

# ***Funding Facility for Stabilization***



**ANNUAL REPORT 2016**

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*Empowered lives.  
Resilient nations.*

<b>Project Title:</b>	Funding Facility for Stabilization (FFIS)
<b>UNDP Project ID:</b>	00089459 (output ID: 00095684)
<b>Project Duration:</b>	May 2015 – December 2018
<b>Project Resources:</b>	Contributions received: 315,357,114 million USD from Australia, Austria, Belgium, Canada, Czech Republic, Denmark, Finland, France, Germany, Italy, Japan, Korea, Kuwait, the Netherlands, New Zealand, Norway, Slovakia, Sweden, United Arab Emirates, United States of America, and the United Kingdom
<b>UNDP Iraq Focal Point</b>	Office of the Prime Minister
<b>UNDAF Outcome(s)</b>	Outcome 1: Government and communities' resilience to disasters (man-made and natural) strengthened
<b>UNDP Country Program Outcome</b>	Outcome 3: Conditions improved for the safe return of internally displaced persons in newly liberated areas
<b>Outputs</b>	Output 1: Iraqi Government is supported to address the immediate stabilization needs in newly accessible areas which allows for the return of internally displaced persons
<b>Implementing Partner</b>	UNDP
<b>Responsible Partner</b>	UNDP
<b>Project Location(s)</b>	Newly liberated areas of Salah al-Din, Anbar, Ninewah, and Diyala governorates

### Contributing Partners



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*A family was able to return to their home in Ramadi after security forces liberated their neighborhood and the Government of Iraq initiated stabilization work with UNDP's support.*



# Foreword

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2016 has been an encouraging year for the Government of Iraq's stabilization efforts. The liberation of towns and cities from the Islamic State in Iraq and the Levant (ISIL) have advanced to the point where ISIL now occupies only a fraction of the territory it once held. The Funding Facility for Stabilization (FFS) has supported 19 of the most strategic towns and cities across Anbar, Ninewah, Salah al-Din and Diyala, contributing to creating a safe environment for the return of over 1.39 million men and women, boys and girls.

However, the year has not been without challenges. Everyone was insufficiently prepared for the significant levels of damage and explosive hazard contamination, particularly in places like Ramadi. Our security forces and rule of law institutions were stretched as more and more areas were liberated and under the Government of Iraq's control. Nevertheless, the Government has overcome these challenges and is supporting families to restart their lives, to send their children to school, to access healthcare services, and to get reconnected to water and electricity. More importantly, stabilization has improved human dignity and cultivated a sense of belonging in Iraq's future.

We recognize that reconstruction is a long-term process and it will take several years – if not longer to repair all the damage to our towns and cities. Recognizing this, in April 2016 the Government

requested the Funding Facility to open a new channel for Expanded Stabilization to act as a bridging mechanism after immediate stabilization. Our initial assumptions are being confirmed as we see the usefulness of this channel in working on reestablishing larger public institutions such as hospitals and educational institutions that are key employers and provide essential services for returnees.

The Government of Iraq is sincerely grateful for the support from the international community and UNDP in stabilizing key towns and cities across the country. By working in partnership we have set a foundation for national reconciliation and long-term development which are critical ingredients to achieve a prosperous, safe and inclusive future for all Iraqi people.



**H.E. Mahdi Al-Alak**  
*Council of Ministers Secretary General*



# Introduction

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Starting in Tikrit in August 2015, UNDP's Funding Facility for Stabilization is now active in 19 newly liberated high-priority cities and districts, helping to restore public infrastructure, put people to work, jump-start local economies, boost Government capacity and accelerate reconciliation.

During 2016, the Facility expanded into eight newly liberated districts including the hard-hit cities of Ramadi and Fallujah in Anbar Governorate. In September 2016, before the military campaign to retake Mosul started, UNDP began preparing for its liberation, liaising with authorities to identify early priorities and rushing to pre-position essential equipment. At the request of its Steering Committee, the Funding Facility is positioning itself to help stabilize the few remaining towns that will be liberated, including Hatra, Tel Afar and Hawija, and to accelerate its work in newly re-taken peri-urban and rural districts.

The impact of stabilization has been significant. More than 1.3 million displaced Iraqis have returned to their homes and every month, thousands of families are joining them, coming back to their communities to restart their lives. In many newly liberated cities, nearly the entire pre-conflict population has returned.

The aim of early stabilization is to "get things moving" by helping local governments to restore, rejuvenate and rebuild their cities. The achievements being made

by Iraqis are everywhere evident. Businesses are opening, services are beginning to operate, public buildings are being rehabilitated, streets and neighborhoods are being cleared and community groups are working together to reunite their towns.

All stabilization priorities continue to be set by the Government, through command and coordination cells at the governorate level. As the manager of the Facility, UNDP ensures the rapid implementation of the cost-effective projects that local authorities identify as crucial for the first stages of stabilization. UNDP ensures that all procurement and tendering processes are transparent and that projects are executed to the highest possible standards.

The Funding Facility for Stabilization continues to evolve. A special programme is being launched to support hard-hit vulnerable and minority communities and a second expanded channel has been opened aimed at linking stabilized cities and districts to each other and generating large numbers of jobs.

UNDP is enormously grateful for the leadership of the Government of Iraq, under H.E. Prime Minister Haider Al - Abadi and H.E. Dr. Mahdi Al-Alak, Secretary General of the Council of Ministers, who chairs the Facility's Steering Committee.

Our partnerships with the Governors of Anbar, Salah al-Din, Diyala and Ninewah remain crucial.

UNDP could not do its work without the support of the international community, particularly Germany and the United Arab Emirates as the co-chairs of the Coalition's Stabilization Working Group and the many donors which have provided generous resources.

UNDP is proud of its track record in stabilization and is committed to doing everything possible in the year ahead to deepen, expand and accelerate this vital work.



***Lise Grande***

*Deputy Special Representative of the Secretary General*

*Humanitarian Coordinator*

*Resident Representative*

*Resident Coordinator*

# Key Highlights in 2016



## UNDP advanced new ways to stabilize complex areas in Iraq

- UNDP implemented a high impact, pragmatic approach to stabilization that improves citizen-government ties and revitalizes public trust in the Iraqi Government.
- UNDP moved rapidly, having established a robust operations process through a dedicated service center to expedite delivery.

## Over one million people have returned to newly-liberated areas

- Since the start of the conflict in 2014 over 1.3 million men, women, and children have returned to newly liberated areas.
- Anbar has seen the largest number of returns (approximately 600,000 individuals), followed by Salah al-Din (over 360,000 individuals). Approximately 500,000 people in total have returned to Ramadi and Fallujah.
- FFS supports the Government of Iraq at central and local levels to lay strong foundations for the safe and dignified return of civilians.







## The Funding Facility has quadrupled in size and grown to incorporate an Expanded Stabilization channel

- FFS has grown from a small undertaking in a few cities in 2016 to a large program operating across 19 locations.
- More than 350 projects valuing over 300 million USD are restarting critical infrastructure, public services, and stimulating the local economy.

## Mosul is among the largest, most complex stabilization challenges of the decade and demands new approaches

- Mosul hosts approximately 1.4 million civilians and is the second largest city in Iraq.
- Each of Mosul's eight administrative areas is approximately the size of Tikrit or Fallujah.
- UNDP has prepositioned 43 million USD in equipment to immediately jumpstart basic services, notably health, electricity, and water. An additional 125 million USD will be required to support the city's inhabitants.



## FFS is proactively managing complex operational challenges and risks

- Explosive Hazards (EH) and Improvised Explosive Devices (IEDs) are a significant threat to stability and security in liberated areas. UNDP's strategic partnerships with demining agencies is clearing thousands of critical infrastructure and public sites of these threats.
- In many areas security attacks continue, despite liberation making access for FFS staff and partners a challenge. Strong partnerships with the Iraqi Security Forces ensure UNDP's projects and implementing partners are safe.





## Important lessons learned have been incorporated into 2017 planning

- UNDP is scaling up the rehabilitation of schools. Education is one of the primary drivers for people returning.
- Lack of housing remains the single largest impediment to return. Modalities to help repair homes are being introduced.
- Support to peri-urban villages helps create a buffer of stability around major urban centers. UNDP will support key towns in the Mosul corridor in advance of liberation of the city.
- Minority communities need extra support to build their confidence in the future. Major political and security concerns remain. A flagship program for minorities was initiated in 2016.

## Additional resources are required to meet the enormous demand for Iraq's stabilization

- The pace of liberation is accelerating and the requests for stabilization support are expanding.
- FFIS will require 100 million USD to cover a minimum of 10 additional towns in 2017.
- An additional 300 million USD will be needed for the Expanded Stabilization channel.





# Project Background

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Iraq has been undergoing political, economic, and social turmoil as a result of the conflict with ISIL. The occupation of approximately one-third of Iraq's territory by the summer of 2014 resulted in the displacement of 3.3 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.

The objective of the Funding Facility for Immediate Stabilization (FFIS) is to support the Government of Iraq's ability to respond to needs in areas that have been cleared of ISIL. UNDP is the primary implementing agency of FFIS, and the Project Document outlines four primary areas of engagement:

**1. Window 1:** Public works and infrastructure rehabilitation finances light repairs of key public infrastructure such as clinics, schools, water facilities, power grids, government buildings, access roads, etc.

**2. Window 2:** Livelihoods activities jump-start the local economy and generate income for local households, particularly families returning to their homes, including women.

**3. Window 3:** Capacity-building provides technical support for local governments, boosting their immediate response capacity to cope with the challenges arising during stabilization.

**4. Window 4:** Community reconciliation projects help local leaders and community groups promote social cohesion and dialogue with special attention local women's groups, and start a restorative justice process.

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. Leadership of the Iraqi Government at the central and governorate levels is critical to long-term success of post-conflict stabilization, especially in the decision-making process that identifies priorities through consultation with a wide range of stakeholders.

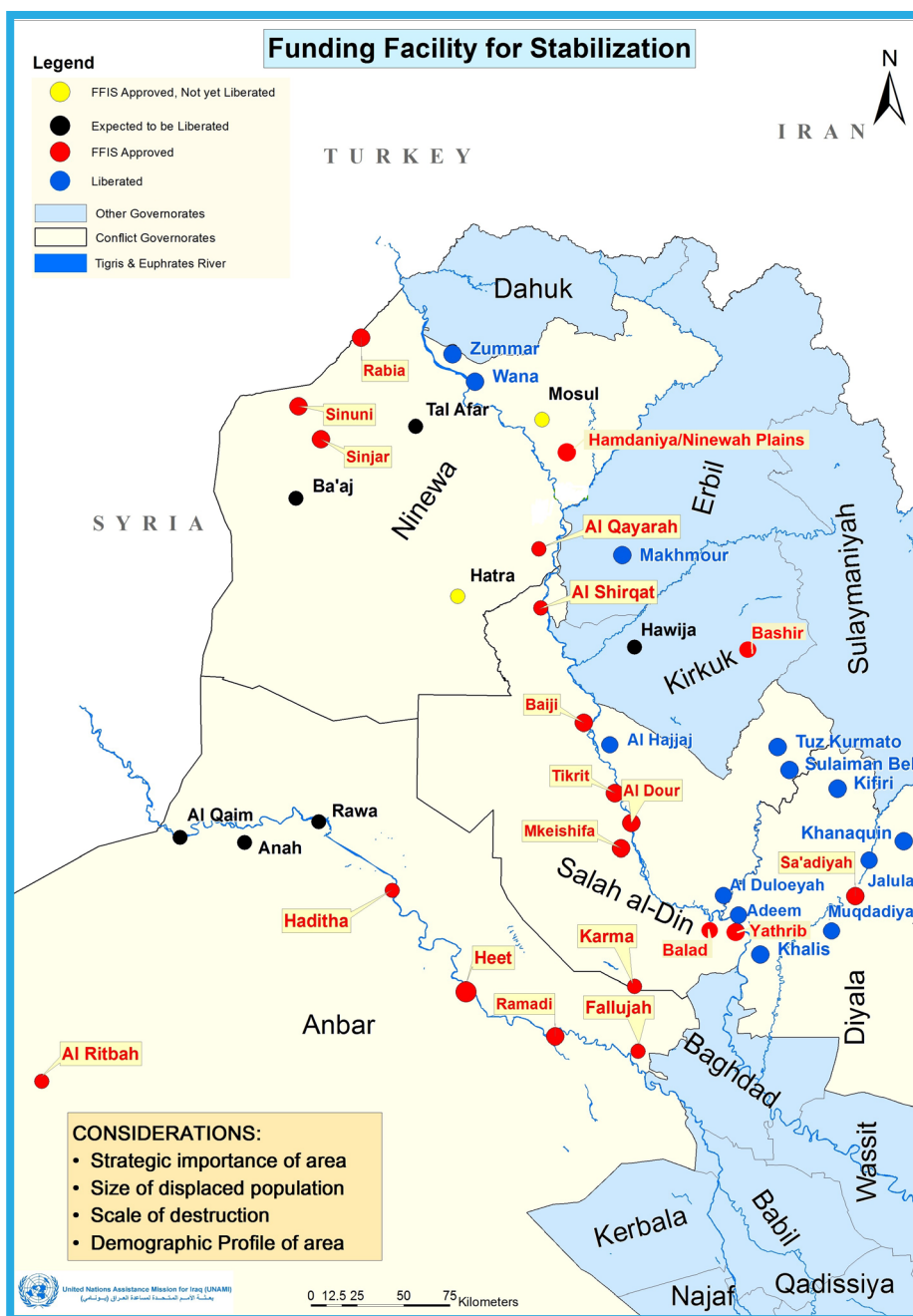
FFIS is overseen by a Steering Committee that is chaired by the Prime Minister's Secretary General of the Council of Ministers and the Deputy Special Representative of the Secretary General serving as secretariat. A number of donors to FFIS are sitting members and relevant governors are also invited. The Steering Committee is a key oversight body for FFIS activities, and ensures FFIS activities support the Government's stabilization strategy.

At the request of the Government of Iraq, the Funding Facility for Expanded Stabilization (FFES) was presented to the March 2016 Steering Committee and unanimously endorsed. When FFIS was established in June 2015, the working assumption was



that stabilization would be followed by reconstruction 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 drastic drop in oil prices, ultimately reducing the Government's revenue. The concern that military gains were at risk and that the progress made during immediate stabilization might be reversed by the slower pace of reconstruction inspired the development of a second stabilization

channel 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, the Funding Facility now includes the original Funding Facility for Immediate Stabilization (FFIS) and a second channel known as the Funding Facility for Expanded Stabilization (FFES). Both channels are managed under the guidance of the same Steering Committee.



## The Year in Review: 2016

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2016 has been a dynamic and challenging year for the Funding Facility for Stabilization (FFS). FFIS expanded from a pilot program in 2015 with a budget of \$34 million operating in only a few towns and cities, to a large program operating across 18 locations, implementing over 350 projects, with resources of over 315 million USD. UNDP demonstrated its capacity to scale up and support the Government of Iraq with a mix of stabilization projects. These initiatives restore critical infrastructure and services, improve livelihoods, and increase the capacity of the central and local government. Social cohesion efforts began to lay the foundation for national reconciliation.

The year 2016 has witnessed significant shifts in the economic, social, security and political environment. The year commenced with broad hope for defeating ISIL in Iraq. Ramadi had been liberated at the end of 2015 which strengthened the belief that the Government of Iraq could continue to reclaim territory from ISIL. The important cities of Fallujah and Karma were liberated in mid-2016, followed in succession by locations moving up towards Mosul, such as Al Shirqat and Al Qayarah. The year ended with the Mosul operation well underway and many peri-urban villages and towns liberated to the east of Mosul. There is increased hope for Government of Iraq success, tempered by a realization that some of the biggest challenges of a post-ISIL Iraq, such as national reconciliation, lay ahead for 2017.

Economically, low oil prices and the high cost of fighting ISIL significantly limited the Government of Iraq's ability to undertake reconstruction in liberated areas. As a result, in April 2016 the Government requested the Funding Facility to open an "Expanded Stabilization" channel to bridge between immediate stabilization and longer term reconstruction efforts. At the close of 2016, over 100 million USD of FFES projects are under development and implementation across the four governorates, supporting stabilization of key corridors between liberated areas and restarting large public institutions such as hospitals and universities that are major employers of Iraqi men, women, and youth.

FFS has proactively managed the many challenges and risks associated with programming in such a complex environment and learned key lessons in the process. The impact of explosive hazards (EH), especially in Ramadi, highlighted the importance of sequencing stabilization activities to ensure safe return and mitigate risks associated with highly contaminated environments. Rehabilitation of education facilities has proven central to motivating returns; when people send their children back to school it promotes citizen confidence in life resuming to normal.

The levels of destruction witnessed in 2016 were vastly beyond those encountered in 2015. Ramadi was heavily damaged and

booby-trapped, littered with mines and explosive hazards. It will take years, if not

decades, for liberated cities to fully recover.



*Children walk through their neighborhoods in Ramadi in August 2016.*

The biggest challenges for 2017 are national reconciliation and social cohesion, alongside bridging stabilization and full-scale reconstruction. The safe and dignified return of over three million civilians to their homes will be of upmost importance to rebuild lives and Iraq. As well, the severity of the physical damage and social upheaval of neighborhoods, communities, and cities across the country, and the underlying drivers of conflict, require a seriousness around national reconciliation that repairing bricks and mortar alone cannot solve. The way that this is dealt with will influence how Iraq is able to move forward as a country.

