of infrastructure in Sinjar city have been identified, agreed and cost estimates gathered. However, with the exception of procurement of generators to provide

electricity to existing line departments with a presence in the city, all interventions are frozen until a conducive environment is established. Primarily there is a need for the frontline to be either moved back or more robustly secured, and solutions agreed and implemented between opposing political factions to restore civilian rule. Only then, and following the example of service and livelihoods provision in nearby Sinuni, will it be viable to expect will returns to Sinjar city become viable. It is expected that returns to Sinuni sub-district will continue to increase to Sinuni, north of Sinjar Mountains before returns will start to Sinjar town, south of Sinjar Mountains. Housing issues also delay returns and UNDP is currently exploring a house repair scheme with UN-Habitat.

Activity 2.2 Livelihoods support (Window 2)

Most households in Sinuni and Rabiya are rural agricultural-based communities that rely on grain, wheat, and barley production during the winter season, limited vegetables and fruits during the summer season, and animal husbandry. Since the crisis, agricultural production has been reduced by 25 percent due to lack of labor, explosive remnants of war, lack of tools and equipment, and lack of agricultural inputs. Silos and irrigation systems have also been damaged. Finally the inaccessibility to the traditional market in Mosul is also a significant constraint.

UNDP and FAO have joined forces to support livelihoods in agricultural areas, increase food availability and enhance rural household income among conflict-affected population in Rabiya through providing fertilizers which are no longer available on the local market. The program will have provided fertilizers to a total of around 1,666 farmers through the municipality's

existing community self-help scheme, which allowed for re-establishing its agricultural livelihoods base. Provision of fertilizer will support an estimated production of 5,831 MT of wheat grain to meet the cereal needs of more than 9,000 families (54,000 individuals) for one year.

Conflict sensitive programming has been built in the project design by engagement with a local NGO, as fertilizers were distributed to the poorest farmers from different tribes. In 3 small villages in Rabiya, some members of the Juheish tribe, accused of siding with ISIL, were allowed to go back after a vetting process and were included in the fertilizer program. The initial list of beneficiaries provided by the Department of Agriculture did not reflect the criteria of vulnerability most needed and several large farmers were included. Thanks to the partnership with a local NGO Tahreer, a conflict sensitive lens was applied which included adjustment of the beneficiary list could be adopted during the implementation of this project. This local NGO is also part of the local NGO network and trained facilitators/mediators which Un Ponte Per (UPP) and PATRIR have mentored (see section on community reconciliation).

Fertilizers were distributed in February/March, in line with the planting season. Five hundred households (3,000 beneficiaries) received 500 KG of fertilizers in the first phase of the project which has now been completed. There are three distribution phases each of which managing 250 metric tons (MT). The first round is completed, the second round is ongoing. The third round will be distributed within the appropriate cultivation season.

All farmers who received fertilizer received Mine Risk Education (MRE) from the Mine Action Group NGO (MAG) in advance of distribution. Although farmers have al-

ready been driven by poverty to access their land to sow seeds, and have done so without incident, it was not assumed that their land is entirely mine free. MRE will enable farmers to identify and safely manage and suspicious object on their land.

UNDP also initiated a cash for work project in Rabiya town to perform activities of garbage removal which has started at the end of February. A multi-sectorial assessment was conducted in January to identify and measure the humanitarian needs of the community and resulted in the drafting a socio economic profile of the population. Also, a Community Platform has been created based on the population's feedbacks early February. The Community Platform worked in partnership with FRC to define and approve the selection criteria of the beneficiaries, and to support the identification of the most vulnerable families to be included in cash-for-work activities. A technical assessment was then been conducted by a locally recruited team, to identify sites of intervention and waste management works in public spaces.

UNDP also initiated a cash for work project in Rabiya town to perform activities of garbage removal which has started end of February. However the project has been expanded to meet an emergency health need in the Rabiya. The community suffers from an epidemic of skin disease, Leishmaniasis, caused by an insect vector. In partnership with the department of health and the municipality, at the end of March beneficiaries of cash for work started end of March, to fumigate 4 villages with insecticide. UNDP selected the French Red Cross (FRC), as an implementing partner, based on their successful cash for work projects in the area. FRC has employed around 210 people, of whom 30 women, for 45 days each over a 3 months period. Cash for work activities started in Febru-

ary and will end by late April. Overall, the project is creating approximately 8,000 daily job opportunities. The program aims to support large families, youth, and women, notably single female heads of household and households with pregnant or breastfeeding women.

In order to prepare the activities implementation, during the first phase of the project, a multi-sectorial assessment was conducted in January to identify and measure the humanitarian needs of the community and resulted in the drafting a socio economic profile of the population. Also, a Community Platform has been created based on the population's feedbacks early February. The Community Platform worked in partnership with FRC to define and approve the selection criteria of the beneficiaries, and to support the identification of the most vulnerable families to be included in cash-for-work activities. A technical assessment was then been conducted by a locally recruited team, to identify sites of intervention and waste management works in public spaces. In parallel to cash for work, a communication campaign was designed with the support of the Community platform, and posters disseminated in town to present the project and launch the opening of registration period.

Currently, UNDP is discussing the support to women/female headed households in Rabiya and Sinuni sub-districts of Ninewah Governorate. UNDP was able to identify two experienced local NGOs (Tahreer and Yazda NGO which is based in Sinuni) which both have extensive experience in implementing livelihoods and humanitarian responses. Yazda's advantage comes from being a multi ethnic NGO by mandate reflected in the staffing and is well respected by diverse ethnic groups following demonstration of neutrality and inclusiveness in previous ac-

tivities, as well as beneficiary selection. It is known of its tolerance in a diversified area. The cooperation with Yazda is under advanced stage of elaboration.

Activity 2.3 Capacity support (Window 3)

UNDP continued to support the capacity of the Ninewah Governorate with an international stabilization advisor/area Coordinator for Ninewah, who has provided significant technical support for the stabilization assessments in Sinjar and Sinuni and supported the Governor and Deputy Governor in the response plan of the liberated areas.

The Area Coordinator conducted two missions to Sinjar, Sinuni and Rabiya during the first quarter of 2016. The preparations for the Ninewah stabilization plan for Mosul liberation have not yet started but are planned for the second quarter of 2016.

UNDP hired a medical officer to advise the Health Directorate and facilitate UNDP activities. He has provided support to procurement of medical equipment but also to ensure the coordination with WHO and UNFPA which in several cases are providing specialized equipment to health centres, such as delivery rooms by UNFPA and laboratory units by WHO. The medical officer has also traveled to Salah al Din and Diyala in order to coordinate our activities with Department of Health, UN agencies and NGOs to ensure that rehabilitated health centres are able to carry out basic health services with minimum staffing levels. UNDP also hired an electrical engineer to advise on the technical requirements for reviving electricity in liberated areas.

Activity 2.4 Community reconciliation (Window 4)

UNDP partnered with Un Ponte Par (UPP) and PATRIR to achieve the following overall objectives:

- Strengthen the capacity of local civil society organizations and community-leadership to implement effective mediation, dialogue, and reconciliation processes to improve inter-community relations and prevent violent incidents;
- Implement community-level dialogue, mediation, and reconciliation processes which have a measureable impact on improving community relations and strengthening capacities to handle conflicts and prevent incidents of violence.

Throughout the first quarter of 2016 dialogues have been held with tribal, community and religious leaders implemented, by local authorities and local civil society partners; work undertaken with survivors in camps on trauma recovery and healing; trainings with women on women's empowerment and participation in peace-building; and on-going engagement to develop the Ninewah Peace Council by the Provincial Council. To maximize awareness raising Ninewah Journalists for Peace have published more than 100 articles on peace and coexistence reaching over 18,000 readers, and television, print and radio media have increasingly reported on activities by partners – helping to make a larger community of citizens more aware of what is being done to promote social cohesion and coexistence through the Ninewah Paths project.

At the end of February, a two-day training was held for the Ninewah Peace Council,

composed of tribal leaders, women and youth. The Council is made up of senior tribal and religious leaders from across Ninewah and includes women and youth. The training was organized at the request of the Ninewah Provincial Council. The programme addressed: the role, purpose and mandate of a Peace Council; what are the needs for peace, coexistence and social cohesion in Nineveh; how to overcome divisions and the legacy of war, forced displacement, rape and genocide; and tools to create a societal peace process. The programme also looked at what further support will be needed, from training to technical assistance to help the Peace Council.

Also in February, a three-day Reconciliation, Healing and Restorative Justice programme was rolled out for 24 participants, including key civil society partners, local authorities, and traditional and religious leaders. The 'accepted wisdom' amongst many international organizations and agencies is that it is 'too soon' and 'not possible' to discuss reconciliation now while communities are still displaced and fighting continues. The experience of Ninewah Paths shows otherwise. A significant conclusion of the discussion was that very sensitive restorative justice issues and at time painful post conflict tensions can be addressed at an early stage of the stabilization process, with the right tools, trust and commitment. The programme brought together 24 participants – 13 men and 11 women – including key civil society partners, local authorities, and traditional and religious leadership. Topics addressed included: models and approaches for reconciliation, healing and restorative justice; community-based reconciliation processes; identification of victims and survivors; categorizing and classifying 'crimes' and what needs to be addressed; the role of local authorities in supporting commu-

nity reconciliation; reintegration of fighters and combatants into communities; case-studies and lessons learned in dealing with trauma, reconciliation and healing; developing approaches rooted in the culture, values and traditions of Ninewah; and the role of local authorities in supporting community reconciliation. While the programme was powerfully and deeply successful, it showed clearly the need for sustained work to support communities in developing authentic approaches tailored to fit their needs to deal with reconciliation, healing and restorative justice.