At the close of 2016, FFS is ready for immediate Mosul stabilization which will be the largest and most complex stabilization

intervention to date. Furthermore, UNDP has taken on the expansion of critical projects in liberated areas, to include FFES initiatives. FFES will continue to work with all partners to support the Government of Iraq toward reconstruction, underpinned by improvements in governance and service delivery for all Iraqis.

Overall, FFS has contributed to laying the foundations for the return of over 1.39 million Iraqi men, women, and children since the start of the conflict. Cities such as Ramadi, Fallujah, and Tikrit are once again flourishing as hubs of economic development. Nevertheless, over three million people remain internally displaced from the recent conflict. Continued stabilization assistance will remain essential in this effort.

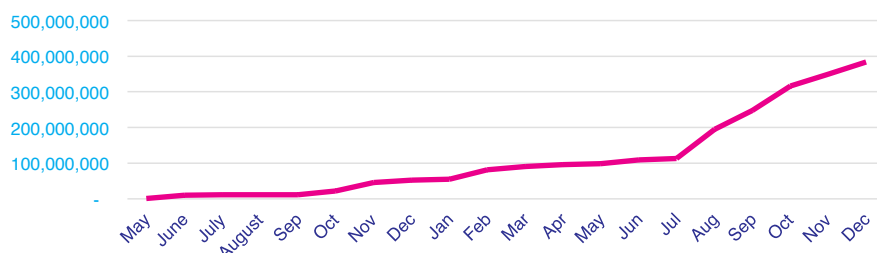


### Box 1: Support from the international community to FFS

During 2016 donors contributed over 300 million USD to FFS, a notable increase from 2015. A significant increase in donor funding was received

in the second half of 2016 with 170 million USD for FFIS and 100 million for FFES contributed between July and December.

FFS agreements signed (cumulative, in USD)

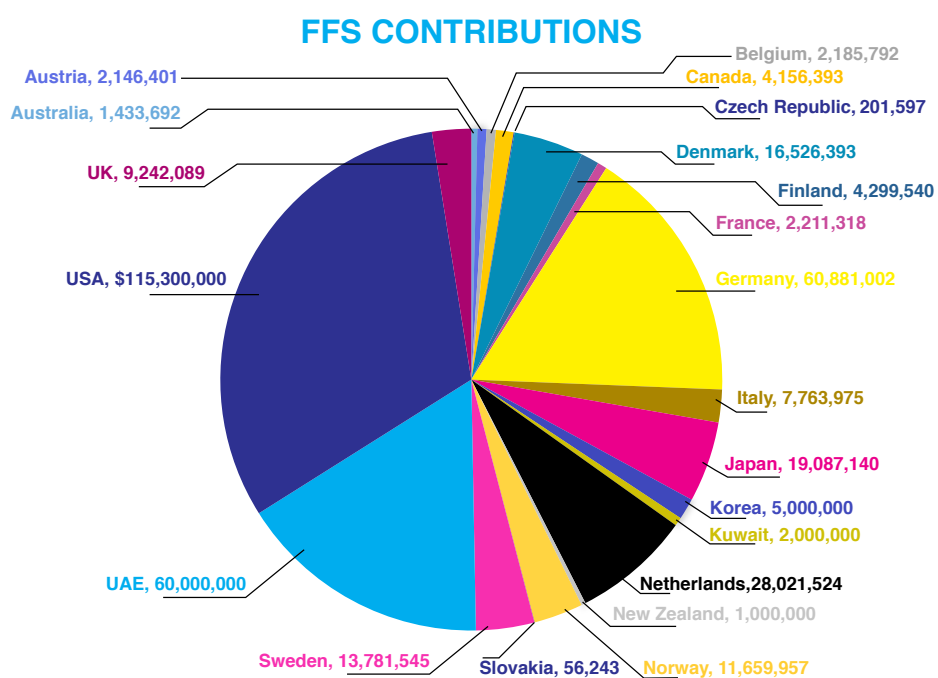


At the close of 2016, FFS was supported by 21 countries. The chart below shows the broad range of countries that are supporting FFS.

in UNDP to manage the Funding Facility in partnership with the Government of Iraq.

UNDP is sincerely grateful for the contributions to FFS. It reflects the importance placed by the international community on the stabilization in Iraq as well as the trust

Looking to 2017, FFS requires additional funding to meet the considerable demands of Mosul stabilization and expanded stabilization needs across the four governorates.



# Movement of Displaced Persons in 2016

The overall performance indicator for FFS is: "Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar." According to the International Organization for Migration (IOM) Data Tracking Matrix<sup>1</sup>, in 2016 most IDPs were

originally from Ninewah (40 percent of all IDPs, or 1,235,166 individuals) and Anbar (32 percent, or 979,152 individuals). Salah al-Din presents the third highest number of IDPs comprising 15 percent of the overall IDP population (468,642).

<sup>1</sup> <http://iomiraq.net/dtm-page>



*Thousands of men and women have returned to Ramadi and markets are beginning to come back to life.*

The majority of returns in 2016 were in Anbar: approximately 600,000 individuals or 42.7 percent of overall returns. Key areas of return were Ramadi, Fallujah, and Heet. According to IOM, Ramadi alone received 19 percent of the total returnee population with over 260,000 individuals. The governorate with the second highest number of returnees in 2016 was Salah al-Din, where approximately 370,000 individuals (19 percent of total returnee population) returned to their areas of origin mostly around Tikrit (12.3 percent, or over 170,000 individuals).

In Ninewah, 180,474 people have returned, or 13.5 percent of the overall returnee population. Diyala received 194,496 returns, or 13.9 percent of the overall returnee population. Overall by 31 December 2016, there were 1.4 million total returns in Iraq, of which 1.3 million were in the four governorates in which FFS operates. The initiation of security operations to retake Mosul on 17 October resulted in the displacement of 82,000 IDPs from Mosul within the first two months.

Between March and December 2016, operations in the Mosul corridor displaced over 282,000 individuals. Operations in Hawijja, Al Shirqat, Baiji, and Al Qaraya in the fall of 2016 also caused a spike in displacements to Salah al-Din, where the IDP population increased by over 17,000 individuals. While

the overall trends of IDPs returning to their areas of origin is positive, continued operations will drive some displacement until security is better established. The operations in Ninewah present some of the last major security operations in Iraq to drive out ISIL.

**Table 1: Return Figures from IOM Displacement Tracking Matrix**

District	Return figures 2015			Return figures 2016			2017
	09-Apr	10-Sep	17-Dec	16 Mar	15-Jun	15-Sep	5-Jan
Fallujah	3,132	10,794	10,794	10,794	10,794	15,054	225,690
Heet	0	2,250	2,250	2,250	30,492	45,558	88,542
Ramadi	2,454	26,514	26,514	17,292	83,676	163,320	264,666
Rutba					5,412	10,200	10,200
Haditha							7,458
<b>ANBAR TOTALS</b>	<b>5,586</b>	<b>39,558</b>	<b>39,558</b>	<b>30,336</b>	<b>130,374</b>	<b>234,132</b>	<b>596,556</b>
Al Khalis	31,320	37,824	48,090	54,480	61,734	61,584	68,658
Al Muqdadiya	9,204	31,026	38,178	38,178	38,178	38,178	42,582
Khanaqin (incl. Saadiya)	0	2,022	5,094	20,526	38,040	66,924	82,056
Kifri	0	1,200	1,200	1,200	1,200	1,200	1,200
<b>DIYALA TOTALS</b>	<b>40,524</b>	<b>72,072</b>	<b>92,562</b>	<b>114,384</b>	<b>139,152</b>	<b>167,886</b>	<b>194,496</b>
Kirkuk	1,080	3,630	3,720	3,720	2,388	2,388	2,478
Mosul	0	438	438	642	630	690	42,330
Telafar(Zummar, Rabia)	24,924	50,880	51,060	90,900	90,420	88,182	88,494
Hamdaniya							1,002
Telkaif(Wana)	0	11,820	11,820	18,600	18,594	20,208	19,650
Sinjar (incl. Sinuni)	0	0	5,640	18,810	21,090	24,318	28,998
<b>NINEWAH TOTALS</b>	<b>24,924</b>	<b>63,138</b>	<b>68,958</b>	<b>128,952</b>	<b>130,734</b>	<b>133,398</b>	<b>180,474</b>
Al Dour	0	28,140	48,714	49,572	54,462	54,462	54,636
Balad (Duloeya)	0	11,190	11,190	11,190	17,376	23,424	25,578
Al Shirqat							31,758
Baiji	0	8,250	9,420	9,420	20,772	24,846	27,786
Samarra (Mkeishifa)	0	15,654	15,654	16,986	41,364	41,604	43,667
Al Fares	0	0	0	9,000	6,192	6,318	6,318
Tuz	0	0	5,736	5,736	7,128	7,128	7,128
Tikrit	27,000	133,188	167,430	160,170	158,556	168,864	171,216
<b>SALAH AI-DIN TOTALS</b>	<b>27,000</b>	<b>196,422</b>	<b>258,144</b>	<b>262,074</b>	<b>305,850</b>	<b>326,646</b>	<b>368,082</b>
Abu Ghraib, Kadhima, Mahmoudiya					30,276	30,684	31,434
<b>TOTAL IN 4 FFS GOVERNORATES</b>	<b>98,034</b>	<b>371,190</b>	<b>459,222</b>	<b>535,746</b>	<b>706,110</b>	<b>862,062</b>	<b>1,339,608</b>
<b>TOTAL</b>	<b>99,114</b>	<b>374,820</b>	<b>468,780</b>	<b>547,602</b>	<b>754,158</b>	<b>910,542</b>	<b>1,397,016</b>



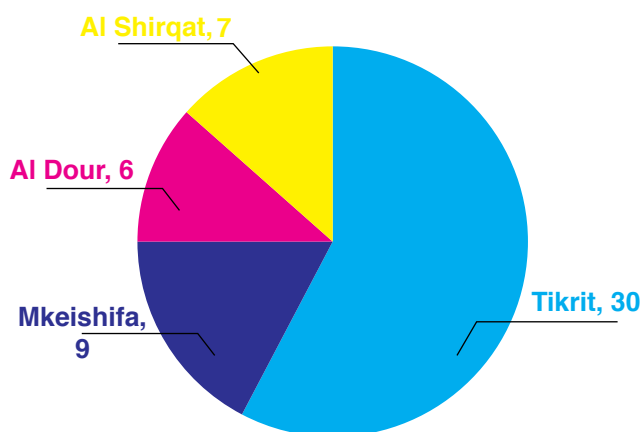
# Implementation Progress

This section provides an overview of FFIS progress by governorate between 1 January and 31 December 2016. Each governorate is broken down according to the four windows. Implementation progress is detailed below, while Annex II provides an overview of FFES projects. Quantitative 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 I.



## Salah al-Din

**TOTAL FFIS PROJECTS IN  
SALAH AL-DIN - 2016**



Salah al-Din was the first governorate in which UNDP began implementing FFIS at the inception of the program in June 2015. Tikrit, the first major city to be liberated from ISIL, comprised the bulk of UNDP efforts in late 2015 with approximately 7.6 million USD committed to 18 window 1 and two window 2 projects. By the end of 2016, UNDP's budget in Salah al-Din increased to 14.1 million USD for 52 projects and expanded coverage to liberated

areas of Al Dour, Mkeishifa, and by the fall of 2016, Al Shirqat. The modest increase in the FFIS budget is indicative of the level of damage in Salah al-Din relative to Anbar and Ninewah Governorates, as well as the strategic use of funding to maximize impact for returns.

Throughout 2016, Salah al-Din began the transition to expanded stabilization projects under FFES, and laid the groundwork

for approximately 25 million USD for rehabilitation, reconstruction and equipping of the Tikrit hospital facilities. These facilities will not only provide a hospital center equipped to international standards servicing much of northern and central Iraq, but will also employ thousands of hospital workers in Tikrit.

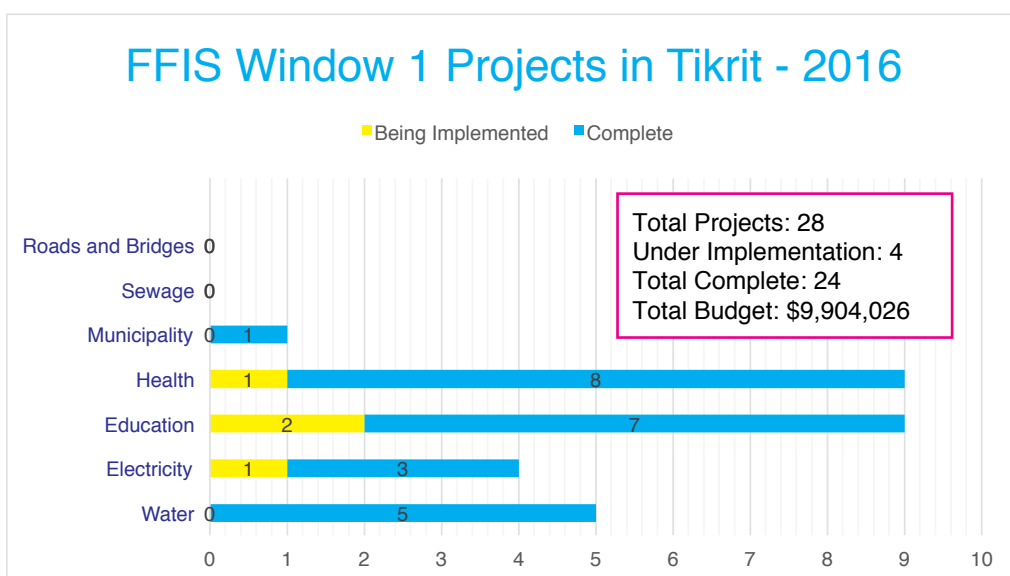
In late 2015, the Steering Committee approved UNDP activities to begin in the important city of Baiji, but insecurity resulting from sporadic attacks from ISIL nearby did not allow for UNDP or Governorate officials to safely operate in the area. Moreover, prolonged lack of returns resulting from insecurity, control of the town by militias, and decimation of the oil refinery (the economic center of gravity) further prevented UNDP from initiating FFS activities. While committed to making progress in

2017, the insecurity of Baiji and the challenges presented by the destruction of the oil refinery (which employed upwards of 50,000 people) present limitations in terms of how much can be achieved in the year ahead.

Salah al-Din in 2016 also exemplified the resilience of Iraqis following the collapse of ISIL and the ability of the Government to provide basic services to its people. Despite sporadic attacks in Tikrit, Al Dour, and Samarra, the Government and ISF were able to hold onto security gains and ensure there were no major subsequent displacements. Challenges remain, notably in reconciling communities in which some members were complicit with ISIL. Some families continued to be displaced, and in a few places such as Yathrib, disputes between communities resulted in violence.

### Window 1: Light infrastructure rehabilitation

#### Tikrit



Most of the 28 projects under window 1 implemented in 2016 were initiated in 2015. Four more projects were added early in the year that drew even more returnees to Tikrit and supported large public institutions in the city: rehabilitation of the female dormitories at Tikrit University, supply of furniture for Tikrit University, renovation of the blood transfusion center at the Tikrit Teaching Hospital, and the renovation of the surgery and emergency departments at the Tikrit Teaching Hospital. Of the 28 window 1 projects, 24 had been completed by the end of 2016.

The impact of the Tikrit window 1 projects is significant. With most of the population

of Tikrit having returned to the city, hundreds of thousands are benefiting from the repairs to the water and electricity networks. Meanwhile, the rehabilitation of five primary healthcare centers (PHCs), the Ibn Sina clinic, and major rehabilitation to emergency and blood transfusion centers at the Tikrit Teaching Hospital will help all people not only in Tikrit, but in Salah al-Din, southern Ninewah, and some parts of Diyala that require such services. Critically, the Government of Iraq has taken over the major functions of maintaining and operating the basic services infrastructure, proving that investments in the stabilization period can be reliably handed over to and maintained by the Government.



*FFS partners repair the Tikrit Distinguished School, where 1,000 students have returned to the classroom.*

### Box 2: Reopening Tikrit University

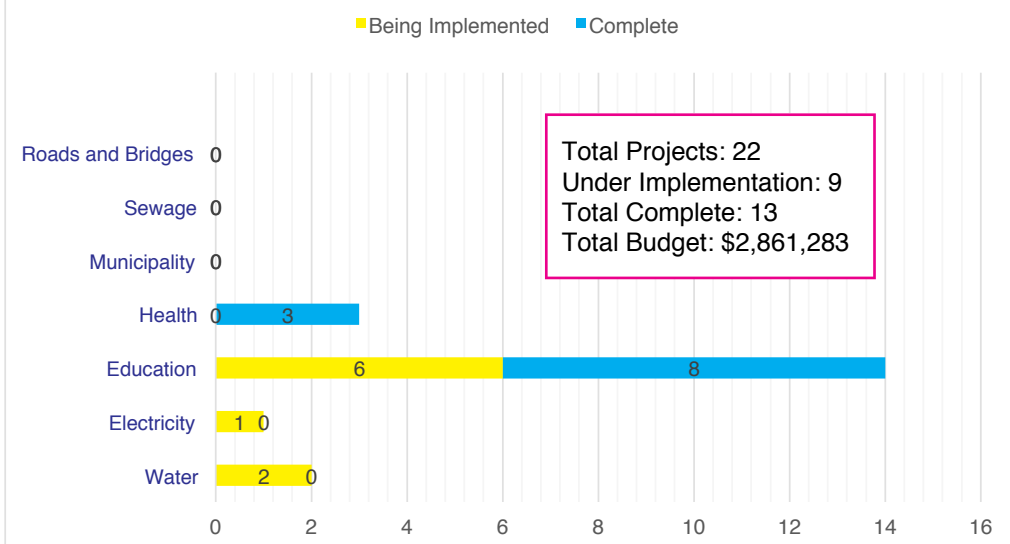
When UNDP began implementing FFIS in Tikrit in August 2015, one of the first priorities identified for rehabilitation by the Salah al-Din Governor and locals in Tikrit was the Tikrit University. The center for higher learning, comprised of over a dozen faculties ranging from medical to engineering departments, was moved to Kirkuk during the conflict. FFIS first implemented a large-scale cash for work program to clean the campus grounds. Some classes began that fall as a result; however, a large number of the 22,000 students, professors, and employees of the university could not return due to damage to the faculties, administrative offices, and

critically dormitories. The projects were beyond the scope of FFIS in cost and time. The introduction of FFES in February 2016 opened the door to greatly expand the number of students, teachers, and staff able to return to the university to continue studies.

Of particular note, women studying at Tikrit University had been unable to restart their education following the conflict since the women's dormitories were damaged. Hundreds of young women will have a place to live in Tikrit and continue their education.

### Al Dour, Mkeishifa, and Al Shirqat

#### FFIS Window 1 Projects in Al Dour, Mkeishifa, Al Shirqat - 2016





The areas of Al Dour and Mkeishifa received a relatively small investment of FFIS funding, but it has had a high impact in these key towns between Tikrit and Baghdad. In Mkeishifa, FFIS implemented eight projects in 2016 the majority of which were dedicated to improving water facilities. Six schools were also renovated, as was the Mkeishifa PHC. Seven of the projects were completed in 2016, while the

water project is undergoing the last of the repairs. In Al Dour, five window 1 projects were implemented for 1.1 million USD, predominantly supporting the water sector as well. Two schools and two clinics were also rehabilitated; only repairs to the water project are still being implemented in Al Dour. In total, at least 40,000 people benefit from the water, health, and school repairs conducted in these areas.



*Major water facilities in Tikrit, Al Dour, and Mkeishifa have been renovated and work is beginning in Al Shirqat.*

### *Window 2: Livelihoods support*

In 2016, UNDP shifted from immediate programming such as cash for work schemes to implementing high impact livelihoods opportunities through FFES interventions. UNDP efforts under FFES will rehabilitate major public institutions, such as the Tikrit Teaching Hospital and Tikrit University to generate sustainable incomes for thousands of people.

### *Window 3: Capacity support*

Throughout 2016, the Governorate officials of Salah al-Din, notably the Governor, demonstrated strong capacity to assess, prioritize, and implement stabilization needs. UNDP supported the Governorate with one Baghdad-based International Stabilization Advisor, one Area Coordinator, and one Local Coordinator based in Tikrit. Several engineers further supported implementation of stabilization projects, ensuring that the works were completed in high standards and according to Iraqi needs. Employing the Local Coordinator as the stabilization expert for UNDP in Tikrit improved the already well-functioning Governorate officials and line departments. The Coordinator, working under the supervision of the Baghdad-based Area Coordinator, provided expertise to the Governorate officials on stabilization, notably in identifying opportunities to maximize job creation as well as coordinating external support to the Government's priorities.

### *Window 4: Community reconciliation*

In Salah al-Din, the main focus of the activities in 2016 was to address some of the previous work regarding inter-tribal

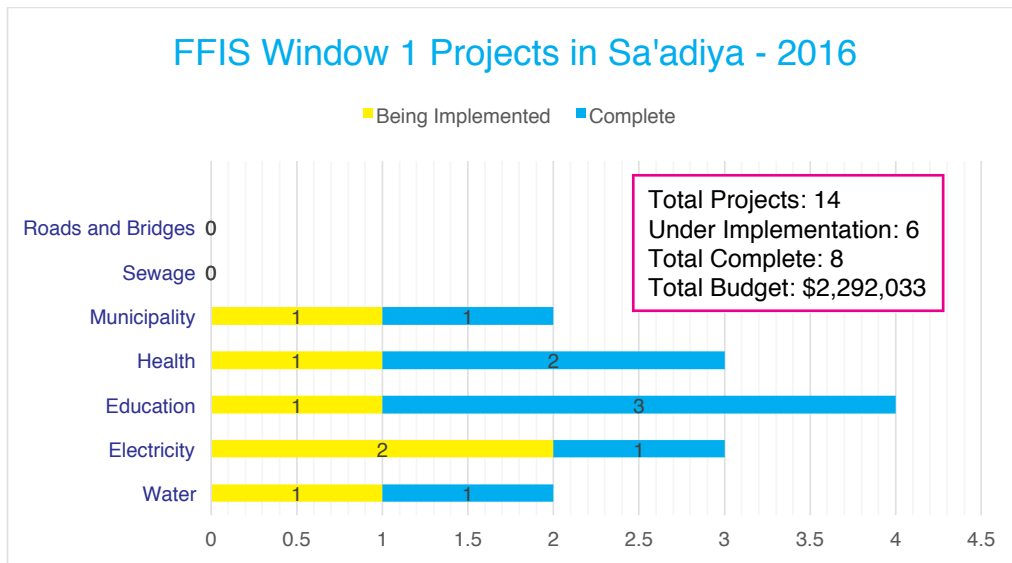
tensions and the presence of Popular Mobilization Forces (PMF) affecting returns in the governorate. Political upheavals and the remaining delicate security situation in the fight against ISIL have led to protracted displacements, with returns often selective and limited. After a series of roundtables and consultations with the PMF leadership in Salah al-Din, the National Reconciliation Council (NRC), local authorities, and the National Security Council, vetting processes and compensations were tackled so that reforming the mechanisms in the targeted areas could generate sustainable security policies conducive to a solid reconciliation process.

UNDP's community reconciliation work throughout 2016 positively impacted the local authorities capacity to respond to growing community tensions and inter-tribal conflict over resources and previous grievances. UNDP facilitated the process and its implementing partner SANAD served as a convening mechanism to improve coordination among the various actors involved in the screening and security processes in the governorate. As such greater coordination on return and humanitarian activities led by the Government were considerably improved.

UNDP further fostered a stronger relationship between local and federal-level authorities, bolstering confidence in institutions and in accessing them to implement stabilization activities.



## Diyala



UNDP maintained a limited presence in Diyala throughout 2016 focusing on the strategic area of Sa'adiya, a sub-district of Khanaqin. The Steering Committee endorsed work in Sa'adiya in January 2016. Following a needs assessment workshop held with Diyala and Sa'adiya officials in February to establish the baseline data and priorities, UNDP implemented 14 projects for a total of 2.3 million USD in 2016. Of the 14 projects, eight projects have been completed and provide basic services to the 67,000 IDPs who have returned to Sa'adiya sub-district and Khanaqin at large. In late 2015, there had been only approximately 5,000 returnees in Sa'adiya according to IOM statistics. UNDP engagement in the sub-district paralleled the return of tens of thousands more IDPs over the course

of 2016, and enabled the Government to demonstrate its capacity to support returnees with basic services.

UNDP will continue to support Sa'adiya residents through FFES: rehabilitation of the essential Hamrin Dam. As in other parts of Iraq, ISIL used the Hamrin Dam as a man-made defensive line against ISF and allied groups. The dam completed in 1981, is 6.3km long and serves as a land bridge between Khanaqin located on the southern side of the man-made lake with the cities on the northern side through Muqdadiya and Suleymaniya. The lake provides water intake for 80 percent of the population of Diyala. The dam provides irrigation for 2.9 million hectares of agricultural land, benefiting 11,435 farmers. For the cost of 4.9 million USD, renovations to the Hamrin

Dam will stop the coastal erosion, conduct badly needed repairs and underwater construction, and shield the coastal slopes of the dam to safeguard road access and avoid unnecessary discharging of water into the Tigris River.

The UNDP response in Diyala presents an important case where liberated areas are also absorbing a large number of IDPs. In this environment, the FFS sister project, the Iraq Crisis Response and Resilience Program (ICRRP), works with the large IDP communities in Diyala, notably in the towns of Khanaqin, Jalawla, Muqdadiya, Adem, Khalis, and Kifri. While some of these towns have also been liberated from ISIL, the FFS Steering Committee has directed UNDP to implement projects in Sa'adiya to pilot work in Diyala and provide the Government in Baghdad the support it had requested.

The political situation in Diyala challenges UNDP's ability to work closely with local authorities throughout the Governorate, notably in sensitive areas such as Jalawla, which is disputed. Located in a strategic location between areas controlled by the Government of Iraq, Iran, and the Kurdish region, Sa'adiya was the site of intense fighting. The demographic composition of Sa'adiya was also particularly important as a mixed area. Its location on political and ethnic fault lines makes Sa'adiya particularly at risk of prolonged ethnic and sectarian tensions. As such, FFS activities supported the mixed returnees in the sub-district and may expand in activities in 2017, depending on the political and security situation.

For window 1 activities, UNDP has fairly evenly distributed the 2.3 million USD budget in Sa'adiya between the water, electricity, education, health and municipal sectors. The water treatment project will supply safe drinking water for approximately 30,000 people, which was only working at 35 percent capacity at the start of the project. By its completion in early 2017, the facility will work at full capacity pumping, purifying, and treating at 840m<sup>3</sup>/hour. The equipment for the Electricity Department and rehabilitation of the electricity center will improve access to power for approximately 10,000 returnees. Rehabilitation of the PHC, along with equipment and ambulances provided, will service around 15,000 people. Three schools with at least 600 male and female students each were also rehabilitated, ensuring 1,800 students could return to their studies. School rehabilitation in particular may expand to include an additional 11 schools.

For window 2, UNDP rehabilitated 58 Department of Municipality-owned shops, enabling 58 businesses to reopen and boost the local economy. Further, the project allowed the local government to restore one of the very few revenue sources that are used to reinforce other public services.

For window 3, UNDP deployed an Area Coordinator to work closely with the Diyala and Sa'adiya authorities throughout 2016 to determine priorities and identify resources to support their rehabilitation. UNDP did not implement any window 4 activities in Diyala.



***Box 3: FFES Taking On High Impact Projects: Bridging communities in Fallujah, Ramadi, reopening hospitals, and rehabilitating the Hamrin Dam.***

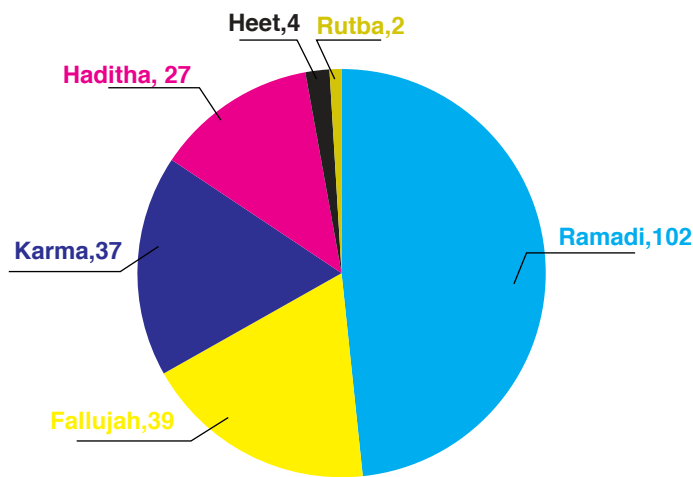
Only a few months following the initiation of FFIS, UNDP recognized that larger-scale investments in major public institutions would not only help sustain returns, but put communities on the path to recovery. Rehabilitating the local economy and basic services are critical and worthwhile endeavors; however, investments in universities, hospitals, bridges, and major agricultural networks employ tens of thousands. Two bridges in Ramadi and the well known “iron bridge” in Fallujah will connect communities across the Euphrates River, enabling civilians to safely cross the river to meet with

family, access public facilities such as hospitals and universities, and go to work. The Hamrin Dam will improve safe water access for 80 percent of the population of Diyala and generate work for over 11,000 farmers. Five hospitals in Tikrit, Ramadi, Fallujah, Al Qayarah, and Qaraqosh/Hamdaniya will be rehabilitated, ensuring that upwards of one million people have access to healthcare in hospitals renovated to international standards. The Ramadi Maternity Hospital in particular will ensure women in Anbar have access to badly needed care, while the Fallujah facility will ensure pediatric expertise is available to patients. Currently, the Fallujah hospital is the only hospital operating in Anbar, but is able to provide only limited out-patient care without further rehabilitation.





**TOTAL FFIS PROJECTS IN ANBAR - 2016**



FFIS activities in Anbar governorate were the primary effort for the project throughout 2016. UNDP had spent much of 2015 focusing on initial areas in Tikrit city and Salah al-Din governorate that were liberated by the ISF. ISF's efforts in 2015 were followed in 2016 by the liberation of the major population centers of Ramadi and Fallujah in Anbar. These security operations and the subsequent clearance of key areas by the National Operations Center opened space for the

Government and UNDP to support populations eager to return home. With the increased operational tempo of the ISF and clearance of these areas, FFIS went from zero projects and no budget for Anbar in 2015 to 211 FFIS projects committed at the cost of 56.2 million USD in 2016. In addition to Ramadi and Fallujah, UNDP is operating in four additional population centers: Karma, Haditha, Heet, and Rutba, all of which were cleared in the spring and late summer.

The total population of FFS areas of intervention in Anbar was approximately 700,000 before the conflict, almost all of which was displaced. Over the course of 2016, over half a million IDPs returned to Ramadi, Fallujah, Karma, Haditha, Heet and Rutba by the end of the year, generating a large-scale influx of returnees who needed access to basic services and had to reestablish their livelihoods.

The level of destruction in Anbar forced FFS to significantly scale up its operations, notably in staff and the number of facilities that required rehabilitation. The severe level of destruction coupled with the mixed tribal composition of Anbar also ensured that UNDP addressed the

stabilization needs of a multitude of communities.

UNDP made efforts to ensure that community leaders felt as though they had some agency in the prioritization process, an imperative given the importance of tribes in Anbar relative to communities in other Governorates. The levels of destruction were so severe that FFS inevitably would not be able to meet every need the Government or community leaders identified. Therefore it was essential that there was a consensus among Anbari leaders coupled with a transparency of the Governorate decision-making process, as embodied through the PM-mandated Provincial Control Cell and the UNDP facilitated workshops.



*Dozens of water plants are being rehabilitated in Ramadi, Fallujah, Karma, Heet, and Haditha.*



UNDP also initiated the first FFES projects in Anbar and has agreed to rehabilitate major facilities such as three bridges in Ramadi, the Fallujah Iron Bridge, the Fallujah Teaching Hospital, portions of Anbar University, among others. The public institutions to be renovated employ tens of thousands of people, while the bridges in the vicinity of Ramadi and Fallujah help facilitate civilian access into the cities and throughout the governorate, critical for trade and commerce. The FFES projects also ensure that people feel continued support from the central Government to revive the cities, and put them back on the path to economic and social recovery.

Returnees to Anbar's capital Ramadi face multiple challenges. First, the level of destruction amongst private homes is

unprecedented, with thousands of homes especially in Ramadi having been destroyed during the conflict. According to UNISAT satellite imagery analysis, approximately 5,700 buildings in Ramadi and the environs sustained considerable damage, and 2,000 were completely destroyed. Compensation for damages to private property is not only an essential component of returning home, as most Anbaris consider compensation an essential aspect for reconciling with tribes who may have been complicit with ISIL's rise. As part of FFES, UNDP is piloting an urban housing rehabilitation project in both Ramadi and Fallujah to address the major issue of rebuilding residential neighborhoods. The damage in Fallujah, Heet, Haditha, Karma, and Rutba was also significant, but not as catastrophic as Ramadi.



*Entire neighborhoods in Ramadi have been demolished due to the fighting. Such damage to housing is a major impediment to returning home.*

Compounding the issue of destroyed housing and property is the unprecedented level of EH and IED contamination. UNDP was delayed in initiating work in Ramadi due to the level of contamination presenting a major threat to civilians, including returnees, local authorities, and UNDP implementing agencies.

Assessments by international mine experts found that approximately 90 percent of the city is uninhabitable due to IEDs, with unexploded ordnance, abandoned explosive ordnance, IEDs, and booby traps or victim-operated IEDs being the primary threats. The Governorate officials of Anbar and ISF had noted



the IEDs were going to be a significant problem well in advance of liberation. Explosive Ordnance Disposal (EOD) units within the Ministries of Defense and Interior, along with the Ministry of Environment (Directorate of Mine Action or DMA) which has some responsibility for demining activities in Iraq, conducted initial clearances, but do not have the capacity to do house-to-house clearance, dismantling, and disposal of threats. The Ministry of Defense, which has the most capable EOD units, were focused on combat operations and typically do not conduct widespread clearance of civilian facilities.