Community Dialogues and consultations on coexistence and peace were held in Wana, Zumar, Rabiya and Sinuni implemented both by UPP/Patrir and local authorities with more than 350 participants, including tribal, community and religious leaders and youth. As part of the process of empowering communities to lead community healing, reconciliation and coexistence processes, Yezidi youth peace activists and the DAK organization for

the empowerment of women facilitated workshops on trauma healing, recovery and empowerment of youth and survivors for peacebuilding in Shekhan, Khanki and Shariya Camps. The Youth Peace Centre (YPC) in Zumar trained youth through community awareness raising programmes and helped direct cleaning up of areas in Zumar that had been damaged by violence. The involvement of youth and civic volunteers in their communities has given powerful message of hope and inspiration to young people that they are not only victims but can be agents of change and contribute to peacebuilding in their community.

As a result of Patrir and UPP's activities in Ninewa, 70% of a sample of participants testified to a significant decrease in distrust within their respective communities, including camp and non-camp settings. There was a significant 60% increase in individuals (30% to 48%) fully accepting all groups within the community and willing to interact with them on a daily basis.



Diyala

UNDP stabilization activities started in Diyala after the finalization of the stabilization needs assessment for Al Saadiyah, the only area in Diyala which has been cleared by the FFIS steering committee. Al Saadiyah is a small town with around 30,000 people in the town itself. UNDP conducted several site visits to Al Saadiyah through the newly recruited FFIS engineer for Diyala. Returns to Al Saadiyah have slowly increased during the first quarter of 2016 but its number is still low at an estimated 30% of returns. UNDP teams have accessed Saadiyah

through the Muqdadiya – Tamrin – Saadiyah road, with coordination through the Mayor's and Governor's office.

Output 1: Rapid local stabilization and recovery assessments are carried out with local authorities, UN agencies, and civil society actors.

Following a site visit to Al Saadiyah in December 2015, one of the FFIS stabilization advisors and the FFIS engineer for Diyala

have worked closely with the technical directorates for Al Saadiyah, the Mayor and the Governor of Diyala to finalize a more detailed needs assessment report. A prioritization workshop was carried out on 15 February 2016 with participation of the various technical directorates and findings have been integrated in the Saadiyah report which was published early March. The presence of local civil society in Saadiyah is quite limited and no appropriate representation could be assured in the workshop. The Diyala technical departments have been able to conduct some electricity repairs but in general Government support to stabilization has been limited. The 6 months priorities for Al Saadiyah have been estimated at around 9.2M USD.

Output 2: Iraqi Government is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of IDPs.

Activity 2.1 Public works and light infrastructure rehabilitation (Window 1)

Based on the assessment report for Al Saadiyah, UNDP worked with the Diyala Control Cell in order to confirm the priorities for FFIS engagement. Water, health and electricity as well as support to small businesses have been requested as the highest priorities. UNDP coordinated with ICRC and Oxfam who are both active in northern Diyala to ensure that there is no overlap in any of the support. The Al Saadiyah projects were advertised during the first quarter but implementation will start in the second quarter of 2016. It concerns:

- Al Saadiyah main water station, including treatment plant with a capacity of 840m³/hour. Currently operating at 35% of capacity as confirmed by the water department.

- Rehabilitation of Al Saadiyah primary health care centre which is not operational due to the damage sustained in the conflict and the provision of 2 ambulances.
- Rehabilitation of the electricity plant and provision of electrical materials to upgrade the network
- Rehabilitation of 3 schools in various neighborhoods of Al Saadiyah town
- Support to 30 small shops in Al Saadiyah which sustained considerable damage
- UNDP recruited an engineer from Diyala, who started as of 1 March and who is supervising the works. The rehabilitation works will benefit the main population centre of Al Saadiyah but also the environs with mixed ethnicities.

Activity 2.4 Community reconciliation (Window 4)

For Diyala governorate, UNDP has partnered with the Iraqi Center for Negotiation Skills and Conflict Management (IQCM) which has conducted mediation and reconciliation training activities with IDPs from Diyala who are currently residing in camps in Suleymaniya. IQCM worked through three local NGOs: local REACH, CSRO, and GYO in three IDP camps. During the first quarter, the local partners facilitated 28 dialogue workshops with 573 people attending. Three small community projects have been implemented in the three IDP camps to enhance peaceful co-existence. Women’s participation varied from camp to camp due to cultural sensitivities but has been around 40%. The NGOs encouraged participants to share their experiences through discussions with family members.

The project closed by end of February. In total, seventy two volunteers (approximately 20% female) were trained in mediation and dialogue skills in three IDP camps and their host communities. Also, each of the 3 volunteer groups in the IDP camps created a formal mediation mechanism for

their community so that issues in the camp or between camp and host community are referred to them for discussion/resolution. During the past 2 months, ten conflicts involving approximately 142 beneficiaries were mediated by project staff. About 85% of the conflicts were resolved satisfactorily.

Project Photos

Right and below: Cash for work activities in Rabiya town. Credits: FRC.





Cash for Work teams in Al Dour and Mkeishifah

Photo Credit: UNDP





Cash for Work targeted the youth and included female youth workers as well.

Photo Credit: UNDP



Tomato and cucumber farmers in Mkeishifa benefited from cash grants. Women directly benefited from the cash grants too.

Photo credits: HRF.





Installing the first generators in Ramadi on 22 March 2016. Photo Credit: UNDP

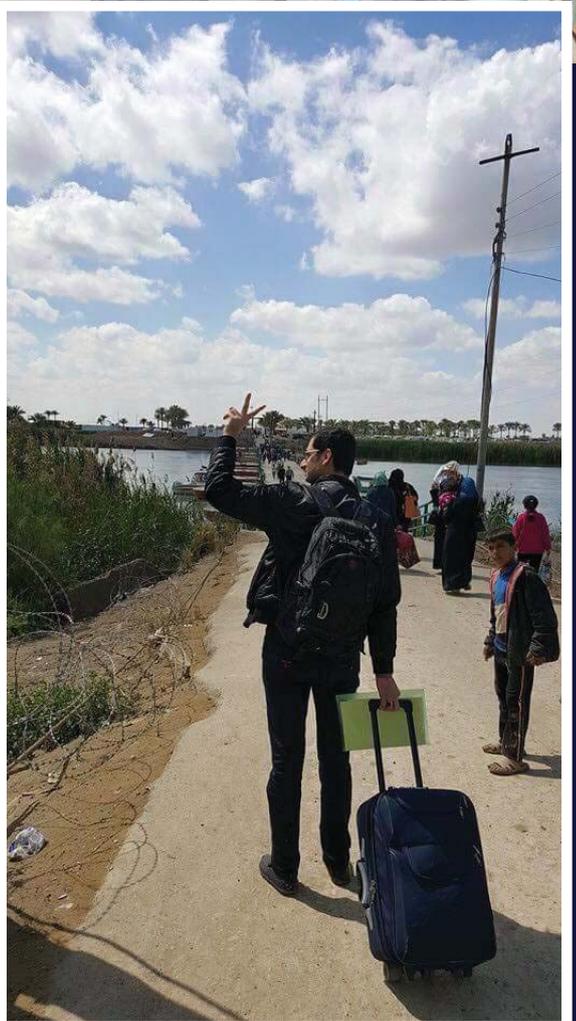
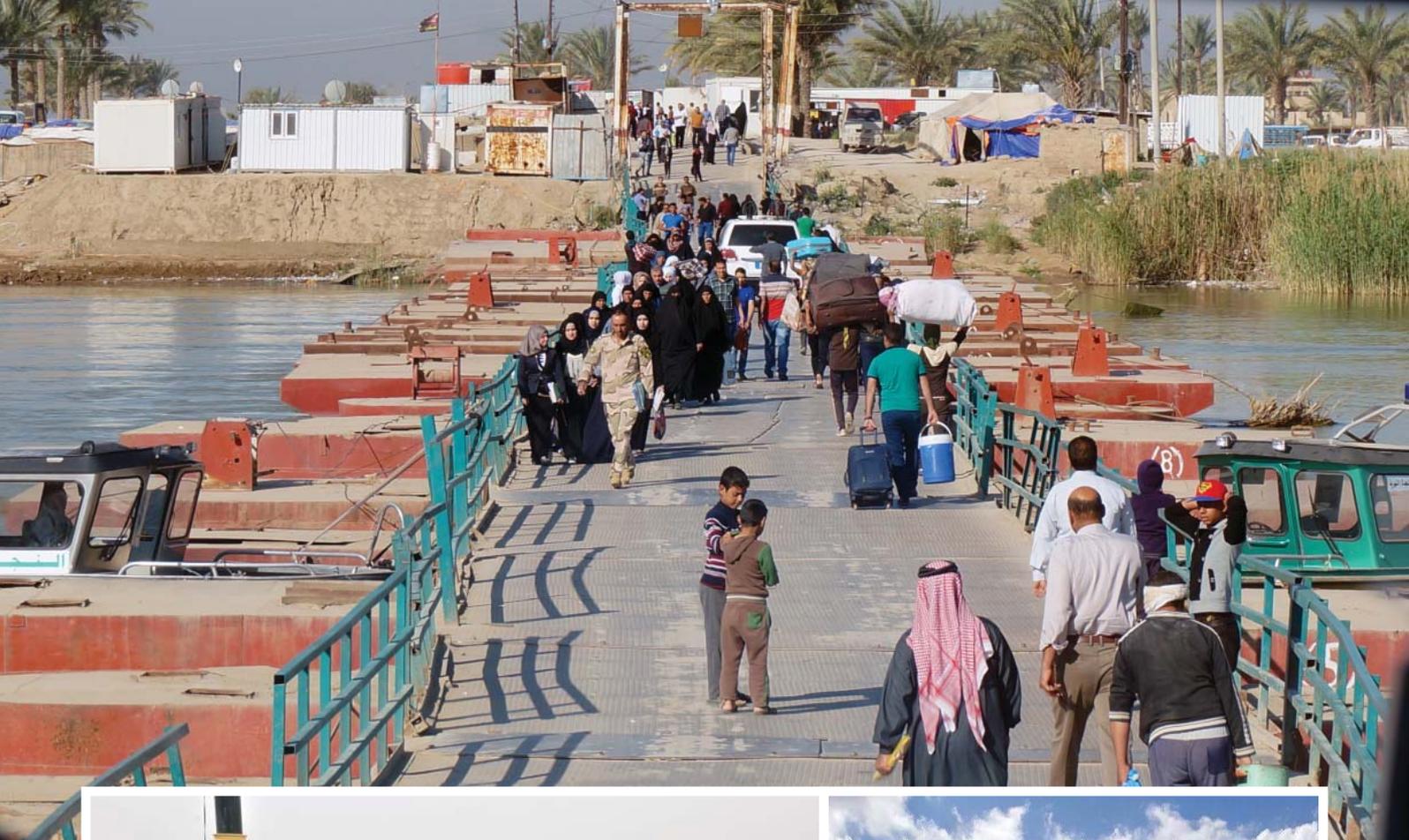