To assist, members of the Stabilization Working Group contracted the demining company Janus Global Operations to train assessment teams and clear priority

facilities identified by the Government for FFS intervention. Following EH threat assessments, Janus Global Operations found 3,872 explosive hazards or threats in 18 sites across the 108,000m<sup>2</sup> surveyed. Over 194 IEDs or parts of IEDs were defeated and dismantled. However, wide-scale sweeping of private homes will remain a major issue, especially in Ramadi. More than 150 civilians were killed by booby traps in the city in 2016, an international EOD consultant was killed, and one of the demining teams was attacked with indirect fire. The IED threat will continue to hamper safe returns and life in the city for years to come.



*Staff returned to work in the Fallujah Hospital despite extensive damage to the facilities.*

#### ***Box 4: Opening Doors and Rekindling Education at Anbar University***

Ever since Al Anbar University in Ramadi was opened in 1987, the city has been a significant contributor to Iraq's scientific, engineering, and economic expertise. Prior to the recent conflict, Anbar University enrolled 20,000 students in 18 different colleges. While ISIL occupied the city, the university suffered significant damage, notably the IT center, public library, offices, and a variety of dormitories for men and women. The laboratories for science and engineering students were devastated. The university also fell victim to a massive number of IEDs, akin to the contamination experienced in much of Ramadi. Hundreds of home-made explosives and booby traps made the university buildings a fatal threat to anyone seeking to reopen the center of learning. With the initiation of FFES, UNDP took on the requests from the Anbar Governor and people of Ramadi to help rehabilitate

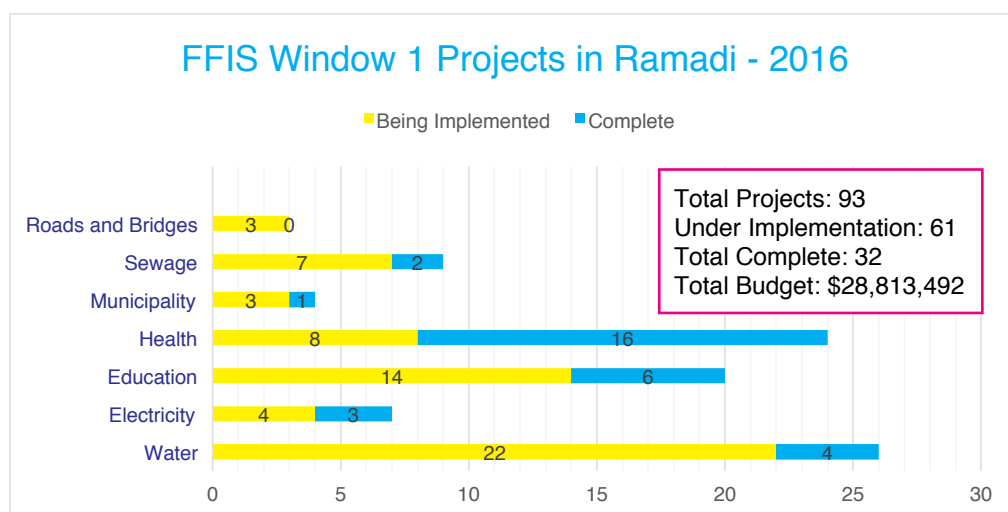
the facility, but the IED threat resulted in slow progress from the onset. In particular, the main internal road around the university and a number of buildings required clearance before initiating work. UNDP's strategic partnership with the de-mining company Janus Global Operations was crucial not only to ensuring FFS could rehabilitate damaged buildings, but allowed the university to reopen at all. The university administration aimed to reopen the campus to the thousands of returnees in October for the regular academic year. Through Janus Global, Anbar University was able to hold its Opening Celebration on October 16, with hundreds of attendees. The event sparked not only the start of the academic year for many students, but marked a major milestone for Ramadi's road to recovery. As an FFES project, UNDP will continue to repair and reconstruct the university and ensure all 20,000 students are able to safely study in Ramadi.



*Men and women returned to Anbar University in October 2016. The Government of Iraq, university administration, and staff reopened the university's doors. The demining company Janus cleared the campus of IEDs, and FFS will rehabilitate many of the faculties, dorms, and administration buildings on campus*

## Window 1: Light infrastructure rehabilitation

### Ramadi



Ramadi was the second major city UNDP worked in following Tikrit. However, Ramadi is about twice the size of Tikrit and the damage due to the conflict far exceeds the latter. As such, UNDP substantially scaled up the FFS activities. UNDP developed and met an aggressive timeline to rehabilitate water, electricity, health, and education infrastructure, and provided the Departments of Municipalities, Sewage, Roads and Bridges with essential equipment for waste and sewage management.

Working in Ramadi required a different approach than that undertaken in Tikrit due to the scale of destruction, and UNDP demonstrated flexibility in catering to its exceptional conditions. UNDP divided the city geographically into Phase I and Phase II to facilitate the Government's attempts to manage safe returns. Phase I neighborhoods included Al Tameem, Kilo 5, and Kilo 7 on the western and southern sides of Ramadi, which were liberated and cleared earlier than the central and eastern sectors of Phase II. Further, the damage in Al Tameem, Kilo 5, and Kilo 7 was less intense than central and eastern Ramadi,

or in the vicinity of Anbar University. While the damage was extensive, the Government determined these neighborhoods were more accessible, therefore returns were also organized according to these phases.

Supporting the Government's efforts, 93 FFS projects were initiated in Ramadi in 2016 for a total of 30.1 million USD. Of these, 44 Phase I projects were initiated in the spring and summer, of which 32 were completed by the end of the year. With the completion of these 32 projects returnees in Tameem, Kilo 5 and Kilo 7 neighborhoods have access to seven PHCs and six schools, providing health access for 58,000 people and education for the 5,730 pupils. After the rehabilitation of a water tank rehabilitation of a water tank in Kilo 5, 13,000 have access to water, while rehabilitation of two sewage waste water treatment ensures cleaner facilities for 17,000 inhabitants. The Command Center requested an additional 49 projects for Phase II, 21 of which have already begun and the remainder will begin by early of 2017. By the end of the year, seven PHCs in eastern Ramadi are supporting 26,000 people with health services.





*FFS supported the provision and installation of generators to neighbourhoods throughout Ramadi*

UNDP also tested a new means to provide power immediately following liberation until the broader electricity network could be repaired. This involved the delivery of 153 250kva generators

intended for Ramadi to the Government facilities in Amariyat al Fallujah, of which 72 were installed in Al Tameem within Ramadi city. Because the electricity network would take longer to



*Rehabilitation of schools has played a major part in the return of the civilian populations in Anbar*

rehabilitate and the service remained a priority for the Government, UNDP worked with the Department of Electricity to map out the locations of each of the generators in Ramadi, as well as agreeing to a detailed plan for care. The Governor, as the head of the Provincial Control Cell, took responsibility for the distribution of the generators, and worked with the

Ramadi Mayor to ensure their equitable distribution to city neighborhoods. Initially, there was a problem with ensuring a consistent fuel supply for operating the generators, but this was eventually worked out through the coordination between the Governor, the Ramadi Mayor, local communities and other authorities.

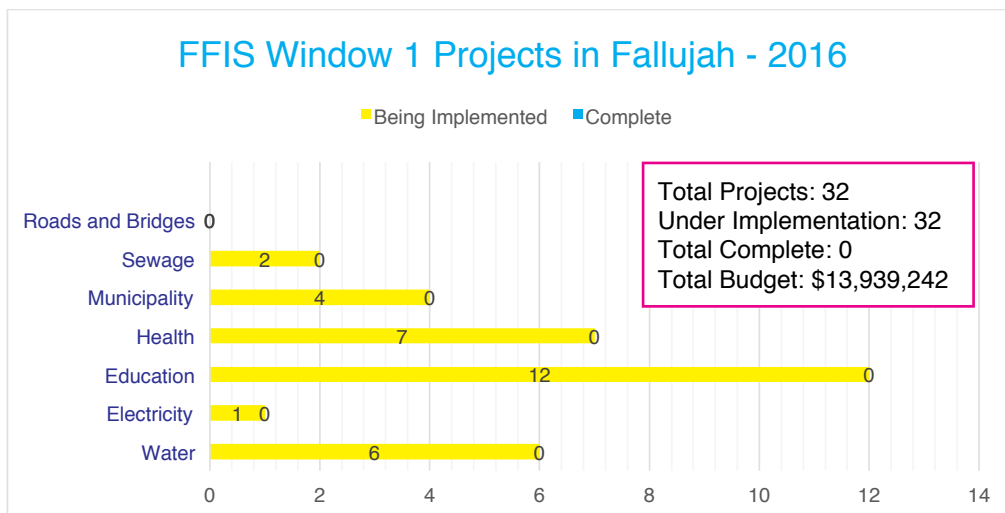


UNDP also initiated FFES projects in Ramadi that aim to support larger-scale renovations to major public institutions. The Government requested FFS to renovate three bridges (the Japanese, Palestine and Al Mahmoon), the first to be undertaken by the project. UNDP will complete the renovation of Anbar University in Ramadi through FFES, and begin rehabilitating two major sewage plants, a larger school, the Vocational Training Center, and the Ramadi Maternity Hospital. To ensure the renovations to the bridges, hospitals, and other more technical projects are undertaken with superior engineering support, UNDP has established Long Term Agreements with an international engineering company that

will develop Bills of Quantities and design plans. These projects are likely to be completed by the end of 2017 or early 2018.

The strong partnership between FFS and demining actors, notably Janus and UNMAS, was essential in initiating stabilization work in Ramadi. Without the work of the demining agencies, it is highly unlikely that many of the projects would have been completed, and very likely there would have been many more casualties. Further, UNDP and the Government's speed in implementing repairs to 77 infrastructure projects, enabled by Janus' demining work, brought water, health, electricity, and education to Ramadi as returns increased.

## Fallujah



The historic "city of mosques" was liberated in June 2016, following two and a half years of ISIL occupation. Pre-conflict estimates of the population are between 250,000-300,000 inhabitants, and by mid-2016 only 83,000 remained in the city reportedly trapped by ISIL. Most of the recently displaced population were in camps in Anbar, though approximately 20,000 Fallujans who had left the city much earlier are reportedly in ISIL-controlled Mosul. Vetting for Fallujan returns has been meticulous, as the city was one

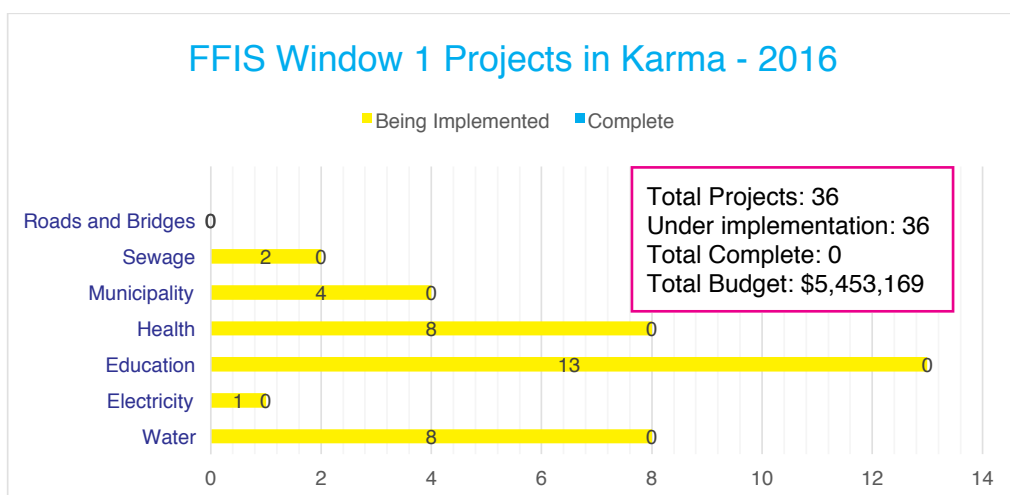
of the first to fall to ISIL and had been the largest ISIL-controlled city near Baghdad. Nonetheless, the Government of Iraq is particularly keen to provide support to the people of Fallujah, and conducted two site visits to Fallujah with UNDP including one with the Secretary General of the Council of Ministers. The Government recognizes the importance of supporting Fallujah's stability not only for the returnees of the city, but also for the security of the capital, Baghdad.

UNDP applied lessons learned from experience with explosive hazards in Ramadi to Fallujah. Notably, early planning with international mine action entities enabled stakeholders to follow up stabilization priorities set by the Government with hazard assessments and clearance. In Fallujah, UNDP and the Government partnered with Optima to quickly assess the threat in numerous facilities needing rehabilitation.

As a result of the strong partnership and lessons learned from Ramadi, UNDP initiated 32 window 1 projects in Fallujah for

14 million USD. Six PHCs are being rehabilitated at the end of 2016, and the Fallujah Teaching Hospital which sustained heavy damage will be renovated under FFES. The health facilities alone will benefit over 180,000 people. Twelve schools are being rehabilitated and will ensure over 11,000 students have access to school. UNDP is also rehabilitating three large power stations, six water projects, two sewage projects, and the Fallujah Municipality office. All the projects combined will support over 250,000 inhabitants of Fallujah, and will be completed by mid-2017.

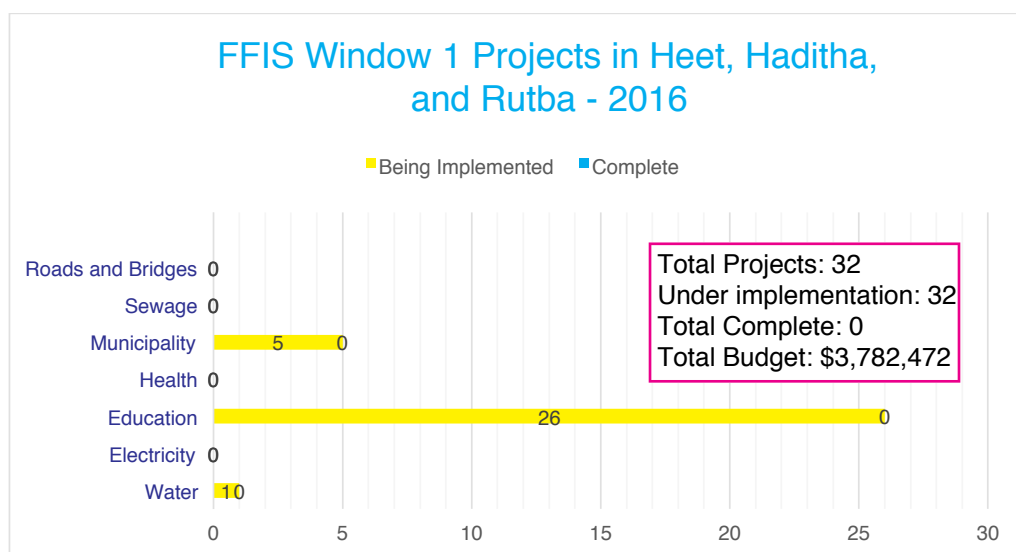
## Karma



Karma, a city of 150,000 once considered a sub-district of greater Fallujah, was occupied for two and a half years until May 2016. Located approximately 20km east of Fallujah, Karma's population was completely displaced during the occupation to cities as far away as Erbil and Kirkuk. Following an assessment mission in July, UNDP committed to approximately 5.5 million USD for 36 window 1 projects. The water sector in particular will be rehabilitated, with eight projects at 1.65 million USD to support over 42,000 inhabitants with access to water.

Support to the electricity sector with materials for the network will help the Department provide 100,000 people with power. Thirteen schools within the city will be rehabilitated and facilitate the return of more than 21,000 pupils to school. Seven PHCs will provide access to health services for over 100,000 people. Janus has also supported FFS activities by clearing all of the project sites in Karma, which was not as severely contaminated with IEDs and EH. Since ISF permitted vetted civilians to return beginning on September 1, approximately 70,000 IDPs have returned to Karma.

## Haditha, Heet, and Rutba



The city of Haditha was never occupied by ISIL, but the 100,000 residents were essentially held under siege by ISIL for over two years from 2014-2016. ISIL's presence in nearby Baghdadi ensured that civilians in Haditha were more or less trapped in the city; as such, many of the basic services as well as livelihoods deteriorated. UNDP has still not been able to conduct a mission to the remote city, but during the prioritization workshop local and Governorate authorities indicated that education was the priority since 49 of the 83 schools were in operation. UNDP agreed to rehabilitate 26 schools for boys and girls and supply some heavy equipment for the Department of Municipalities for 27 total projects, equaling approximately 839,000 USD in support. These will be completed in 2017.

Heet was declared liberated in April 2016, but insecurity in the vicinity of the city and its remoteness have made access for UNDP teams difficult. Of the 180,000 inhabitants of Heet prior to ISIL, approximately 60,000 have returned to Heet, Baghdadi, and Kubaysa.

UNDP held a needs assessment workshop in September with local Municipal and Governorate authorities, who prioritized restoration of electricity, four water stations, 14 damaged schools, and several PHCs for rehabilitation. UNDP has agreed to provide the Department of Municipalities approximately 1.8 million USD in equipment and clean up support to the city through three projects.