Above left: Repairing electricity network in Ramadi.

Above right: Explosive material in Ramadi.

Left: Repairing the pipes in Al Warrar Bridge.

Photo Credit: UNDP



Above: IDPs retruning to Ramadi City Photo Credit: UNDP



Above: A store that opened recently in Ramadi City Photo Credit: UNDP



“With our hands we will build our Anbar” say the children after returning home from displacement Photo Credit: UNDP



The rehabilitaiton of Al Dour Primary Health Care Centre, including the provision of electrical generators.

Photo Credit: UNDP





Tikrit main water plant rehabilitation.
Photo Credit: UNDP





Rehabilitation of the Tikrit University girls' dorm.

Photo Credit: UNDP

Challenges and Issues

Stabilization environments are inherently challenging and complex, and UNDP continues to manage such challenges in consultation with the Government of Iraq and the Steering Committee. The Risk Framework (Annex III) shared with donors during the Stabilization Task Force meetings and Technical Working Groups outlines several of these challenges, notably fluctuating security environments and protection of FFIS assets during implementation.

Security and Political Challenges

Many of obstacles mentioned in the Quarter 4 progress report are still valid, though fortunately, no cases of looting of FFIS equipment have been reported. One of the main security obstacles has been the high contamination of IEDs and UXOs in Ramadi town which has considerably delayed activities. According to figures provided by the Anbar Governorate by end of March, around 50 people were killed and 80 people injured during the first months of 2016 due to IEDs. A threat assessment of Ramadi city was commissioned by the United Nations Mine Action Services (UNMAS) which awarded a contract to Optima company. It is estimated that Optima will start the threat assessment by end of April, which will provide more accurate data on degree of contamination in various neighborhoods. More general, the Ramadi example shows the insufficient national capacity to deal with the magnitude

of IED contamination. Depending on the IED situation in new areas that may be liberated sooner or later, such as Heet, Falluja or Mosul, the requirement for sufficient national capacity to quickly deploy clearance teams is essential to the speed of stabilization. The delay in clearance will also lead to protracted displacement and could allow for negative forces to regain ground and secure support from discouraged and frightened populations.

Security concerns have also delayed interventions in Baiji as UNDP has been unable to conduct site visits or a needs assessment with the Salah al-Din Governorate due to ISIL's persistent threat to Baiji district. The security situations in Baiji and Ramadi highlight the importance of delineating between liberation of an area from ISIL and clearance of an area of IEDs and enduring threats so that civilians can return. Probing or asymmetric attacks may continue, as has been seen in Salah al-Din, and should be factored into implementation timelines. UNDP will continue to rely on the National Operations Center to determine when these and other areas are cleared and sufficiently safe for FFIS engagement.

The political pressure to accelerate the return of IDPs to Ramadi city has mounted during the first quarter. Political rivalries in the wake of provincial council elections early next year have created confusing mes-

saging. Several thousands of IDPs returned to the eastern part of Ramadi, such as Saidi-qiya and Maitheeq. However, most parts of Ramadi are extremely unsafe for returns.

Ethnic and sectarian politics also challenge UNDP ability to implement stabilization activities, to include conducting stabilization in disputed internal boundary areas. The city of Sinjar is a good example. Sinjar city was liberated in November 2015, and the Steering Committee subsequently endorsed UNDP engagement. However, the city is under the control of at least eight armed factions, including the Kurdish Peshmergha forces who were essential in the liberation of the city from ISIL. Such factionalism following liberation fuels competition between armed groups and stokes fear in the local population. A key lesson learned from Tikrit and the role of the Popular Mobilization Forces in the post-liberation environment is the importance of deploying trusted security forces after offensive operations are completed, and clear communication to populations of who is charged with providing security. This is all the more important given the real concerns by Sinjar residents of ensuring protection if they return, given the horrific atrocities committed by ISIL especially targeting Yazidis in 2014 and the lost trust of locals with the Iraqi Security Forces and Peshmergha. UNDP will require further direction and consultation from the Steering Committee, the Ninewah Governor, and Prime Minister's Office to ensure that while Peshmergha security forces maintain security over the area, UNDP support to Sinjar will not undermine Baghdad's authority. Sinjar also presents an important dilemma of whether FFIS activities should be employed in areas where IDPs may not return. Interviews with IDPs from Sinjar conducted by UNDP suggest that the rate of return may be very slow, if at all, due to fears of the lack of protection from the security forces outlined above. Mine action and IED surveys have started thanks to the international NGO

Mine Action Group (MAG) with whom FFIS closely cooperates in Ninewah. However, clearance activities in Sinjar are constrained by the lack of functioning health care centre to treat any potential casualties.

As highlighted in the last report, stabilization is not yet fully sequenced with other elements of a post liberation strategy, including recovery, transitional justice, reconciliation, reconstruction and reform. This is why the Government of Iraq requested UNDP to expand the stabilization facility with a channel for expanded stabilization covering larger projects for a longer duration. This will also address the mounting concern of a proper bridging of early stabilization to other lines of efforts to ensure that stabilization gains are not lost.

Operational Challenges

Government of Iraq customs and tax requirements have delayed completion of several projects during the reporting period. Ambulances for Ramadi have been in Basrah port for over one month and also the customs clearance of the generators for Ramadi have taken several weeks.

The capacity of local NGOs to implement livelihoods activities, notably handling cash for small business grants, is limited. Building the capacity of NGOs to conduct such activities is labor intensive, and may result in using both national and international NGOs in large areas of engagement.

Similar to Tikrit, the targeting of women for cash for work and small business grants in Al Dour and Mkeishifa have proved challenging given cultural mores around women's employment. Expanding women's opportunities in Window 2 activities will require more creative approaches to targeting women directly and indirectly, such as identifying projects specifically geared towards women-friendly activities, or indirectly

through participant criteria that supports vulnerable women through male members of the household. Recognizing the important role of women in post conflict stabilization, UNDP is partnering with UN Women to develop specific economic activities for women in newly liberated areas. Also, a gender advisor will be recruited in the second quarter of 2016.

With the expansion of FFIS activities in 4 governorates, it has been more challenging to carry out weekly visits by UNDP engineers to the various sites. The engineering capac-

ity has slowly increased during the first quarter with 2 additional engineers (one for Diyala and one for Ninewah governorate) but it has proven to be insufficient. Additional engineers are expected to come on board in April and May which will double the engineering capacity. Other national staff is also being increased such as area coordinators and national livelihood experts. In general, the national Iraqi colleagues have been absolutely crucial in the success of the stabilization program, facilitating contacts and bringing in valuable local knowledge.

Lessons Learned

Although timely stabilization planning has been considered a main lessons learned, planning assumptions need to be reviewed regularly and plans may need to be adjusted accordingly. While UNDP had pre-positioned generators for Ramadi city and quickly gathered the bills of quantities for the main priority infrastructure for the first phase of stabilization, the IED contamination has been more severe than expected. Also the phasing strategy with a first phase in the south western part of town which was liberated first is currently being reviewed with a shifted emphasis on a neighborhood specific approach. This “planning paradox” requires UNDP and the Government to re-view assumptions and adjust approaches.

Due to its short term nature, FFIS has not focused on housing issues. However, in some areas such as Sinuni and Sinjar, the return of IDPs is not only constrained by security concerns or basic services delivery, but also by the lack of resources to repair the large number of damaged houses. UNDP is currently looking at self-help house repair schemes with depots for materials to repair damaged houses and is partnering with UN Habitat.

The clear political objectives as UN and donor community and the unity of effort as international community towards these political objectives have proven to be essential for the success of Stabilization efforts in Iraq. Expansion of FFIS activities have been carefully evaluated despite huge political pressure to engage in a large number of new areas, including ethnically mixed areas and disputed boundary areas. The steering committee and the regular task force meetings with the Prime Minister’s Office have proved to be effective mechanisms in managing the stabilization phase.

The localized approach with strong involvement of the Governorates and their technical directorates through the Provincial Control Cell has been another lesson learned. As the Central Government deals with badly needed reforms for improved service delivery, a localized approach with strong local ownership and partnerships with local actors can foster expedient implementation of stabilization activities.

UNDP also learned that returns do not just depend on the rehabilitation of infrastructure. This is only one trigger that encourages returns. The experience of the past year con-

firms that people return to their home communities when (i) they have confidence and trust in the security forces deployed in the city; (ii) compensation packages have been negotiated, are seen to be fair and have been paid and (iii) local leaders signal that it is time to return.

FFIS experiences also confirm that stabilization is successful when communities are mobilized to contribute to their own reconstruction. This is why the youth brigades and civil society initiatives in cleaning and upgrading public infrastructure have made a huge impact.

Short term stabilization activities in restoring basic services and engaging the population in the rebuilding lay the foundation for longer term peace and reconciliation between the Government and citizens. However, gains can be lost if there is no bridging with the reconstruction phase. Also, the short term stabilization has provided the space for enacting a more comprehensive and sequenced approach for recovery which includes an agreement and commit-

ment to wider national reconciliation.

One of the operational lessons in stabilization in Iraq has been the availability of a sufficient numbers of contractors who are ready and equipped to do rapid engineering work in volatile areas. Most of the selected contractors have been from the area itself and created good contacts with the security forces. So far, all tenders have resulted in a large number of technically qualified bids from private firms.

As highlighted before, the importance of an independent third party monitoring company should be noted as the scale of FFIS interventions expands. This holds particularly true for the activities under windows 2 and 4. In addition, there is a need to develop and track more sophisticated indicators of success, to include qualitative reporting from the beneficiaries on UNDP projects provided. This is expected to be addressed by the external evaluation of the project, which is to be tendered during the second quarter of 2016.

Future Plans

If the security situation allows, stabilization assessments will be finalized for Ramadi and Baiji including prioritization of interventions. Also, UNDP will start advisory support to the Ninewah Governorate for stabilization of Mosul once liberated. Timely pre-planning that can be adjusted as assumptions change over time is essential to prepare for stabilization. The Local Area Development Program (LADP) has started capacity building activities for longer term planning, in particular related to service delivery, while FFIS will focus on the short term planning of stabilization priorities more largely.

As the Funding Facility for Expanded Stabilization (FFES) was approved by the Steering Committee during its session on 31 March, the project document will be adjusted to allow for 2 channels of support under one Funding Facility for Stabilization. The revised project document will have an adjusted work plan and results framework that incorporates FFIS and FFES over a period up to 2018. The FFES will also allow for more detailed transition strategies to longer term reconstruction and a smooth transition of early stabilization activities to medium term stabilization as advised by appropriate entities in the Government.

FFIS will also expand to four new areas, as approved by the Steering Committee (Heet, Hatra, Shirqat and Qayarrat), though this will depend on military progress to liberate these areas and the degree of IED/UXO contamination.

UNDP will also contract the services of a third party monitoring company to measure achievement of results on the ground. In addition, the terms of reference of an external evaluation of FFIS are foreseen to be advertised in the second quarter. This evaluation will review the impact of FFIS in-

terventions from June 2015 until May 2016 and provide some recommendations.

The importance of understanding the local context and appropriate community reconciliation activities are extremely important and the local conflict analyses developed by FFIS have been very helpful. The community reconciliation specialist has traveled extensively and set up a strong network of local partners. However, with an increasing number of liberated areas, the capacity is not sufficient and an additional expert will be recruited during the second quarter.

Financial Section

Table 1: Funding Overview: contributions and expenditures (as of 31 March 2016)

Donor	Commitment	Received (Currency Agreement)	To be received (currency agreement)	Received as of March 2016 (USD)	Commitment + Expenses	Remaining
Japan	USD 17,078,140	USD 17,078,140		USD 17,078,140	\$4,302,658	\$12,775,482
USAID	USD 15,300,000	USD 15,300,000		USD 15,300,000	\$14,918,814	\$381,186
Germany	EUR 11,000,000	EUR 11,000,000		USD 12,089,824	\$9,570,390.88	\$2,519,433
Netherlands	EUR 5,000,000		EUR 5,000,000			
Norway	NOK 41,000,000	NOK 41,000,000		USD 4,712,102	\$4,689,487	\$22,614.52
Sweden	USD 4,000,000	USD 4,000,000		USD 4,000,000	\$1,827,487	\$2,884,614.52
UK	GBP 2,500,000	GBP 2,500,000		USD 3,613,512	\$3,611,376	\$2,136
Italy	EUR 2,500,000	EUR 2,500,000		USD 2,747,253	\$1,944,000	\$803,253
Korea	USD 2,000,000	USD 2,000,000		USD 2,000,000	\$1,895,459	\$104,541
Australia	AUD 2,000,000	AUD 2,000,000		USD 1,433,691	\$1,306,071	\$127,620
Canada	USD 1,200,000	USD 1,200,000		USD 1,200,000	\$1,136,322	\$63,678
France	EUR 1,000,000	EUR 1,000,000		USD 1,096,491	\$895,254	\$201,237
Austria	EUR 1,000,000	EUR 1,000,000		USD 1,058,201	\$324,000	\$734,201
Denmark	DKK 7,000,000	DKK 7,000,000		USD 1,026,393	\$793,800	\$232,593
Czech Republic	CZK 5,000,000	CZK 5,000,000		USD 201,597	\$185,328	\$14,672
Slovakia	EUR 50,000	EUR 50,000		USD 56,243		\$56,243
Total			USD 5,650,000	USD 67,613,447	\$45,750,081.92	\$21,670,468.80

Table 2: Additional pledges to FFIS, not yet signed

Donor	Commitment (Currency of pledge)	Estimated counter value in USD
Italy	EUR 4,500,000	USD 4,850,000
Germany	EUR 10,000,000	USD 11,300,000
EU	EUR 14,000,000	USD 15,820,000
Korea	USD 3,000,000	USD 3,000,000
UAE	USD 10,000,000	USD 10,000,000
Finland	EUR 1,000,000	USD 1,130,000
Total		USD 46,100,000

Table 3:

Window	Commitment + Expenses
Window 1 light infrastructure	\$38,874,988.80
Window 2 Livelihood	\$4,203,601.92
Window 3 Capacity Building	\$575,623.05
Window 4 Social Cohesion	\$1,551,228.15
Project Management	\$544,640.00
GMS 8 %	\$3,348,551.25
Total	\$45,750,081.92

Annexes

Annex I: List of FFIS stabilization projects (status as of 31 March 2016)

SALAH AL-DIN GOVERNORATE

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
1.	Rehabilitation of Tikrit central water station, treatment plant	1.4 million	Completed on 4 April 2016	It is estimated that around 65,000 people in Tikrit district currently benefit from the increased and safe water supply thanks to the rehabilitation works. The rehabilitated Tikrit central water station was operational and completed in December 2015, additional works were approved for improving the purification system. Tikrit water station is now back at its original pumping capacity of 2,250m ³ /hour, including purification.
2.	Procurement of heavy duty mounted excavator	175,000	Delivered on 7 February 2016	The new excavator was delivered on 7 February in Tikrit and will be used by the Salahaladin Water Department to repair the water network.
3.	Rehabilitation of Tikrit Qadisia water station stage-1 behind Salah al-Din main hospital with 2 units capacity 200 m ³ /hr for each unit	1 million	30 May 2016	It is estimated that around 16,000 people in North-Tikrit now benefit from the rehabilitation of the two water units in this project. Prior to the rehabilitation, the plant was working at very low capacity. The water station now reaches its maximum pumping capacity of 400m ³ /hr including purification. The delivery of some water pumps is the only pending item, which is expected in May.
4.	Rehabilitation of Tikrit Qadisiya water station stage-2 behind Salah al-Din University with 3 units capacity 200 m ³ /hr for each unit	1.5 million	30 May 2016	It is estimated that around 24,000 people in North-Tikrit now benefit from the rehabilitation of the three water units in this project. The water station restored close to its maximum capacity of 600m ³ /hr including purification. The delivery of some water pumps are the only pending item. Prior to the rehabilitation, the water station was working with less than 50% of capacity and the treatment facility was not operational.
5.	Rehabilitation of Al Dour North water station with capacity of 450 m ³ /hour	755,000	30 June 2016	It is estimated that around 37,000 people in Al Dour and Mkeishifa will benefit from the rehabilitation of the water plant with improved and safe water supply.
6.	Rehabilitation of Mkeishifah central water station with capacity of 250 m ³ /hour	550,000	31 May 2016	
Subtotal water projects		5.35million		