Similar to Heet, the remoteness of Rutba, a city of 40,000, makes conducting assessments and monitoring projects a challenge. Although liberated in June 2016, the enduring security threats on the roads to Rutba from Baghdad prevent more active engagement in the city by FFS teams. During the September workshop, local and Governorate authorities noted that approximately 85 percent of the city's population had returned to Rutba and two sub-districts of Walid and An Nukhayb. The water sector in particular had suffered under ISIL occupation, thus water comprises the bulk of the FFS support there. Two projects were being implemented in the latter part of 2016

for 1.1 million USD, including rehabilitation of the water network as well as provision of heavy equipment to the Department of Municipalities.

## *Window 2: Livelihoods support*

### **Ramadi**

UNDP's primary livelihoods efforts are to support cash for work teams to remove rubble and clean streets. Given the massive destruction of Ramadi, UNDP has initiated nine large-scale livelihoods projects. Six cash for work projects have been designated, with projects in central Ramadi, Al Tameem, and eastern Ramadi completed in 2016. An additional three projects in central Ramadi, western Ramadi, and Anbar University were tendered and will begin in early 2017. The three completed projects supported 450 beneficiaries, all of whom were IDPs and 90 percent of which were under the age of 30, for an initial 90 days. The project generated 810,000 USD in liquidity for the beneficiaries in 2016. The three additional cash for work projects will directly support 900 beneficiaries and transfer 1.67 million USD in cash. UNDP is also initiating two small business grants projects and shop renovations for Ramadi, each of which will support 500 beneficiaries in 2017, and a special micro-grant project for women-headed households is being developed for 2017 to support 3,000 women. Women-headed households will be provided a one-time 500 USD grant.

The IED threat in Ramadi also presented particular challenges for the cash for work teams. The work plans, although developed on a weekly basis, are more difficult to control and work sites could not always be cleared prior to initiation of the work. UNDP mitigated this risk by coordinating with Janus to provide

on-site mine and IED risk awareness classes to a large proportion of cash for work participants. This allowed the personnel to have a better understanding of what to look for in order to avoid residual EH threats on the ground. Furthermore, UNDP worked with the Ramadi Mayor to establish a standing IED Committee made up of one member of the Directorate of Mine Action (Ministry of Environment), one member of the Civil Defense Force, one member of Police EOD, and one member from the cash for work companies to provide a forum for taking action to reduce EH threats, if a suspected threats if discovered by beneficiaries during implementation of the project.

### **Fallujah**

Similar to Ramadi, the damage in Fallujah required a significant, labor-intensive effort to remove rubble and debris. To support the needs of returnees to attain liquidity as well as the city's need to clean up important public areas, UNDP supported six cash for work projects, three of which were completed in the neighborhoods of northern Fallujah, southern Fallujah, and nearby Saqlawiya. Two were being implemented by the end of the year, and one more is being tendered for 2017. The three cash for work projects implemented provided work opportunities for 764 people over the course of 90 days, generating approximately 1.4 million USD in cash transfers to beneficiaries. One additional livelihood project to support 3,000 women-headed households with grants was tendered in 2016, and will be implemented in 2017.

### **Karma, Heet, Haditha, and Rutba**

One cash for work project to remove rubble from neighborhoods throughout Karma began implementation in late 2016. One cash for work proj-



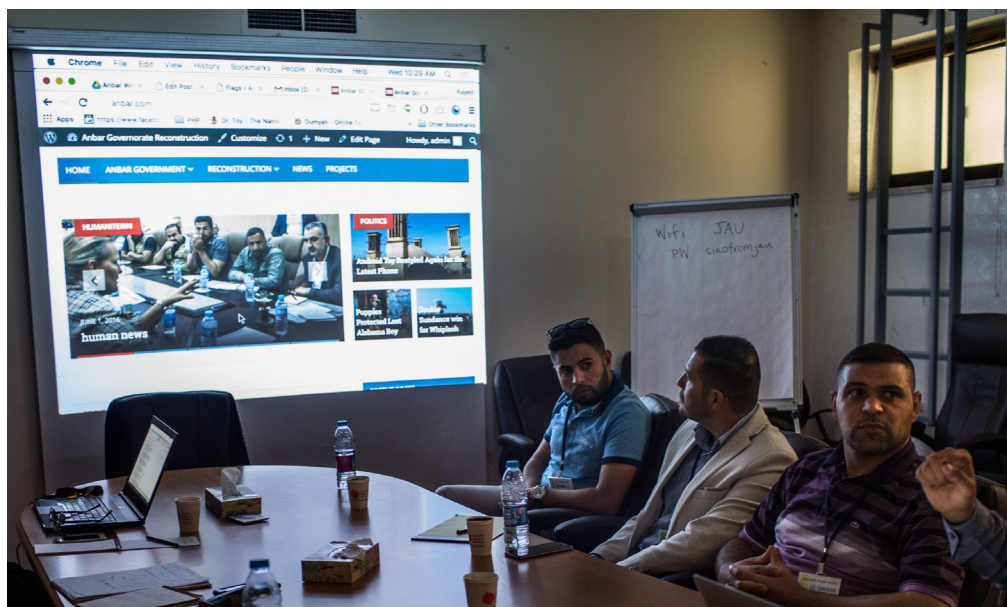
ect in Heet was under technical evaluation in 2016, while no livelihoods projects have been initiated for Haditha or Rutba due to their remoteness.

### *Window 3: Capacity support*

UNDP worked closely with Anbar Governorate officials over the course of 2016 to build the capacity of the officials to plan for and respond to stabilization challenges. An International Stabilization Advisor was embedded with the Governor's office throughout 2016 to assist in coordinating the needs and priorities for stabilization, particularly important as Ramadi and Fallujah were liberated.

One of the key areas of support to the Anbar Governor's office was strategic communications support to counter rumors on social media and support dis-

semination of stabilization progress to civilians. An International Communications Specialist and National Special Assistant provided technical support to the Governor's office, while building the technical capacity of the Anbar Information Technology Team and Media Office. Further, the Communications Specialist and Assistant supported access to the Anbar Governorate authorities of international and local news outlets, facilitating the Governor's ability to inform the public of safety issues and stabilization progress. The Specialist and Assistant also finalized the Anbar Governorate website, and built the capacity of the Governor's office to administrate the website. These skills were particularly welcomed given the active social media space on Anbar.



*The Anbar Governor's communications team expands their outreach capacity to Anbaris through the Anbar website facilitated by FFS.*

At the field level, UNDP supported Governorate and local authorities in Ramadi, Fallujah, and Karma with one liaison officer embedded with local authorities and four engineers embedded with local line departments of the Governorate. These

officers supported line department technical staff on a daily basis to develop accurate Bills of Quantities, site monitoring and reporting, and best practices in engineering.

#### Window 4: Community reconciliation

Anbar's socio-political makeup is deeply intertwined with tribal dynamics. The 2013 political turmoil and the legacy of ISIL in the post-liberation environment has left a governorate with weakened institutions and rule of law whereby clan, sectarian or tribal sub-identities have emerged as means of mustering support and expressing authority. As such the modes of governance in Anbar have been deeply affected and translated into a game of identity politics generating tensions and jeopardizing the social stability and security.

It is within this context that UNDP began developing, and prioritizing, a preventive approach to violent extremism aimed at understanding the factors that led people to join ISIL. During the military operations in each district of Anbar, people were displaced to other areas in Iraq seeking refuge, most of which have lost their homes and identification papers while displaced. A quartet committee was formed in June 2016 to bolster some security measures and facilitate communication between the officials and the population with a view to improve the check points, vetting of returnees, and provide needed judicial

reference or security to the people whether found guilty, not guilty, involved, or suspected of affiliations with ISIL. Given the lack of stability and weakness of both the vetting mechanism and the judiciary system in Anbar in general, the vetting process faced many challenges along the way. A selected group of tribal and community leaders and representatives from the judiciary, in addition to local government representatives have met to discuss the challenges that result from the application of the current vetting process. These meetings continued from May to September 2016. Local engagement with tribal leaders and the governor's office, as well as the various security agencies in the governorate and the National Reconciliation commission led to a reconsideration of the vetting process's implementation as well as the security measures put in place, shaping in turn engagement between citizens returning and the local authorities. Greater transparency and coherence in the implementation of these security processes have contributed in turn to improving social cohesion among the tribal elements and to acknowledging the complexity of each individual case, moving away from collective punishment and tribal retribution.

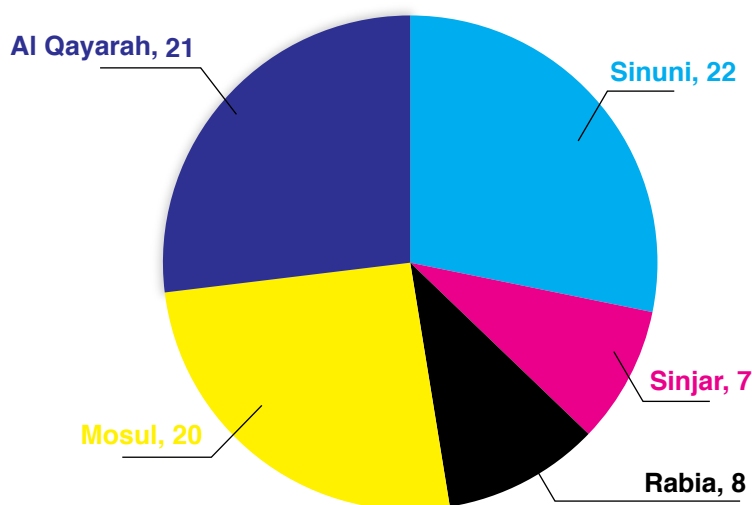


Anbar line department engineers, FFS, and security forces coordinate site access to rehabilitate the water network.



## NINEWAH

### TOTAL FFIS PROJECTS IN NINEWAH - 2016



UNDP has been engaged in stabilizing liberated areas of Ninewah since the commencement of the project in June 2015. Activities focused initially on western Ninewah, notably the towns of Rabia, Sinuni, and Sinjar with a budget of 1.87 million USD at the end of 2015 and only one project completed. One year later, UNDP's budget in Ninewah has expanded to 81.2 million USD in projects, of which 59.6 million USD was committed for Mosul in the last four months of 2016. The increased budget reflects the substantial expansion of territory retaken by the ISF, which began major operations to retake the Mosul corridor and the city itself by the late summer and early fall of 2016. UNDP subsequently extended activities to Mosul city, Al Qayarah, and the Ninewah Plains comprised of townships such as Qaraqosh, Bartalla,

Bashiqa, Bazwaya, Al Qosh, and Tilkaif; and will likely continue to target additional towns such as Ba'aj, Hatra, and possibly Tal Afar in 2017. While approximately 5.1 million USD worth of projects were completed in Rabia, Sinuni, and Sinjar by the end of 2016, major pending projects such as installation of the high voltage power line to Sinuni will ensure UNDP remains active in western Ninewah, even as towns are liberated in the central and southern areas of the governorate and the focus shifts to Mosul proper.

The governorate presents a unique set of stabilization challenges that will continue well into 2017, and will require concerted efforts by UNDP, the Government of Iraq, and the international community. These



include managing tensions between militias, disputed territories, heterogeneous populations, and the start of the largest stabilization operation to date. The

complexities of Ninewah highlight the innumerable factors affecting stability in the governorate that are well outside the scope of FFS, but affect delivery nonetheless.



*Children in Al Qayarah go to school despite the billowing smoke from burning oil fields. FFS has begun to rehabilitate schools in the town.*

Despite these challenges, UNDP continues to implement important stabilization projects that are supporting returning communities with water, electricity, health, schools, and other municipal services. IDPs have returned to Rabia and are gradually

coming back to Sinuni. UNDP has also begun to support the populations of Al Qayarah and eastern Mosul who did not leave their homes under ISIL occupation with rehabilitated infrastructure and livelihood activities.

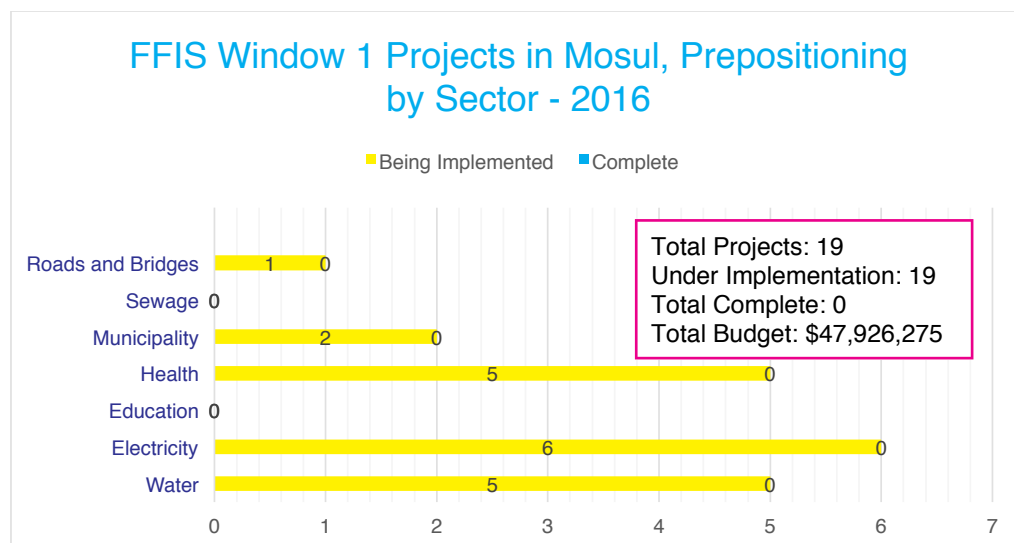


*Young men returned to Ramadi and immediately reopen their shops.*



## Window 1: Light infrastructure rehabilitation

### Mosul



If other cities liberated from ISIL are any indication, much of the essential services such as water, health, electricity, education, and municipality will be prohibitively damaged or destroyed in Mosul. According to UN-Habitat, the total generation capacity of the electrical network is currently 800 MWh, and water is supplied by four water treatment plants. Both sectors have been strained due the conflict, with the water availability at half its capacity and its quality unsafe for drinking. While some health facilities are still operational, priority services are granted to non-civilians, the fees for services have increased dramatically at a time when incomes have decreased, and maternal health is particularly suffering as ISIL does not allow for male physicians to examine women. Some of Mosul's 1,700 schools were reopened under ISIL control with a fundamentalist ideology underpinning the curriculum. The consequences of this will be far reaching. Following liberation the schools in Mosul will have to restore a more balanced curriculum, address potential indoctrination, accommodate more students, and provide remedial education for the two years of lost education.

As of August 2016, reportedly more than 135 buildings in the city were destroyed, the majority of which are owned by the Government whereby 50-75 percent of the city's administrative buildings are destroyed. UN-Habitat estimates that approximately 60-75 percent of the city's total infrastructure is destroyed, including four of the main bridges. Many of the remaining infrastructure is contaminated with improvised explosive devices (IEDs). With the ongoing military operation in Mosul city, military officials estimate that more damage to public facilities, universities, and key infrastructure is probable.

The size of Mosul with a population of 1.4 million presents an unprecedented scale for stabilization operations in Iraq since the ISIL crisis began in 2014. Drawing from lessons learned in Tikrit and Ramadi, UNDP Project Staff began working closely with the Governor and the Directors General of Ninewah in the spring of 2016 to identify essential equipment and priority infrastructure in Mosul.

FFS planning began well in advance of the inception of the military operation in Octo-

ber 2016, with an initial tranche of equipment across the critical sectors (water, electricity, health, education, and municipalities) to be prepositioned and stored, ready to be deployed when Government officials could enter Mosul. The initial tranche of 13 million USD worth of equipment is undergoing procurement, with essential items such as water pumps and medical equipment having arrived by December 2016 and delivered to the Water and Health Departments. A second tranche of equipment worth 30 million USD includes additional equipment for the five essential sectors as well as equipment for the Department of Roads and Bridges and the Ninewah Development and Reconstruction Center to conduct assessments in liberated areas quickly. In total, 47 million USD in preposition equipment as well as 179,000 USD for warehouses in Al Qayarah to store equipment, and 7.6 million USD in medical equipment for Mosul, was procured for the latter half of 2016.

At the end of 2016, approximately 20 neighborhoods of Mosul were liberated and the Government of Iraq was beginning to conduct initial assessments for those sectors requiring rehabilitation under FFIS. The Government identified priority infrastructure – notably in water and electricity sectors – that would need to be secured and rehabilitated immediately in order to prevent large-scale displacement. Initial critical facilities include: (1) Two 400kv stations on the eastern and western sides of Mosul; and (2) Three water pumping and treatment plants in the Qubba area of Mosul, on the eastern side of the river.

Of the above, only one 400kv power station on the eastern side of Mosul is in Government-controlled territory. As Government officials and humanitarians accessed

parts of the liberated neighborhoods beginning in November 2016, the alarming water situation in Mosul became clear. The Government quickly developed a plan to support the unfolding water crisis with the support of UNICEF by supplying emergency water trucked in from Kelek, near Erbil, while requesting UNDP to rehabilitate the Salamiya water treatment plant near Mosul and connect the facility to the electricity network powered from Kirkuk. By the end of the year, UNDP had begun the procurement process and expects the project to be implemented by early 2017.