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
7.	Renovation of Salahaldeen pharmacy department	260,000	Completed on 5 November 2015	All health care centres in Salahaldin district will benefit from the cold storage of vaccines and medicines in Pharmacy department
8.	Renovation of Primary health care center in Tikrit town (Ibn Siena)	190,000	Completed on 24 December 2015	It is estimated that around 30,000 people in Tikrit district will benefit from the rehabilitated primary health care centres and ambulance services. These health care centres were not operational before rehabilitation.
9.	Renovation of 5 health care centres in Tikrit district	100,000	Completed on 27 January 2016	
10.	Supply of 3 ambulances	140,000	Delivered on March 2016	
11.	Rehabilitation of 2 health care centres in Al Dour city and 1 in Mkeishifa town	235,000	Completed on 10 March 2016	It is estimated that around 20,000 people in Al Dour and 10,000 people in Mkeishifa will benefit from the rehabilitated health care centres
Subtotal Health projects		.925 million		
12.	Restoring of electricity grid. Supplying of 50 transformers, 750 poles and 100km of electricity cables for Tikrit Electricity network (stage 1)	.7 million	Completed on 9 November 2015	It is estimated that around 20,000 people in Tikrit benefited from improved electricity supply and expanded coverage
13.	Supply of Mobile power station 33/11 KVA & Crane vehicle for maintenance electrical network (Stage 2)	1 million	30 June 2016	
14.	Installation of mobile power station for Tikrit University	400,000	10 May 2016	It is estimated that around 20,000 students in Tikrit University will benefit from the resumption of classes
Subtotal Electricity projects		2.1 million		

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
15.	Rehabilitation of 1 secondary and 2 primary schools in Tikrit district	150,000	Completed on 9 December 2015	It is estimated that around 1,000 children will benefit from the rehabilitated schools in Tikrit and 250 children in Amerli.
16.	Rehabilitation of Tikrit distinguished secondary school	150,000	15 April 2016	
17.	Rehabilitation of Amerli school for girls	250,000	Completed on 20 January 2016	
18.	Rehabilitation of 2 secondary schools and 2 primary schools in Al Dour and Mkeishifa, including al Shaimaa girls secondary school	350,000	15 April 2016	It is estimated that around 2,000 children will benefit from the rehabilitated schools
19.	Rehabilitation of female dorms in Tikrit University	470,000	20 May 2016	It is estimated that around 2,000 female students will benefit from the female dorms in Tikrit
Subtotal Education projects		1.37 million		
20.	Emergency employment creation through debris removal, solid waste collection and small house repairs in Tikrit (through 2 NGOs)	630,000	Completed on 15 Dec 2015	400 workers will benefit from Cash for Work for a 3 months period, indirectly impacting 2,400 people
21.	Small business grants for micro/small enterprises in Tikrit	100,000	Completed on 15 Dec 2015	Around 100 shopkeepers have benefited from small grants to re-open their businesses
22.	Emergency employment creation in Al Dour and Mkeishifa	500,000	Completed on 31 March 2016	Around 400 workers have benefited from Cash for Work for a 3 months period, indirectly impacting 2,400 people.
Subtotal Emergency Employment projects		1.23 million		
23.	Community reconciliation activities targeting Yathrib and IDP communities who have not yet returned	150,000	31 March 2016	Contract has been concluded with local NGO (Sanad)
Subtotal Community Reconciliation projects		150,000		
24.	Rehabilitation of Al Qadisiya police station in Tikrit	70,000	Completed on 15 December 2015	Qadisiya neighborhood of around 20,000 people will benefit from increased police presence
Total Estimated Projects Cost		12 million		

ANBAR GOVERNORATE

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
1.	Rehabilitation of Ramadi Water Project – stage 1, with capacity of 6000m ³ /hour	2.8 million		It is estimated that around 300,000 people will have access to safe water once these water projects have been completed. Currently, the Ramadi main water station is operating at low capacity and temporary connection of Waraar bridge has been established thanks to quick support by Government of Iraq.
2.	Rehabilitation of Qasr Al Adala Water Project with capacity of 600m ³ /hour	300,000		
3.	Rehabilitation of Albu Faraj and Kilo 5 water project with capacity of 1500m ³ /hour	600,000		
4.	Materials for repair of water network in Ramadi	2 million		
5.	Rehabilitation of water ground and towering tanks, Al Tash water complex with capacity of 200m ³ /hour and Zujaj withdrawal station with 500m ³ /hour (total of 5 projects)	800,000		
6.	Rehabilitation of Saidiqiya water plant with capacity of 200m ³ /hour	300,000		
Subtotal Water projects		6.8 million		
7.	Procurement of 3 mobile power station 33/11 KV for Ramadi City	2.1 million	31 July 2016	It is estimated that around 50,000 people will benefit from the electricity supply through mobile power stations
8.	Procurement of 153 generators 250 KV for Ramadi city, including installation	6.3 million	First 38 generators delivered to Anbar in March. Second batch of 26 generators arrived in Basrah. Next batch due to arrive in April	It is estimated that around 200 households (around 1200 people) will benefit from each generator and therefore 183,600 people will benefit from the power supply by the total 153 generators. First 5 generators installed in Saidiqiya and Matheeq neighborhoods.
9.	Supply of electricity materials, transformers, poles and cabling	2.2 million		Currently being advertised
Subtotal Electricity projects		10.6 million		

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
10.	Procurement of 6 ambulances for Ramadi	325,000	29 February 2016	The ambulances arrived in Basra but are pending customs clearance. They will benefit around 10,000 people
11.	Rehabilitation of 7 health centres in Tameem/Kilo 5 and Kilo 7/Saidiqiya (7 projects)	325,000		The health centers will benefit around 50,000 people in Al Tameem, Kilo 5 and Kilo 7
Subtotal Health projects		.65 million		
12.	Rehabilitation of 10 primary schools in Tameem area (Al Marbid secondary, Abu Reesha primary, al Buraq and Rabi'e al Awal primary schools in Kilo 5 and Kilo 7; Al Tahreer secondary, Al Zubair and Dar al Uloom, Al Hawraa and Bade-e al Samawat primary schools in Tameem)	350,000		The primary and secondary schools will benefit around 1,200 children in Al Tameem neighborhood
Subtotal Education projects		.35 million		
13.	Rehabilitation of Housing complex waste water treatment in Kilo 7 and the H1 and D1 treatment plant in Tameem (3 projects)	600,000		This project will benefit the return of 20 000 people to Kilo 7 housing complex and Tameem area.
Total Estimated Project Cost		18.4 million		

NINEWAH GOVERNORATE

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
1.	Rehabilitation of Sinuni health care centre, including basic medical equipment	0.7 million	Completed on 29 February 2016	It is estimated that around 30,000 people will benefit from the reestablishment of health services in Sinuni. The health centre was severely damaged and before rehabilitation the hospital was not admitting patients. It is managed by doctors and paramedical staff from CAPNI (Christian Aid Program Northern Iraq) who are treating the simple cases for which no hospital admission is required
Subtotal Health projects		.7 million		
2.	Installation of high voltage power line from Aywanat to Sinuni	2 million		Not yet started. Waiting for confirmation from MoE to supply materials
3.	Rabia sub-station and internal network rehabilitation	330,000		Waiting for final approval by Ninewah governorate
4.	Sub-station for Sinuni 132/33V to facilitate connection to homes	1 million		Waiting for final approval by Ninewah governorate
5.	Mobile Generators 1.5Mv for Sinjar town and for Sinuni townships	2.5 million	Currently advertised	It is estimated that around 30,000 people will benefit from these generators.
Subtotal Electricity projects		5.43 million		

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
6.	Livelihoods support to farmer communities in Rabia through fertilizers for wheat crops	500,000	Completed on 20 March 2016	The livelihoods support will reach around 1,700 families, indirectly benefiting from increased income
7.	Cash for work for rubble removal and waste collection in Rabia town	300,000	30 April 2016	The project is implemented by the French Red Cross and is currently ongoing.
8.	Rehabilitation of the Al Jazeera agricultural irrigation scheme in Rabia	1.4 million	30 September 2016	The rehabilitation will benefit....
9.	Livelihoods support for female headed and vulnerable households through asset replacement (animal husbandry) in Sinuni	400,000	31 July 2016	Through NGO Yazda
Subtotal Livelihood projects		2.6 million		
10.	Inter and Intra-community dialogues to improve peaceful co-existence and reduce tensions (through UPP)	370,000	31 March 2016	Around 40 dialogue facilitators trained on conflict resolution for 20 community reconciliation projects
Subtotal Community Reconciliation projects		.37 million		
11.	Rehabilitation of 4 well heads including pumps in Sinuni townships	200,000		Bill of quantities under elaboration by Ninewah governorate
Subtotal Water projects		.2 million		
12.	Rehabilitation of 6 primary schools for both Kurdish and Arabic speaking children in Sinuni	400,000		Bill of quantities under elaboration by Ninewah governorate
Subtotal Education projects		.4 million		
13.	Procurement of municipal equipment: 6 water tankers, 4 garbage trucks and 2 tipper trucks for Sinuni/Rabia	1.2 million	31 May 2016	Procurement through LTAs. The municipal equipment will serve garbage collection for thousands of homes.
Total Estimated Projects Cost		1.87 million		

DIYALA GOVERNORATE

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
1.	Rehabilitation of Al Saadiyah central water treatment plant with capacity of 840m3/hour	950,000	31 July 2016	It is estimated that around 30,000 people in Saadiyah will benefit from improved water supply.
Sub-total Water projects		.95 million		
2.	Rehabilitation of Al Saadiyah main PHC	100,000	6 June 2016	It is estimated that around 15,000 people in Saadiyah will benefit from rehabilitated health centre and improved ambulance services
3.	Provision of 2 ambulances to al Saadiyah main PHC	100,000	15 May 2016	
Subtotal Health projects		.2 million		
4.	Rehabilitation of electrical plant and provision of electrical materials	300,000	30 June 2016	The electrical materials and rehabilitation works for the network will increase the electricity supply. An estimated 30,000 people will benefit from this.
Subtotal Electricity projects		.3 million		
5.	Rehabilitation of 3 schools in Al Saadiyah sub district	400,000	31 May 2016	It is estimated that around ... children will be able to attend the rehabilitated schools.
Subtotal Education projects		.4 million		

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
6.	Inter and Intra-community dialogues to improve peaceful co-existence and reduce tensions (through Iraqi Conflict Management)	300,000	31 March 2016	Around 40 dialogue facilitators trained on conflict resolution for 20 community reconciliation projects
7.	Rehabilitation of municipality shops in Saadiyah town	50,000	31 May 2016	Around 30 shops will be renovated so that businesses can re-open.
8.	Procurement of municipal equipment : 2 garbage trucks and basket lift vehicle for electricity	300,000	31 May 2016	Procured through LTA.
Total Estimated Projects Cost		2.5million		

Annex II: Performance Tracking Matrix

FUNDING FACILITY FOR IMMEDIATE STABILIZATION QUARTERLY LOGFRAME REPORT (OCTOBER-DECEMBER 2015)		
<p>UNDAF Outcome 1: Government and communities' resilience to disasters (man-made and natural) strengthened Expected Country Program Outcome 3: Improved livelihoods opportunities for crisis-affected communities.</p> <p>Indicator: Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar Baseline (data as of April 2015): Salah al-Din: 27,000 returnees; Ninewah: 24,924 returnees; Diyala: 40,524 returnees; Anbar: 5,586 returnees Target: 700,000 total internally displaced persons have returned to their places of origin by the 31 December 2016 (end Q4)</p>		
INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	Q4 PROGRESS
OUTPUT 1: Rapid local stabilization and recovery assessments are carried out with local authorities, UN agencies, and civil society actors		
<p>"Indicator: Assessment methodology to assist the provincial governments of liberated areas to systematically determine needs is developed. Baseline: There is no methodology employed by the provincial governments of liberated areas for needs assessments. Target: UNDP creates a needs assessment methodology that is employed by the provincial governments of liberated areas.</p> <p>Indicator: Percentage of liberated areas with assessments undertaken. Baseline: No assessments undertaken in liberated areas. Target: By 31 March 2016 (end Q1), 80 percent of liberated areas have had assessments undertaken."</p>	<p>UNDP and Government of Iraq develop assessment methodology, requiring consultation with local authorities, UN agencies, World Bank, and other stakeholders.</p> <p>Conduct rapid stabilization and recovery assessment and final reports</p> <p>Carry out local assessments with verification missions and site visits</p> <p>Conduct prioritization workshops</p> <p>Translate assessments and findings</p> <p>Finalize and publish reports</p> <p>Advise local and provincial authorities on assessment process and prioritization</p> <p>Deploy senior coordination advisor for coordinating the assessment exercises</p>	<p>Methodology developed and being replicated in 3 areas of engagement.</p> <p>Al Saadiyah stabilization needs assessment report was finalized in Q1 following a prioritization workshop and 2 field verification missions. The work has been coordinated with Diyala governorate and a stabilization advisor during the entire process. The Sinjar stabilization needs assessment report was finalized in February and was coordinated through the Ninewah Governorate with help of one of the FFIS stabilization advisors. In total, 7 out of the 9 FFIS focus areas have needs assessments reports including costing for short and medium term priorities and they are available in English and Arabic. The Beji and Ramadi assessment reports could not be completed in Q1 due to the insecurity. They are expected to be completed in Q2.</p>
	Overall output progress: 78% of liberated areas (7 out of 9 FFIS priority areas) in Salah al-Din, Anbar, Diyala, and Ninewah provinces have been assessed. In Q1, two stabilization needs assessments were finalized: Sinjar and Al Saadiyah	

OUTPUT 2: The Government of Iraq is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of internally displaced persons.

2.1 Rehabilitation of light infrastructure in newly liberated areas (Window 1)

<p>Indicator: Number of infrastructure projects rehabilitated in provinces with liberated implemented.</p> <p>Baseline: Liberated areas in 4 target provinces have substantially reduced access to basic services (water, health, electricity, education, and municipal services).</p> <p>Target: Infrastructure for basic services (water, health, electricity, education, and municipal services) have been restored in selected areas of liberated provinces, with a target of 50 total projects in each province with liberated areas completed by 31 Dec 2016 (end Q4).</p>	<p>2.1.1 Identified priority projects are being implemented</p> <p>Rehabilitation of water and water treatment infrastructure in Salah al-Din, Anbar, Diyala, and Ninewah Governorates</p> <p>Rehabilitation of primary health care centres in Salah al-Din, Anbar, Diyala, and Ninewah as well as Tikrit pharmacy department</p> <p>Rehabilitate electricity networks in Salah al-Din, Anbar, Diyala, and Ninewah Governorates</p>	<p>6 water projects were implemented in Salah al-Din; 2 projects were completed.</p> <p>11 water projects were selected for implementation in Anbar.</p> <p>1 water project is being implemented in Ninewah</p> <p>1 water project is beginning implementation in Diyala.</p> <p>10 health projects were implemented in Salah al-Din; all 10 projects are complete.</p> <p>6 health projects were selected for implementation in Anbar.</p> <p>1 health project was completed in Ninewah and 1 still ongoing</p> <p>1 health project began implementation in Diyala.”</p> <p>4 projects were implemented; 2 projects completed in Salah al-Din.</p>
<p>Indicator: Stabilization Operations Service Center established to manage infrastructure rehabilitation procurement and implementation.</p> <p>Baseline: No stabilization-specific operations service center.</p> <p>Target: Stabilization Operations Service Center is operational and fully staffed by 31 December 2015 (end of Q4).</p>	<p>Rehabilitate primary and secondary schools in Salah al-Din, Anbar, Diyala and Ninewah Governorates</p> <p>Rehabilitate police stations in Salah al-Din and Anbar Governorates</p> <p>Procure equipment for municipal services and ambulances</p>	<p>3 projects were initiated in Anbar. 1 project is being implemented</p> <p>5 projects were selected for implementation in Ninewah.</p> <p>2 project were initiated in Diyala. “</p> <p>10 projects were implemented in Salah al-Din; 4 projects were completed.</p> <p>10 projects were selected for implementation in Anbar.</p> <p>6 projects were selected for implementation in Ninewah.</p> <p>3 projects were beginning implementation in Diyala.</p> <p>“1 project was completed in Salah al-Din.</p>
	<p>2.1.2 Operations Service Center established to support rapid implementation of infrastructure rehabilitation</p> <p>Recruit operations staff, mainly finance, procurement and human resources</p> <p>Hire monitoring agent/engineer to monitor work and government technical departments</p>	<p>0 projects were implemented in Ninewah, Diyala, or Anbar”</p> <p>1 project (delivery of 3x ambulances) was completed in Salah al-Din.</p> <p>3 projects (including delivery of 6x ambulances) were being implemented in Anbar.</p> <p>3 projects were initiated in Ninewah.</p> <p>3 projects began implementation in Diyala.</p> <p>100% of staff has been recruited, including senior operations manager. Due to the expansion of activities, the finance and procurement capacity of the service centre is being doubled with new staff joining as of May.</p> <p>An additional engineer for Diyala Governorate started as per 1 March. Two additional civil engineers are being hired who will start in Q2. The tendering process for the external monitoring of FFIS activities, in particular for window 2 and 4, has started.</p>
	<p>Overall output progress: a total of 93 infrastructure projects are initiated, being implemented, or completed in Salah al-Din, Anbar, Ninewah, and Diyala. 22 of the 93 total have been completed. 20 of 32 projects were completed in Salah al-Din; 1 of 34 projects was completed in Anbar; 1 of 17 projects were completed in Ninewah; and 0 of 10 projects are completed in Diyala. The Stabilization Operations Service Center is operational and further expanding capacity.</p>	