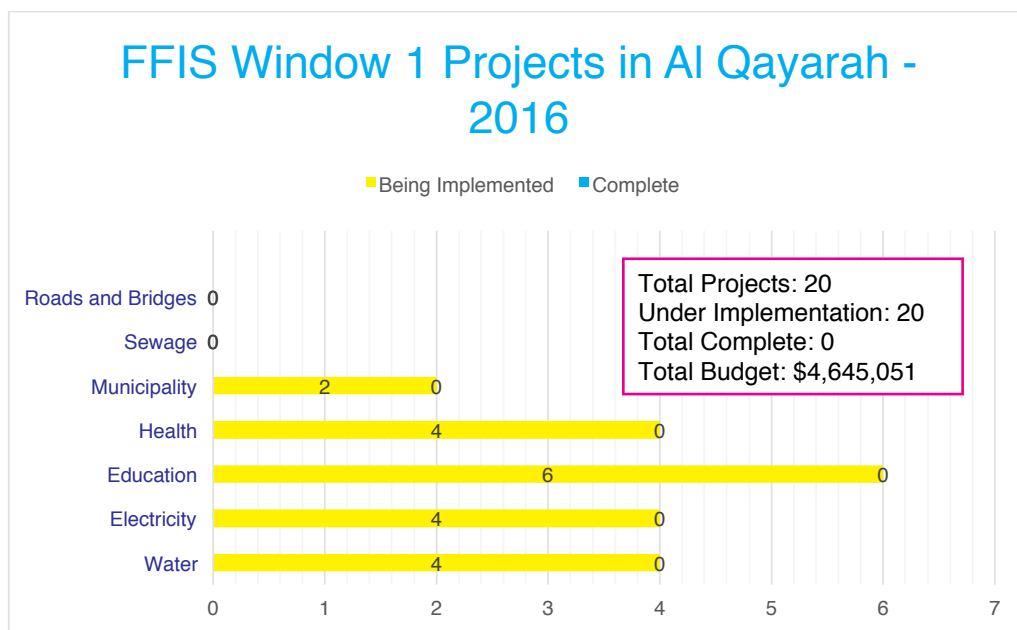
The eastern Mosul water situation demonstrated the importance of quick assessments conducted by Government officials and supported by UNDP teams once areas are liberated. However, it also highlights the immense vulnerabilities of the Government with critical infrastructure and over a million people under ISIL control. To help the Government address these issues, UNDP is collecting the “at-build” designs of the critical infrastructure from the line departments, and preparing bills of quantities with basic assumptions about the level of damage to the essential facilities. The line departments are aware of the current status of many of these facilities; for example, ISIL has not yet destroyed the Qubba-based water treatment facilities as the group relies on them for water. However, the military operation is expected to result in additional damage to infrastructure, notably as ISIL is likely to employ a strategy of maximum damage to critical infrastructure as was seen in Ramadi.

Furthermore, UNDP is preparing for the Mosul response by supporting the Government’s efforts to revive key basic services in peri-urban areas east of the city. For example, the Government has identified the rehabilitation of Hamdaniya Hospital in Qaraqosh

and the PHC in Bartalla as essential health facilities that could support inhabitants of eastern Mosul until more of the PHCs and hospitals can be rehabilitated within the

city. These projects are detailed below, but are also components of the Mosul stabilization strategy.

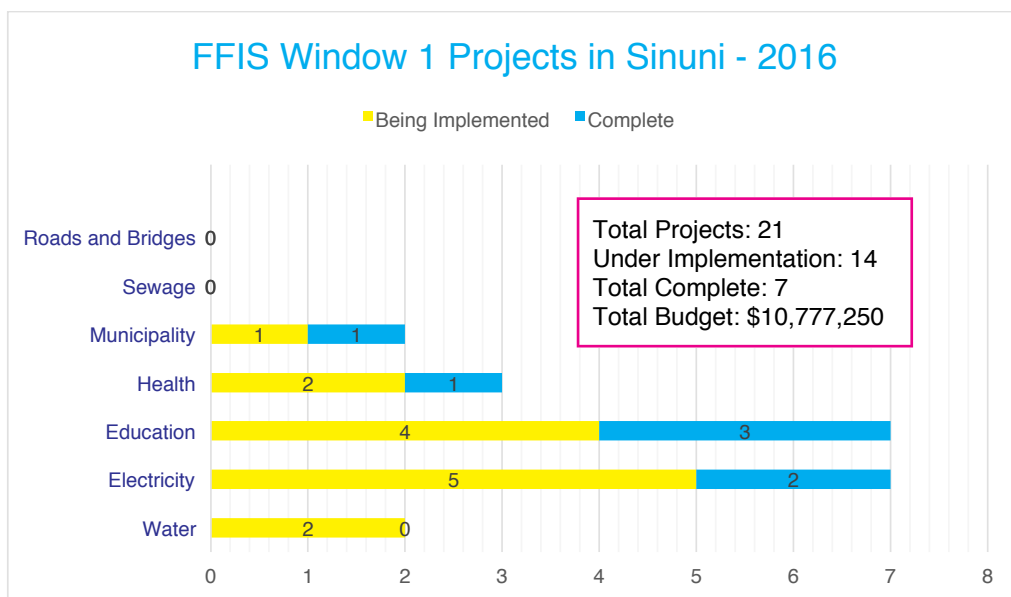
## Al Qayarah



The town of Al Qayarah located in south-eastern Ninewah, was liberated on 28 August 2016 after two and a half years of ISIL occupation. The town of approximately 20,000 people is an economic, governance, and basic services hub for approximately 100,000 people in its vicinity. The liberation of Al Qayarah in late August was the first major town to fall in the Mosul corridor leading up to ISF operations in Mosul city. The inhabitants of Al Qayarah were never displaced, though following its liberation the town absorbed an influx of IDPs fleeing from Mosul, Shura, Hammam Aleel, and areas around Tikrit.

UNDP conducted a workshop with Al Qayarah officials on 30 August, whereby 5.4 million USD worth of damage and rehabilitation required was documented. UNDP agreed to rehabilitate the Al Qayarah South water treatment plant, provide equipment

and a generator to the Water Department; renovate the Electricity Department and supply equipment that had been looted or in disrepair; supply two ambulances, a generator, and equipment to the Department of Health; rehabilitate six (later revised to two) schools; and supply equipment such as garbage trucks and water browsers to the Department of Municipalities. FFIS further agreed with the Health Department that the Al Qayarah Hospital will be rehabilitated under FFES, renovations which will raise Al Qayarah to international hospital standards, as it was before the conflict. These projects total approximately 4.6 million USD in support under FFIS, and an additional 5 million USD estimated for the hospital under FFES.



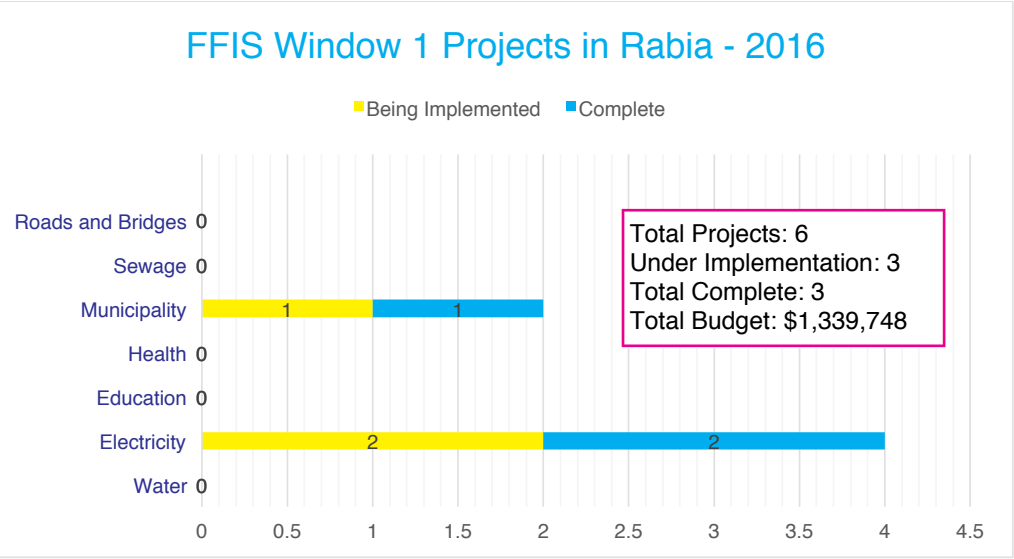
In Sinuni, UNDP implemented 21 projects for a total of 8.9 million USD in 2016. Of these, 14 were being implemented in 2016, and seven were completed. The primary line of effort for window 1 activities is the electricity sector making up approximately 7.1 million USD of the total window 1 budget in Sinuni. Three mobile substations (11kv) are being installed that will supply at least 15,000 people with power until UNDP completes construction of the 132kv transmission line from Al Aywanat to Sinuni (a distance of 45 kilometers). The project is a partnership between the Governor's Office, which purchased cables and towers from the Ministry of Electricity, and UNDP, whereby the former is supplying the equipment and UNDP will install and rehabilitate the internal network. Due to the complexities of the project, the procurement process – notably the technical evaluation of the bids – took several months. While time-consuming initially, the project is relatively low cost at 4 million USD (the Government-supplied equipment costs approximately 10 million USD) and will supply regular electricity to the Yazidi

population of western Ninewah for the first time ever.

UNDP is also almost finished rehabilitating seven schools and is expected to rehabilitate several more in 2017. Water wells in the sub-district are being rehabilitated, while the Municipalities Department is also receiving heavy equipment procured earlier this year. Crucially, supplying medical equipment to Sinuni hospital was a significant undertaking in 2016 and Iraqi regulations delayed provision of the equipment for several months. Despite UNDP adhering to international standards in procuring medical equipment, Ministry of Health regulations would not approve some equipment. UNDP worked with the Ministry of Health for several months to ensure the equipment procured by UNDP is high quality, and by November 2016 finally received a waiver to supply the equipment to the hospital. This clarification will ensure that medical equipment being procured by UNDP Long Term Agreements will be accepted by Iraqi authorities and delivered rapidly.



Rabia



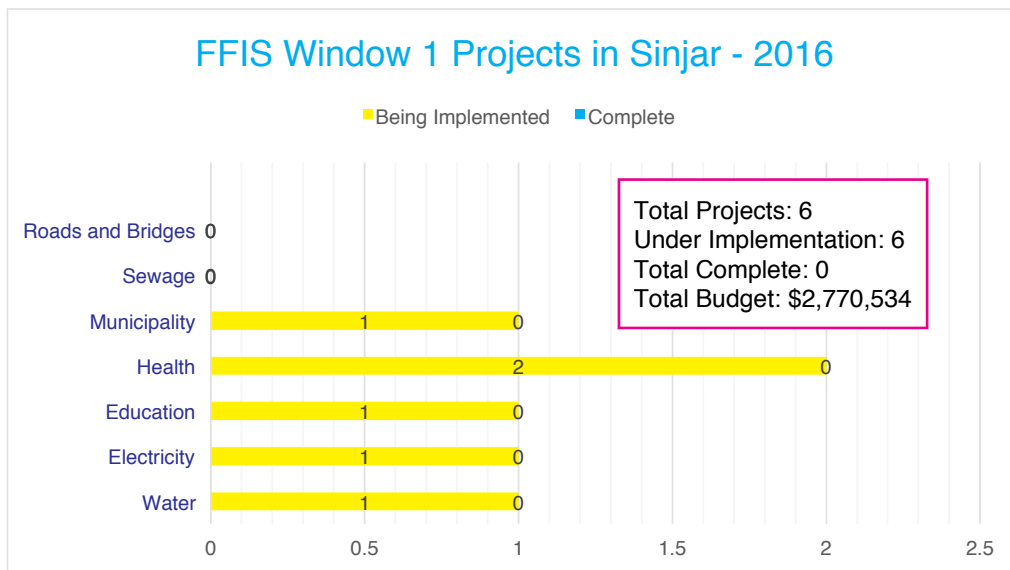
The population of Rabia had mostly returned by the beginning of 2016. FFIS implemented six window 1 projects in 2016 totaling 1.3 million USD, of which 738,000 USD supported electricity and 602,000 USD supported the Department of Municipalities with equipment and rehabilitating the department's building. Of the six projects, three were completed in 2016 (renovation of the municipal building, con-

struction of storage for 132kv transmission line equipment, and transfer of the materials). Two projects were near completion: provision of heavy municipality equipment and renovation of the Rabia substation. Additional works for power substation and internal network rehabilitation were under review by UNDP engineers, as well as the Sheikhs Hall, Municipal Council, Department of Water, and courthouse buildings.



Repairs to the Al Jazeera water intake will improve access to water across 70,000 hectares of irrigated farm land.

## Sinjar



Sinjar continues to present a major stabilization dilemma for UNDP and the Government of Iraq. The city of 54,000 people remained largely depopulated throughout 2016, with most of the 24,000 returnees returning to Sinuni sub-district of Sinjar district. While the Steering Committee endorsed FFIS implementation in January 2016, work in the heavily damaged city has been limited due to the close proximity of the frontline with ISIL, which controls areas south of Sinjar mountain, as well as political complexities between groups securing the town and the central and the Kurdistan Region governments.

Despite these tensions, UNDP implemented six projects for a total of 2.8 million USD in Sinjar in 2016, with the main effort being the electricity sector. UNDP dedicated 1.6 million USD to supply and install two mobile generators that will provide power to Sinjar city and the muja'aamat (collective towns) nearby. The installation of the two mobile generators was near completion by the end of 2016. Four wells and the water pumping station were also

requested to be rehabilitated, and by the end of 2016 the contract for both was awarded. UNDP also began to rehabilitate the PHC in Sinjar, and completed the Department of Education building.

### Ninewah Plains

Most of the eastern and southern areas of Ninewah had been under ISIL occupation until mid to late in 2016. In December, the Steering Committee endorsed FFS to operate in the Ninewah Plains, including Qaraqosh (also known as Hamdaniya or Baghdadida), Bartalla, and Karamless, with the possibility of working in additional towns such as Bashiqa, Bazwaya, Al Qosh, and Tilkaif. The communities in the Ninewah Plains reported through UNDP conflict analyses and consultations that they will not return without significant security guarantees.

Initial assessments from demining agencies such as UNMAS, Janus, and MAG note the level of IED contamination in many of these towns is significant, especially in Bashiqa. Recognizing the need to take concrete

steps to support these communities, the Government of Iraq is paying special attention to minorities and requested UNDP to support key towns through FFIS. Supporting the Ninewah Plains area in the Mosul corridor further enables the Government of Iraq to respond to the needs of people in eastern Mosul with basic services nearby, such as health and water. Demining work will be coordinated through the Iraqi agencies, as well as demining partners such as UNMAS, Janus, and MAG.

By December 2016, UNDP was requested by Governorate and local authorities to undertake at least eight projects in the Ninewah Plains. The priority is UNDP support to health services by rehabilitating the Hamdaniya hospital in Qaraqosh, and one PHC in Bartalla and Bashiqa each. UNDP will also rehabilitate the Qaraqosh, Bartalla, and Salamiya water treatment and pumping stations. Finally, UNDP agreed to rehabilitate the Qaraqosh power station and the 132kv power line from the 400kv power station east of Mosul to the Salamiya water treatment plant. Although the displaced population of 100,000 in the Ninewah plains has not yet returned, the health, water, and electricity facilities will serve at least 200,000 people in eastern Mosul as well as pockets of inhabitants in the Ninewah plains.

## **Window 2: Livelihoods support**

### **Mosul**

For the last two years, the economy of Mosul has been controlled by ISIL, which repurposed factories, banks, and other economic centers for its own needs. According to UN-Habitat, 70-80 percent of the goods in the city's factories were reportedly transferred or sold in neighboring countries, while building sites and construction materials have been auctioned off. Other factories that used to provide jobs to residents have closed, or are required to pay crip-

pling royalties to the ISIL administration to stay in business. The agriculture sector has been eviscerated with equipment looted and reportedly transferred to Syria, and remaining farmers are forced to sell their goods to ISIL at a rate much lower than the market rate. The overall purchasing power is dismal. Unfortunately, all indications from Mosul suggest that as the operation continues, the economic situation will worsen.

In an effort to encourage the economic revival of Mosul, the Government of Iraq will have to assist the population to replace lost or stolen assets; revive markets and market linkages; improve local purchasing power through cash programs and grants; expedite security vetting for the 400,000 civil servants; rehabilitate public institutions and spaces; provide opportunities for dignified work; and rehabilitate state and privately-owned industries. Ensuring that revenge killings and retribution are prevented will also be essential to revitalizing the local economy. Supporting community reconciliation will also be essential to the economic revitalization of Mosul.

With the onset of military operations in Mosul, UNDP began preparations to support livelihoods for vulnerable groups, widows and women-headed households, youth between the ages of 18 and 30, and the economically destitute. These beneficiaries will be targeted through cash for work opportunities, cash grants and replacement of assets, rehabilitating public spaces, vocational training and rehabilitating local markets. UNDP began the process of identifying potential partners for these activities, notably to support over 8,000 cash for work beneficiaries throughout Mosul, at least 2,000 small businesses, and thousands of women-headed households through grants.

## Al Qayarah

UNDP will support the Mosul corridor between Mosul and Al Shirqat with livelihoods interventions. In 2017, UNDP initiated one cash for work project in Al Qayarah to support the Governor of Ninewah's stabilization plan for the area, which begins implementation in January 2017.