2.2 Support livelihoods by jumpstarting local economy and generating income (Window 2)

<p>Indicator: Number of job opportunities for individuals, including women and youth, created in liberated areas of target provinces. Baseline: No job creation projects being implemented or initiatives taking place. Target: A total of 5,000 job opportunities created by 31 December 2016 (end Q4) in each target province. 750 (15%) will be for women and 3,750 (75%) for youth (under 30).</p> <p>Indicator: Number of small business grants, including women-owned businesses, awarded in liberated areas of target provinces. Baseline: Small businesses have no grants. Target: A total of 500 small businesses receive grants in 4 target provinces by 31 December 2016 (end Q4). A total of 50 women’s small businesses will receive grants.</p> <p>Indicator: Technical experts provide training and monitor NGOs on cash for work and cash grants administration Baseline: No technical experts are available to mentor or monitor NGOs on cash for work and cash grants administration. Target: One technical expert is deployed in each of target provinces with liberated areas to mentor and monitor NGOs’ implementation of cash for work and cash grants.</p>	<p>2.2.1 Quick employment creation projects launched in liberated areas Select NGOs and ensure standards for payment/security and deliverables are set Cash for work activities initiated in Salah al-Din, Ninewah, Diyala, and Anbar provinces Recruit NGOs for cash for work who can incorporate female participants and identify “female-friendly” work sites Recruit and train youth-oriented NGOs for cash for work schema</p> <p>2.2.2 Small business grants launched in liberated areas Select NGOs and ensure standards for payment/security and deliverables are set Cash grants provided to small businesses in Salah al-Din, Ninewah, Diyala, and Anbar provinces Training and subsequent cash grants provided to women’s small businesses in Salah al-Din, Ninewah, Diyala, and Anbar provinces</p> <p>2.2.3 Technical team of livelihoods experts are available to train NGOs on cash for work and cash grant modalities and to provide mentoring or coaching during the process</p>	<p>Al Dour and Mkeishifah (Salah al-Din) cash for work activities carried out by two NGOs (Al Noor Universal Foundation and Human Relief Foundation) from January-31 March 2016. During quarter 1 2016, 980 youth benefited from Cash for Work in Al Dour and Mkeishifa for a 30 day period through 2 NGOs (Al Noor Universal Foundation and Human Relief Foundation) . 108 families benefited from house repairs of whom 73 female headed households. In addition 194 small cash grants were provided for poultry and agricultural activities to help the most vulnerable. In total, 1489 people benefited of whom 234 women. This equals 18% of the total number of beneficiaries.</p> <p>Rabiya (Ninewah): Food and Agriculture Organization is implementing fertilizer distribution livelihoods program. so far, 500 households (3,000 individuals) received 500 kg of fertilizer. 210 youth and women were employed in Rabiya for a 3 months’ period for cash for work to clean the city and upgrade facilities. Out of the 210 people, 30 women were employed which equals to 14% of the total. The project is implemented through the French Red Cross. It started in February and will expire in April. In total 8,000 job opportunities will be generated by end of April 0 NGOs have been recruited for Anbar or Diyala. “</p> <p>Sinuni (Ninewah): initiated project to train and provide cash grants to women’s small businesses provided through local NGO Yazda. 120 businesses benefited from small grants to restart their shops in Tikrit, this is 20 more than initially reported in Q4 report. 193 small businesses benefited from small cash grants in Al Dour and Mkeishifa, of whom 43 women, mostly for tomato/cucumber farms, hairdressers and grocery shops. 0 NGOs were selected to provide cash grants in Diyala or Anbar.</p> <p>Livelihoods expert provided mentoring and advice to NGO partners on payment modalities, selection criteria, selection of sites, reporting and monitoring. Two national staff have been hired to carry out livelihoods activities. The embedded liaison officer was monitoring livelihoods activities in Salah al-Din since the inception of the projects. Ninewah Area Coordinator has been monitoring implementation of Ninewah activities.</p>
<p>Overall output progress: FFIS exceeded the target for work opportunities created for women as 18% of women (234) benefited in Al Dour/Mkeishifa and 14% in Rabiya (30), which is 17.7% overall. In total, 1489 people benefited from Cash for work and cash grant activities while 500 families benefited from the fertilizer distribution program during the reporting period. Livelihoods partners are being selected in Anbar and Diyala. Monitoring was carried out through livelihoods expert.</p>		

2.3 Technical support is provided to Government authorities to build local capacity to facilitate stabilization (Window 3)		
<p>Indicator: Authorities in target provinces with liberated areas demonstrate capacity to plan for stabilization activities and produce and implement stabilization plans. Baseline: Limited capacity to develop and implement comprehensive stabilization plans. Target: By 31 March 2016 (end Q1), authorities in each of the target provinces with liberated areas produce and implement comprehensive stabilization plans.</p>	<p>2.3.1 Embed technical experts with Ninewah, Salah al-Din, Diyala, and Anbar provinces and with municipal offices to assist with stabilization planning, coordination, implementation, and monitoring.</p>	<p>The Area Coordinator for Salah al-Din and Anbar coordinated FFIS and Governorate Stabilization Activities. An additional Area Coordinator was in the recruitment process for Diyala and Ninewah. The embedded Liaison Officer has been deployed to Salah al-Din since Q3 to monitor implementation of stabilization activities. An additional Liaison Officer was hired for Anbar. Stabilization Advisor was embedded in Anbar Governor's Office, and provided advice to Government stabilization plans and activities. A stabilization advisor is also operational for Ninewah Governorate, though stabilization planning for Mosul liberation will start in Q2. An international communications expert were deployed to Anbar Governorate as of March 2016, as well as a Special assistant to the Governor. Training workshops for planning, budgeting, and monitoring did not occur during Q1 The Ninewah and Salah al-Din Governors will identify further positions in Q2.</p>
	<p>Hire and deploy technical expertise to Ninewah and Salah al-Din for six months, embedded with Planning Departments</p> <p>Deploy Area Coordinator and technical experts to Salah al-Din, Anbar, Diyala, and Ninewah to support coordination of assistance, monitoring of activities and ensure complementarity with government funded initiatives</p> <p>Conduct specific training (workshops, meetings, etc.) on planning, budgeting, and monitoring as part of LADP methodology in Salah al-Din, Ninewah, Anbar, and Diyala</p> <p>Hire specific technical expertise for ad hoc needs identified by Salah al-Din and/or Ninewah provinces or ad-hoc specialized expertise to the Government of Iraq, if required for stabilization purposes</p> <p>Provide stabilization advisory services to Ninewah, Salah al-Din, Diyala, and Anbar in support of their stabilization plans and activities.</p>	
<p>Overall output progress: Ramadi stabilization plan has been adjusted to take into account the IED challenges. UNDP deployed an international communications advisor, a national special assistant to Anbar Governorate in Q1. The work of the stabilization advisors for Anbar and Ninewah continued.</p>		