## Rabia

In 2016, UNDP supported livelihoods in Rabia through two primary lines of effort. First, UNDP's implementing partner Al Tahreer Association for Development provided 620 widows with technical and vocational training in the first phase of the project. This included sewing machines, first aid, small business training, and distribution of cattle and sheep.

In addition to successful implementation of the project's activities, UNDP built up the capacity of Al Tahreer as an NGO new to the field of livelihoods. Critically, Al Tahreer established strong working relationships with the community of Rabia. As such, beneficiary selection and consultation with the communities on future works ensured the projects were conducted with a Do No Harm approach while also ensuring communities felt they had a voice. Moreover, Al Tahreer and UNDP's partnership with local authorities helped build the capacity of the government, which had very limited resources. For example, the head of the Municipal Council developed a coordination committee that coordinates the activities of NGOs in the area to ensure there are no gaps or duplication of effort.



*Women in Rabia develop their sewing techniques and business acumen through FFIS-sponsored courses.*



The second undertaking for livelihoods in Rabia in 2016 is the Al Jazeera canal project. The project, implemented through a partnership comprised of the Food and Agriculture Organization (FAO), Zakho Small Village, and the Mine Action Group (MAG). While ISIL occupied the area, the group used the canal as a manmade defensive line, trashing the canal with debris while also planting IEDs along the canal's entire length. The system is comprised of 100 sections of the main canal, 12 bridges, numerous control gates and 800 elevated canal sections. All 12 bridges were blown up by ISIL, and most of the canals were filled with sediment, debris, and explosive hazards. Destroying the canal served not only to defend ISIL positions, but also ruined the livelihoods of 75,000 landowners and farm laborers in Rabia and its environs, both Arabs and Yezidis. Thus resuscitating the canal not only revived rural livelihoods on the 70,000 hectares of land relying on the system, but also sets the foundation to rekindle trust between Arabs and Yezidis who traditionally worked together on land irrigated by the canal. The project cleared 56 kilometers of the Al Jazeera canal of IEDs, explosive hazards, and debris, and rehabilitated the pumping station on the Mosul Dam that pumps water into the canal. By the end of the project, food security and livelihoods conditions are improving for at least 5,000 households (35,000 beneficiaries) in Rabia and an additional 25,000 seasonal farm workers and their dependents.

A third project should also have been implemented in Rabia over the course of 2016 through FAO as the implementing partner. However, the project which intended to supply 1,600 families in Rabia with fertilizer for farmland proved extremely difficult to implement. The

security authorities based in Dohuk expressed legitimate concerns about the distribution of over 60 tons of seed fertilizer in the vicinity of Rabia, which authorities noted could be used for IEDs and bombs. The fertilizer was instead distributed in Al Qosh and Sheikhan in Dohuk governorate. By December 2016, FAO had distributed 750 metric tons of Urea fertilizer to 2,500 beneficiaries (300 kilograms each) in Al Qosh and Sheikhan.

UNDP learned important lessons about the challenges of working in and transiting through areas controlled by different political actors, while also needing to be more pragmatic in the types of support provided to farmers, especially those living in remote reaches of Ninewah in proximity to the Syrian border.

### **Sinuni/Sinjar**

UNDP has been operating in Sinuni sub-district of Sinjar since June 2016. The project supports 2,500 of the most vulnerable households north of Sinjar mountain in Sinuni sub-district, notably the town of Sinuni and the muja'aamat. The project supplied beehives for 50 families and women-headed households; goats for 200 women-headed households and vulnerable women; midwifery training for women with prior medical experience, tailoring and sewing classes for 60 women, and farm revitalization with seeds and water pumps. In 2017, the project will expand to more muja'aamat around Sinuni town, and target youth at risk of recruitment into militias and vulnerable women including those who escaped from ISIL through small business grants.



*Locals in Sinuni arrive early to obtain their new beehives supplied by UNDP, and learn techniques to maintain the hives and develop small businesses.*

### **Window 3: Capacity support**

For the first half of 2016, UNDP embedded one International Stabilization Advisor and one Area Coordinator to support the Governor's office and the line departments in their stabilization responses. These advisors supported the Governor's team in assessing liberated areas of Rabia, Sinuni, and Sinjar and developing stabilization plans for returnees. With the increase in military activity in Ninewah in the summer of 2016 resulting in the liberation of towns like Al Qayarah and the start of operations in Mosul, UNDP increased the support to the Governor's office. One full-time International Stabilization Advisor was supported with two part-time International Stabilization Consultants.

The three International Stabilization Advisors and the Area Coordinator worked closely with Governor's office and the Ninewah Development and Reconstruction Center (NDRC), previously called the

Technical Team. The NDRC was established by the Provincial Control Cell to assume the responsibility of developing Mosul response plans, deploying teams to assess damage in liberated neighborhoods, prioritizing needs, collecting bills of quantities, and coordinating support from the line departments and international community. UNDP worked closely with the NDRC and Governor's Office to develop the list for prepositioning equipment (both tranches) for Mosul. To ensure the equipment procurement proceeds smoothly, UNDP increased its resources from one roaming engineer, overseeing the technical aspects of Ninewah projects, to an additional four by the end of 2016 with an ultimate goal of 30 in total.

UNDP's capacity building work in Ninewah throughout 2016 positively impacted the Government of Iraq's ability to respond in several important ways.

First, rapid responses to urgent needs as they arise are necessary. This was very evident, and necessary, when coordinating the response to the potential water crisis in eastern Mosul when these areas were liberated. The Governor's office and UNDP worked closely together to identify a plan for a medium-term solution to the crisis while the UNICEF/WASH Cluster helped address emergency water needs.

Second, prioritization workshops held in 2016 for Al Shirqat, Hatra, Shirqat (albeit technically within Salah al-Din governorate but most accessible from Erbil), and later for the NDRC assessment teams helped facilitate coordination and collaboration between the line departments. UNDP has served as a convening mechanism for line departments to work together to address stabilization needs and priorities. The workshops also ensured that the Government and line departments verified baseline data for future Mosul assessments, and identified gaps in information. The NDRC workshops encouraged better inter-departmental coordination and key general requirements, such as the necessity of bridges for civilians to reach the specialized healthcare facilities located on the western side of Mosul and the interdependency of water supply on electricity provision.

Third, UNDP developed strong relationships with local and governorate-level authorities, building the confidence of the individuals as well as the institutions to assess, prioritize, and implement stabilization activities. This was particularly true in working in western Ninewah, whereby UNDP worked to build the

capacity of local and governorate authorities, which improved the relationship between western Ninewah officials and the governorate (as opposed to Dohuk authorities which are closer in proximity but part of the Kurdish Region).

By early 2017, there will be at least three full-time International Stabilization Advisors for Ninewah. One will cover non-Mosul areas of Ninewah, working closely with the Governor's Office on key areas such as Qaraqosh and Al Qayarah, one will support the Governor's Office on Mosul, while the third will directly support the NDRC. Once Mosul is liberated, two International Stabilization Advisors will work with the Governor's team covering the eastern and western sides of the city. Additional UNDP engineers are embedded with the Governor's eight area teams covering the administrative areas of Mosul, and one Local Coordinator will be embedded with each area team to guide the assessments, prioritization, and implementation at the field level. Additional engineering capacity and procurement specialists have been added to the FFS team for Ninewah.

#### *Window 4: Community Reconciliation*

Over 2016, community reconciliation activities under window 4 built upon the initial work done in Salah al-Din, Anbar and Ninewah by engaging with the different communities and coordinating with other international NGOs on the ground to establish Local Peace Councils (LPC). However, with the latest developments in the war against ISIL, UNDP is

#### *Window 4: Community Reconciliation*

adjusting its reconciliation strategy and developing a more integrated approach. The first priority that changed was shifting from a community reconciliation nexus to developing a more coherent approach aiming towards transitional justice. This approach will pave the way for a truth process that will eventually be integrated into the national plan.

The first areas of priority are Mosul, Al Qayarah and Tal Afar in Ninewah where people report to have undergone traumatic experiences and the lines between perpetrators and criminals have shifted back and forth over the years. The LPCs established in Ninewah therefore seek to provide a venue to develop accountability measures among communities by reinforcing the active participation of the judiciary, security representatives, and local community leaders. The horizontal linkage of the LPC will bolster the vertical linkages between citizens and institutions as well ensure a greater reconciliation strategy involving national and local institutions, such as the National Reconciliation Commission and the Governorate office.

In addition, the rise and downfall of ISIL has brought many questions to the fore with regards to radicalization processes and the development of violent extremism in Iraq. Preventing violent extremism in Iraq through UNDP means combining community reconciliation with a preventive approach in mind. This is especially so in liberated areas where accused collaborators or relatives of collaborators with ISIL are being targeted, ostracized, and victimized, encouraging a new wave

of radicalization through grievances. As such, the activities implemented in the last quarter of 2016 were done so to prepare the ground for these new programmatic developments.

In Ninewah a particular emphasis was granted to further developing and extending the LPC in coordination with the NGO PAX and increasing our overall coordination with NGOs focusing on developing a transitional justice strategy for a post-ISIL Iraq. Based on military developments and the return and displacement patterns, the need to integrate community reconciliation within the broader narrative of national reconciliation seeking to address local grievances within a national framework is most evident. Cognizant of these socio-political sensibilities of Ninewah, a more intense consultative process took place with several working groups set up among key stakeholders and key informants to determine the various steps towards establishing a reconciliation process at the governorate level coherent with the National Reconciliation Commission's vision.

UNDP's community reconciliation work in 2016 in Ninewah positively impacted the relationship and coordination among key stakeholders and between the community leaders and the national institutions. First, UNDP served as a convening mechanism for local community leaders and national institutions to link up and plan strategies accordingly on matters of national reconciliation, as well as determining what would be the priorities and challenges ahead, particularly in light of



Mosul's liberation. The National Reconciliation Commission increased coordination with NGOs on the ground in addressing the impact of armed groups in liberated areas and worked more closely with UNDP to determine a course of action that would adequately address the challenges to national reconciliation in 2017.

The working groups that were established to determine the impact and conduct of military operations were empowered to conduct negotiations and mediation prior to liberation with local and governorate authorities. UNDP identified and focused on the gaps in information and practices for the vetting and screening processes, and engaged in significant discussions with all key stakeholders and government agencies on the impediment of particular processes to stability and reconciliation.

By early 2017, the activities in Ninewah for community reconciliation will focus on mapping out the various political parties represented in the Provincial Council, as well as the Governor's office vision on reconciliation and transitional justice and where they fit into that process. Community reconciliation activities will be mainstreamed into integrated reconciliation program focusing on the role of minorities. As such, the different communities' grievances will be recorded and compiled into a coherent local and national narrative to avoid political competition. Special attention will be granted to minorities in Ninewah and to the population of Tal Afar working with the National Reconciliation Commission to address sensitivities related to minorities' status in Iraq and to their grievances predating ISIL.



*Many places of worship such as this church in Qaraqosh have been damaged or destroyed during the recent conflict. FFS is assisting many diverse communities in their recovery efforts.*

### **Box5: Bolstering Yezidi-Arab Community Relations through Livelihoods**

The communities of western Ninewah such as Sinjar, Sinuni, and Rabia endured horrific experiences as a result of the ISIL conflict and occupation. Tens of thousands of people were displaced, livelihoods were destroyed, and the Yezidi communities were subject to what the Independent International Commission of Inquiry on Syria concluded amounted to genocide. The latest round of conflict in Iraq destroyed the already complex social fabric of Ninewah; as a result, UNDP is employing several stabilization tools to help communities on their long journeys of recovery.

The Al Jazeera Canal project in Rabia revived farming across 70,000 hectares in western Ninewah. A member of the Rabia council noted to UNDP, “Shabak [Arabs] own the land, but Yezidis come to work. Both communities must rebuild their trust in one another; sharing the bounty of the land is the best way to begin the healing process.” To support this process, FFIS removed mines with the support of the Mine Action Group and cleaned debris from the Al Jazeera Canal, a massive canal system built in the 1980s that pumps water from the Mosul dam to the plains of Ninewah. Tens of thousands of farm families rely on the water irrigated from the canal, which ISIL used as a manmade defensive line.

In Sinuni town and the surrounding collectives, there remains a real need to revitalize livelihoods. UNDP, in partnership with an Iraqi NGO, has worked

closely with Sinuni communities to determine how UNDP could best help. The communities chose beehives, sewing classes and starter kits, and goats to produce dairy products. Hundreds of families, to include over 600 women, benefited from the initiatives. One of the beneficiaries had over 50 beehives before ISIL attacked, and lost all of them including the honey he had stored. This man noted he “can make a great thing out of these four hives and begin to rebuild [his] livelihood” while also instructing other beneficiaries with less experience how to maintain their hives. One beneficiary noted that his family lost their income and livestock following the attack on Mount Sinjar. When he was informed that he would be the recipient of goats through the FFIS livelihoods project, he stated, “It is a miracle. For many of the people that live in the area, they have little or nothing at all ... people are afraid to return for many reasons, but one of those reasons is not being able to find a job.”



## Lessons Learned and Challenges

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Over the course of 2016, FFIS evolved from a start up project operating in two governorates (Salah al-Din and Ninewah) to a major stabilization intervention in four governorates (Salah al-Din, Anbar, Ninewah, and Diyala) supporting over 1.3 million returnees. The rapid increase in operations over the course of twelve months presented numerous opportunities for UNDP to rehabilitate key basic services including water, education, electricity and healthcare, and to jumpstart livelihoods. The first full year of implementation also challenged UNDP operations and ensured lessons learned were constantly adopted to the UNDP modus operandi.

*In some areas, small-scale yet strategic investments can have a big impact; in others, a greater volume of projects is necessary to impact stability.*

In Tikrit, the level of destruction was such that a relatively small-scale but strategic investment in key infrastructure and livelihoods had a big impact on the city. The 8 million USD invested in Tikrit restarted critical services such as water, health, and electricity provision for 200,000 returnees; additional projects later included under FFIS expanded livelihoods opportunities and will improve government service delivery. By contrast, major cities in Anbar required a greater volume of projects (over 200) as well as investment in strategic infrastructure. In particular, increasing the number of schools rehabilitated (over 70 in Anbar) has been

essential to producing a lasting, positive change. In contrast, renovating just a handful of schools for a population of 400,000 would have little strategic effect on stability. Increasing the number of rehabilitated health clinics is similarly important. As such, UNDP worked with the Ministries of Education and Health to obtain at-build designs to expedite the procurement process and increase the number of facilities rehabilitated.

To manage the expanded portfolio, UNDP improved the monitoring system to better track projects. The system aided procurement, monitoring, planning, and budgeting of projects to improve workflow and delivery, and allowed UNDP to be more responsive in taking corrective actions where necessary. The monitoring systems will expand significantly in 2017, particularly as FFIS expands to areas that are more difficult to reach by UNDP Project Staff.

*Rehabilitation of private homes is a major driver of stability.*

Interventions in Anbar and Ninewah reinforced the urgency of rehabilitating private homes affected during the conflict. Since 2014, tens of thousands of homes were destroyed, rendering thousands of IDPs homeless especially in minority communities or communities deemed complicit with the rise of ISIL. IOM surveys of thousands of returnees suggest that damage to habitual residences is the

most prevalent challenge inhibiting people's ability to return home. In response, UNDP has introduced new modalities to repair homes such as shelter kiosks and loan guarantees. Working in partnership with community housing committees, UNDP has mapped hundreds of homes in Ramadi and Fallujah where housing schemes will be piloted.

*Window 4 conflict analyses shed light on local dynamics essential for stability, and can positively shape interventions.*

In Ninewah, consultations with minority communities indicated that these communities have specific challenges they would prefer to be addressed before returning home. Through conflict analysis work of window 4, minority communities repeatedly noted they were traumatized by the experience of 2014 that generated a significant lack of trust in the security forces to protect them.

The presence of ISIL in areas of Ninewah further prevented returns. Minority communities consistently noted to UNDP that they will not be able to return without adequate long term security measures in place, a measure that was consistently prioritized ahead of the restoration of basic services and housing. As the Government of Iraq and the Global Coalition address their security concerns, FFS has launched a flagship program in the Ninewah Plains to help rehabilitate basic services, support livelihoods, and rehabilitate homes.

*Women, and women-headed households are the most vulnerable returnees and need more support.*

A lack of livelihoods, liquidity, or income generating opportunities are major impediments to returns. This impacts the increased number of households headed by widows and abandoned wives as well

as destitute families at a far greater scale, as generating income in families headed by women is extremely difficult in Iraq. Surveys of thousands of returnees conducted by IOM indicate that women are by far the most vulnerable category of returnees, while anecdotal evidence suggests that the number of women-headed households has increased substantially over the course of the latest conflict, especially as numerous men were killed, fled, or otherwise incapacitated since 2014. A recent assessment has revealed that there are more than 1,200 female headed households in Rabia district of Ninewah alone. These women are being supported by the replacement of live-stock which were the primary rural livelihoods assets prior to looting by ISIL. UNDP is also piloting a new initiative in Karma to support women-headed households with emergency cash grants that will improve purchasing power, allow homes to be winterized, and to feed families for several months.