2.4 Design and implement community reconciliation and dialogue initiatives (Window 4)		
<p>Indicator: Conflict analysis methodology developed. Baseline: No conflict analysis methodology used. Target: Conflict analysis methodology developed by 30 Sept 2015 (end Q3).</p>	<p>2.4.1 Develop a methodology for a detailed conflict analysis covering areas that will be potentially engaged for community reconciliation programming through FFIS. Conflict analysis informs community reconciliation project design Hire and deploy Community Reconciliation Expert Conduct local conflict analysis in specific liberated areas in Ninewah, Salah al-Din, Diyala, and Anbar Conduct site visits and interviews with civilian population, including IDPs, local authorities, civil society, and other stakeholders to deepen analysis and identify specific concerns</p>	<p>Community Reconciliation expert was deployed and conducted conflict analysis in Ninewah sub-districts, Tikrit, Yathrib, Al Dour, Mkeishifah, Muqdadiyah, and Al Saadiyah. Analysis was informed by interviews with communities, local authorities, and IDPs in Erbil, Kirkuk and Baghdad.</p>
<p>Indicator: Conflict analyses are conducted in liberated areas. Baseline: No conflict analysis conducted in the liberated areas. Target: Conflict analysis conducted in 80 percent of liberated districts by 31 March 2016 (end Q1, see narrative report for liberated areas mapped).</p>	<p>2.4.2 Provincial Governments, local authorities, media, and community leaders are engaged and trained on mediation/community reconciliation processes, and media develop conflict sensitive messaging Train dialogue facilitators in liberated from NGOs, local media, and local authorities on conflict resolution, community dialogue, and best practices on community restorative processes</p>	<p>UNDP selected four NGOs (Sanad, Un Ponte Per, IQCM and PATRIR) to carry out training of CSOs and conduct dialogues in Ninewah and Salah al-Din. Initial phases of activities consisted of structured interviews to inform nature of issues and tensions in Salah al-Din and Ninewah.</p>
<p>Indicator: Local facilitators (NGOs, media, community leaders, women, and local government authorities) are trained on conflict resolution, community dialogue, and best practices on community restorative processes. Baseline: No facilitators have been trained. Target: By 31 March 2016 (end Q1) at least 50 dialogue facilitators (NGOs, media, community leaders and local government authorities) will have been trained in each of target provinces with liberated areas. 20 of 50 facilitators will be women in each of the targeted provinces with liberated areas.</p>	<p>Conduct intra- and intercommunity dialogues, and establish informal conflict resolution mechanisms that target community leaders, women, youth, and members of local community, judiciary, and local security representatives to agree on set of measures to address local grievances Identify partners and implement small projects to engage different communities in shared projects such as social work in community, educational programs, inter-community rehabilitation projects with the aim to slowly rebuild social fabric Train local media to develop a platform for community reconciliation, notably in developing conflict sensitive messaging and in providing space for media to play a more prominent role in holding local institutions accountable to non-discriminatory practices</p>	<p>Un Ponte Per/PATRIR trained dialogue facilitators in Ninewah, developing their monitoring, mediation, and dialogue capacity. The SANAD for Peace building organization gathered stakeholders to develop dialogue trainings and mechanisms to mediate tensions in communities with IDPs. The findings of the trainings and workshops, as well as the second phase of implementation, will occur in Q1.</p>
<p>Indicator: Structured dialogues within and between communities at risk of violence are conducted. Baseline: No structured dialogues have occurred. Target: By 31 March 2016 (end Q1), 20 intra- and intercommunity dialogues have been conducted in each of 4 target provinces.</p>	<p>Engage provincial council, local authorities and community leaders in developing conflict sensitive messaging 2.4.3 Systematically monitor and document community tensions and retribution Develop tools and criteria to monitor and measure changes in communal tensions Recruit a monitoring officer to measure communal tensions and to engage NGOs, community leaders, Government officials Conduct workshop with NGO/community organizations on lessons learned</p>	<p>The monitoring to measure tensions in targeted areas, with qualitative and quantitative data, continued in Q1.</p>
<p>Indicator: Develop monitoring tool to monitor changes in communal tensions. Baseline: No monitoring tools to monitor changes in communal tensions are being employed. Target: Develop and employ monitoring tool to measure changes in communal tensions by 31 December 2015 (end Q4).</p>	<p>Overall output progress: Conflict analysis has been carried out in around 67% of liberated areas. Community Reconciliation Expert was deployed to oversee implementation of trainings, dialogue, and mediation projects in Ninewah and Salah al-Din. 48 facilitators were trained in Ninewah, 25 of which were women.</p>	

<p>Indicator: Project Management structure is in place. Baseline: No Project Management team in place. Target: Project Management team in place by 31 December 2015 (end Q4)</p>	<p>2.5 Project Management Team Employed</p>	
	<p>Set up Project Team with Project Manager Ensure appropriate security management arrangements are in place, including equipment Deploy strategic communications expert Monitoring and evaluation system is put in place and employed</p>	<p>The Project Team is in place. Third party monitoring is advertised and will be hired in Q2. An external evaluation will be advertised in Q2.</p>

Annex III: Risk Framework

POLITICAL RISKS

Description	Mitigation measures
Proposed/selected projects do not correspond with priorities of returnees/local population	<i>Funding decisions for projects are endorsed by FFIS Steering Committee. Workshops and advising to technical directorates on data collection and reporting techniques. Consultations with IDPs and returnees on priorities as additional inputs to final decisions.</i>
Fluid political environment whereby changes in Government positions could lead to invite changing opinions on priorities or leadership gaps.	<i>Ensure strong relationships maintained at high political level, and high-level decisions on FFIS are documented through the Steering Committee.</i>
Sectarian and tribal tensions increase, and violent conflict breaks out in areas FFIS is engaging.	<i>Engage with Government at all levels to ensure FFIS activities are conducted in a manner that promote fair distribution of projects among tribal or sectarian groups. Conduct conflict analysis to develop shared understanding of situation. International community to raise concerns at highest level.</i>
Significant distrust between PMF and local population prevents IDPs from returning despite stabilization efforts.	<i>Local PMF and local police to play a greater role when possible. Encourage PMO, Governors, PMF and local authorities to ensure timely handover to local police and to respect principles of protection of returnees. Raise specific security concerns at highest level</i>
Lack of substantive and effective stabilization planning prior to engagement	<i>Provide technical support to Governorates to prepare for stabilization effort. Task Force with PMO and Steering Committee convened regularly as a platform to raise concerns. Build trust with the governors and their advisors/deputies to provide support to planning and coordination.</i>
Inability to communicate the role of international community in stabilization and international community is used as scapegoat when things go wrong.	<i>Strategic communications officer in FFIS and joint advocacy/messaging by UN and international community. Weekly briefings to PMO including obstacles encountered.</i>
Human rights violations committed, property issues are unresolved, and other grievances lead to feelings of impunity and growing frustrations of the returning population	<i>Document protection concerns and share them with international community. Advocate with high level decision makers to raise awareness and tackle the sensitive issues.</i>

SECURITY RISKS

Description	Mitigation measures
Risk of looting of (FFIS) assets during stabilization phase or thereafter.	<i>Close monitoring on the ground and possibly delay delivery of equipment in case there is imminent risk of looting. Deployment of liaison officer on the ground. Raise any security incidents immediately with PMO and Governor. Involve international community if any assets are misappropriated. Maintain a clear understanding of relationship between UN, Governorate and security forces on the ground during the implementation of FFIS. International community to advise and monitor coordination between security actors and governorate, and report back to coalition.</i>
Possibility of recapture of Tikrit by ISIL leading to displacement and further destruction of infrastructure. ISIL counteroffensive heightens insecurity.	<i>Where possible, work with control centres to develop extraction plan for critical FFIS assets. Monitor security situation. Expanding Tikrit to corridor of stabilization with FFIS activities in Al Dour/Mkeishifa and expanding to Baiji.</i>
Mass infestation of IEDs and slow removal of these will cause casualties and slow down returns and recovery work.	<i>UNMAS role in conducting threat assessment, contracting of commercial companies, training of national capacity and coordination role for IED/UXOs. On-the-ground coordination FFIS with commercial companies such as Sterling in Ramadi and NGO MAG in Ninewah. Civil defense, police and mine action authority are involved in IED detection, ISF destroys IEDs/UXOs.</i>
Weak capacity of the local police to take over security functions. Militias prolong their stay as long as local police is not able to take over their tasks.	<i>Training of local police by international community. Maintain clear understanding of capacity and numbers of police and other security actors in stabilization areas. Build relationships with local leaders and Gol officials and leverage community buy-in to protect and support FFIS assets.</i>
Community violence increases and mistrust among communities worsens.	<i>Conduct detailed local analysis identifying sources of tension and overlay activities support distribution with demographic data available. Document risks to FFIS assets and leverage international community and senior Gol to thwart community violence.</i>

OPERATIONAL AND FINANCIAL RISKS

Description	Mitigation measures
Corruption by Government or security authorities.	<i>UNDP's rules and procedures are clearly communicated to the counterparts and funding decisions have the backing of the steering committee.</i>
Poor contracting work and huge cost.	<i>Strong monitoring mechanism on the ground during implementation phase (either UNDP-recruited or external company). Verification of quality and delivery schedule by UNDP engineers.</i>
Not enough local partners for sensitive reconciliation work.	<i>Phased approach to reconciliation with training of network of community dialogue and mediation trainers and iterative and detailed local conflict analysis capacity established with civil society organizations. Direct engagement by UNDP to reach out to tribal/religious leaders if no suitable local partner is available.</i>
Very limited Government budget for liberated areas and lack of financial resources to ensure operation and maintenance cost of infrastructure, or transition from Stabilization to Development.	<i>Setting up of the Expanded Stabilization Funding Facility (FFES) to bridge immediate stabilization with reconstruction. Liaise with WB on implementation of stabilization/recovery loan. Manage expectations of local population and Government so that messaging on stabilization reflects realistic deliverables. Local Area Development Program (LADP) advises planning departments on linking stabilization plans with medium term service delivery plans</i>
Lack of qualified personnel returning to newly liberated areas to ensure delivery of services (technicians, teachers, doctors etc.) after handing over sites to Government.	<i>Agree with counterparts on availability of trained personnel before infrastructure starts.</i>
Receipt of donor pledges is delayed and FFIS becomes underfunded at critical moments	<i>Steering Committee to review funding situation and ensure that sufficient funding is available.</i>

United Nations Development Programme in Iraq