*Women leaders from Fallujah prioritize needs for the city.*



*Insecurity from sporadic attacks or explosive hazards are a major enduring challenge. Strategic partnerships with demining entities and the Iraqi Security Forces are essential to mitigating them.*

Security remains a challenge, notably the explosive hazard threat to UNDP implementing agencies and citizens as well as sporadic attacks conducted by ISIL. UNDP will continually need to balance the need for speedy interventions with the safety of implementing agencies and beneficiaries. Mine action efforts were suspended on several occasions in Ramadi due to ISIL incidents in the city; such delays will also be expected in Mosul.

Similarly, the strategic partnership between UNDP, UNMAS, Janus Global Operations, and other demining entities such as Optima and Al-Fahad solidified at the onset of Ramadi's liberation have been essential in responding to the explosive hazard threat. Without the demining partnerships, UNDP and by extension the central Government's ability to stabilize and rebuild major cities would be significantly hampered. UNDP, UNMAS, Janus, and Optima have learned numerous lessons from experience in Ramadi and Fallujah, such as streamlining the prioritization of projects to be cleared, better communication and expectation management with local authorities on the capabilities of the demining agencies, and how to improve mine awareness for

returnees. These lessons are already being applied to operations in Mosul.

Better communication between UNDP and ISF, as well as civilian authorities at the Governorate level and ISF, will ensure that UNDP assessment and support teams are ready to respond as soon as neighbourhoods in Mosul are cleared.

*A number of entities secure areas where FFS operates; coordination with each entity and detailed understanding of their role in the community are essential for implementation.*

The tenuous political stability in Ninewah, Anbar, and Diyala has been a major challenge for UNDP and in some cases has resulted in difficulties distributing supplies or carrying out monitoring activities. In 2017, ensuring access for staff, supplies, and monitoring teams to project areas will continue to require careful coordination and planning.

*Transparent prioritization of needs following liberation fosters inclusivity in the stabilization process.*

In 2017, UNDP will revisit the stabilization needs assessment methodology and criteria, communicate the method to the Government and public, and ensure the need for expedited implementation does not compromise the systematic, criteria-based approach to prioritizing stabilization needs in liberated areas.



*FFS Project Staff work with Government of Iraq officials and community leaders to prioritize and implement stabilization initiatives in Ramadi.*

## Outlook: 2017

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Throughout 2016, FFS evolved to ensure the project was highly pragmatic, focusing on highest impact interventions that would help facilitate returns as quickly as possible. With the launch of the Funding Facility for Stabilization to include Immediate and Expanded Stabilization, UNDP will help give Iraqis a sense of forward momentum and confidence in the leading role of the Government.

### *Expanding geographic scope of intervention.*

Given the speed of the ISF-led military operations to liberate those remaining cities and townships under ISIL occupation, UNDP estimates that approximately two million IDPs will have returned to their areas of origin by the end of 2017. The target areas for FFS are expected to expand from 21 currently endorsed cities to at least 30 across five governorates. The Government of Iraq further requested FFS support in Kirkuk, specifically in Hawija and Bashir, expanding FFS for the first time beyond the initial four governorates of Salah al-Din, Anbar, Ninewah, and Diyala. FFIS activities in Salah al-Din and Diyala will wind down and FFES projects will begin, while the Government of Iraq with the support of UNDP's Local Area Development Program, the World Bank, and the Iraq Reconstruction Trust Fund will assume responsibility for long-term, governance and reconstruction. FFS will ramp up significantly in Anbar and Ninewah as UNDP scales up the interventions in both governorates, and Mosul in particular will require at least 125 million USD in FFIS support.

FFS currently has 315 million USD in funding with an additional 75.5 million USD committed to support FFIS. Donors have contributed 100 million USD to FFES. In 2017, an additional 100 million USD for FFIS, and 300 million USD for FFES will be required.

### *FFES projects will be implemented and expanded.*

UNDP began implementing 17 FFES projects that will continue in 2017. These include five hospitals in Anbar, Salah al-Din, and Ninewah, four bridges, over 70 schools in Anbar, the Hamrin Dam in Diyala, police stations, and Anbar University, among others. Many more FFES projects are expected to be implemented in 2017, especially as Mosul is liberated. These projects generate a significant numbers of jobs, incentivize large numbers of people to remain in their communities, and may contribute to bolstering community reconciliation by providing services across the spectrum of society. These projects also help to stabilize corridors between liberated cities, such as transportation networks, electrical grids, and agricultural systems.

### *FFS will scale-up work inside Mosul.*

Stabilizing Mosul will take longer than most other newly liberated areas, based on its size (1.4 million), the time it has endured ISIL occupation, and the fact that ISIL considers Mosul its most prized holding outside of Syria. The historic importance of the city coupled with the population size alone make the response

challenging. By way of comparison, each of Mosul's eight administrative areas is approximately the size of Fallujah or Tikrit. Widespread destruction of civic infrastructure, public buildings, and private housing as well as occupation of private housing will further destabilize Mosul. Severe IED contamination and huge piles of rubble clogging thoroughfares impede safe returns, though UNDP is closely synchronized with UNMAS and Janus Global Operations in advance of Mosul's liberation. Finally, political and tribal rivalries will impact local government, distort priorities, and create tensions that undermine reconciliation. Retaliation and retribution are particularly high risk, requiring conflict sensitive approaches to rehabilitating key infrastructure and supporting livelihoods.

*UNDP is introducing a number of new initiatives within FFS to address essential factors that affect the ability of IDPs to return. These factors include widespread destroyed housing, lack of liquidity, and availability of education in areas of origin.*

First, FFS will pilot a program in four neighborhoods in Ramadi and Fallujah, supporting at least 600 homes in each area. The projects are supported by housing committees comprised of mukhtars, sheikhs, and other community leaders. UNDP has started mapping neighborhoods and houses, and working with neighborhood housing committees to identify families in need. UNDP will also supply building and construction materials to families and provide grants to improve public spaces in each neighborhood.

Second, FFS will introduce a new program for struggling households, with the intention to provide cash grants to women-headed and destitute households. The pilot program will begin in Karma in

Anbar, and is coordinated with the Ministry of Labor and Social Affairs. Six hundred households will receive a one-off emergency payment; UNDP will set up mechanisms to ensure fiduciary oversight and accurate targeting based on legitimate needs. If the pilot is successful in Karma, it will be expanded to other areas with women-headed and destitute households.

*Learning from lessons of 2015-2016, UNDP with the support of the Steering Committee is revising the approach to reconciliation.*

When the Funding Facility was established in June 2015, community reconciliation was envisioned as an essential component of stabilization work whereby FFIS could provide the foundation for returns without retribution and revenge killings. However, reconciliation and social cohesion take time, require a concerted effort and focused approach, and should be tied to national level reconciliation measures. All these factors suggest that comprehensive community reconciliation to support returnees is outside the scope of FFS, and may be undertaken by a separate project within UNDP yet still tied to FFS efforts.

*Integration of UNDP programs will be realized.*

The FFS Team will continue to work with the sister project, Iraq Crisis Response and Resilience Programme (ICRRP), to build the resilience of host communities, as well as with Local Area Development Programme (LADP) to ensure local governance is strengthened once areas are stable. Improved governance at the local level will promote greater public efficacy into the Iraqi political system. Further, UNDP will continue to cooperate closely with the Iraqi Reconstruction Trust Fund to mutually reinforce stabilization and reconstruction efforts.

# Financial Section

## Summary of donor contributions to FFIS

Donor	Contribution (signed agreement)		Received as of 31 December		To be received (currency of agreement)	To be received (USD)
	(Currency of agreement)	(USD)	(Currency of agreement)	(USD)		
Australia	AUD 2,000,000	1,433,692	AUD 2,000,000	1,433,692	0	0
Austria	EUR 2,000,000	2,146,401	EUR 2,000,000	2,146,401	0	0
Belgium	EUR 2,000,000	2,185,792	EUR 2,000,000	2,185,792	0	0
Canada	USD 1,200,000 + CAD 4,000,000	4,156,393	USD 1,200,000 + CAD 4,000,000	4,156,393	0	-
Czech Republic	CZK 5,000,000	201,597	CZK 5,000,000	201,597	0	0
Denmark	DKK 111,000,000	16,526,393	DKK 47,000,000	6,900,108	DKK 64,000,000	9,626,285
Finland	EUR 4,000,000	4,299,540	EUR 4,000,000	4,299,540	0	0
France	EUR 2,000,000	2,211,318	EUR 2,000,000	2,211,318	0	0
Germany MOFA	EUR 15,148,000	16,916,037	EUR 15,148,000	16,916,037	0	0
Germany KFW	EUR 40,000,000	43,964,965	EUR 14,500,000	15,882,970	EUR 25,500,000	28,081,995
Italy	EUR 7,000,000	7,763,975	EUR 7,000,000	7,763,975	0	0
Japan	USD 19,087,140	19,087,140	USD 19,087,140	19,087,140	0	0
Korea	EUR 5,000,000	5,000,000	EUR 5,000,000	5,000,000	0	0
Kuwait	USD 2,000,000	2,000,000	USD 2,000,000	2,000,000	0	0
Netherlands	EUR 25,000,000	28,021,524	EUR 22,000,000	25,240,013	EUR 2,500,000	2,781,511
New Zealand	USD 1,000,000	1,000,000	USD 1,000,000	1,000,000	0	0
Norway	NOK 99,000,000	11,659,957	NOK 91,000,000	10,759,957	NOK 8,000,000	900,000
Slovakia	EUR 50,000	56,243	EUR 50,000	56,243	0	0
Sweden	USD 4,000,000 + SEK 90,000,000	13,781,545	USD 4,000,000 + SEK 90,000,000	13,781,545	0	0
UAE	USD 60,000,000	60,000,000	USD 50,000,000	50,000,000	USD 10,000,000	10,000,000
USAID	USD 115,300,000	115,300,000	USD 115,300,000	115,300,000	0	0
UK	GBP 6,820,000	9,242,089	GBP 6,710,000	9,034,393	GBP 110,000	207,696
<b>TOTAL</b>		<b>366,954,602</b>		<b>315,357,114</b>		<b>51,597,487</b>



## Annex I: Performance Management Framework

FUNDING FACILITY FOR IMMEDIATE STABILIZATION QUARTERLY LOGFRAME REPORT (JANUARY-DECEMBER 2016)		
<p>UNDAF Outcome 1: Government and communities' resilience to disasters (man-made and natural) strengthened</p> <p>Country Program Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas</p> <p>Indicator: Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar</p> <p>Baseline (data as of April 2015): Salah al-Din: 27,000 returnees; Ninewah: 24,924 returnees; Diyala: 40,524 returnees; Anbar: 5,586 returnees (total: 99,114 returnees)</p> <p>Target: 2,400,000 internally displaced persons have returned to their places of origin by the 31 December 2018.</p> <p>Progress and status: As of 5 January 2017: 1,339,608 people returned to their homes in newly-liberated areas of the four governorates that FFS supports. Anbar has received the largest number of returns (596,556 people, 42.7% of total), followed by 194,496 in Diyala (13.9% of the total), 368,082 in Salah al-Din (19%) and 180,474 in Ninewah (13.5%).</p>		
INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	Q3 PROGRESS
OUTPUT 1: The Government of Iraq is supported to address the immediate stabilization and recovery needs in newly liberated areas which allows for the sustainable return of internally displaced persons.		
1.1 Carry out local assessments to identify immediate stabilization needs with costing, prioritization and final assessment report		
<p>Indicator: Percentage of assessments carried out in FFIS targeted areas</p> <p>Baseline: No assessment undertaken in liberated areas (May 2015)</p> <p>Target: By 31 December 2016, 80 percent of liberated areas have assessment reports</p>	<p>Development assessment methodology</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 stabilization advisor for coordinating the assessment exercises</p>	<p>Methodology that was developed is being replicated in newly liberated areas.</p> <p>Ramadi stabilization needs assessment report was completed. The assessments for Rutba, Heet, Haditha, and Fallujah and Karma were undertaken and final reports for Fallujah and Karma was completed by December 2016. 16 out of the 20 FFIS areas liberated have needs assessments including costing for short and medium term priorities (Baiji, Shirqat, Mosul, Bashir, Hamdaniya, Rutba/Heet/Haditha remain). This means that 80% of assessments have been carried out against a target of 80% for 2016.</p>
	Overall output progress: 80% of liberated areas (16 out of 20) have had assessments undertaken.	

1.2 Rehabilitation of light infrastructure in newly liberated areas (Window 1)		
<p>Indicator: Number of infrastructure projects for basic services (water, health, electricity, education and municipal services) which have been rehabilitated in FFIS targeted areas.</p> <p>Baseline: Liberated areas in 4 target provinces have substantially reduced access to basic services (water, health, electricity, education, and municipal services). No FFIS rehabilitation work as of May 2015.</p> <p>Target: 150 projects are being implemented of which 90 have been completed by December 2016</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: Capacity of Stabilization Operations Service Center has been increased with doubling of finance and procurement staffing by 31 December 2016</p>	<p>1.2.1 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</p> <p>Rehabilitate electricity networks in Salah al-Din, Anbar, Diyala, and Ninewah Governorates</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, Anbar and Ninewah Governorates</p> <p>Procure equipment for municipal services</p> <p>1.2.2 Operations Service Center established to support rapid implementation of infrastructure rehabilitation</p> <p>Additional operations staff, mainly finance, procurement and human resources recruited</p> <p>Additional engineers recruited to cope with increased activities of FFIS</p>	<p>At the end of 2016, 355 projects were being implemented under FFS. Of these, 95 projects were completed by 31 December and 260 were being implemented, with the Service Center for contracting, or under BoQ development by the Government.</p> <p>Additional procurement, HR and finance capacity was added to the Service Center to cope with the increased demands from the additional NLAs.</p> <p>Additional engineers recruited to support projects in Anbar and Ninewah.</p>
	<p>Overall output progress: At the end of 2016, a total of 95 projects are complete (105% of target) and an additional 260 are under implementation, with the Service Center, or under BoQ development.</p> <p>FFS exceeded the indicator target of a total of 150 projects (actual total: 355). The Stabilization Operations Service Center is operational and increased its finance and procurement 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 10,000 job opportunities created by 31 December 2018 (end Q4). 3000 (30%) will be for women and 7,000 (70%) for youth (under 30). 2,000 youth and 500 women benefit from job opportunities by 31 Dec 2016</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 5000 small businesses receive grants in 4 target provinces by 31 December 2018 (end Q4). A total of 100 women's small businesses will receive 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>1 cash for work project was implemented in Salah al--Din in 2016 (300 beneficiaries for 30 days). 2 cash for work project was implemented in Ninewah: FAO (Zakho Small Village cash for work, 50 beneficiaries); Rabia (290 beneficiaries) 0 cash for work projects were implemented in Diyala. 12 cash for work projects started in Ramadi and Fallujah (six in each, 800 beneficiaries in Ramadi and 764 in Fallujah).</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>1 cash grant project was completed in Salah al--Din in 2016 (100 beneficiaries). 3 grant and training projects were completed in Ninewah in 2016: Rabia (Yazda, 300 beneficiaries); Sinuni (Al Tahreer, 600 beneficiaries); FAO (fertilizer, 1,300 beneficiaries). Sinuni project targeted vulnerable women. 1 shop rehabilitation project completed in Diyala in 2016 (58 beneficiaries). 4 grant projects were initiated in Ramadi and Fallujah in 2016 (3 in Ramadi with 4,000 beneficiaries, 1 in Fallujah with 3,000 women beneficiaries)</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>An international staff expert in livelihoods joined to support Window 2. Area Coordinator hired for Ninewah, and Area Coordinators for Anbar, Salah al--Din, and Diyala continue to monitor projects. Additional engineers hired for all four governorates to monitor projects.</p>
	<p>Deployment of Cash for Work and livelihoods expert</p> <p>Deploy staff for monitoring of livelihoods activities</p>	
	<p>Overall output progress: " Total direct beneficiaries for projects completed, being implemented, or with the Service Center by the end of 2016 is 11,562. These include beneficiaries of cash for work opportunities and direct beneficiaries of grants, training, and other assets. Three projects targeting women with grants were initiated; two are with the Service Center (6,000 beneficiaries); and one was completed 600 beneficiaries).</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.</p> <p>Baseline: Limited capacity to develop and implement comprehensive stabilization plans.</p> <p>Target: By 31 December 2016, area coordinators and stabilization advisors ensure that Governorates have expertise on stabilization planning and communications.</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>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>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>The Area Coordinators for all governorates continued with capacity support to Governors and Line Directorates. Stabilization Advisors provided significant capacity support to the Anbar Governor's Office, in particular in the area of explosive hazards. Two additional stabilization advisors were hired as consultants to support Mosul planning and stabilization. An international communications expert continued supporting Anbar Governorate as well as a Special assistant to the Governor were hired. Additional Area Coordinator was hired for Ninewah. Municipal Stabilization Advisors were hired to support eight Municipalities with Stabilization.</p>
	<p>Overall output progress: FFIS continued to support across all governorates with international and national stabilization advisors. The initial Mosul liberation plan was advanced along with prepositioning of equipment. All governorates have national area coordinators. UNDP deployed an international communications advisor and a national special assistant to Anbar Governorate.</p>	



2.4 Design and implement community reconciliation and dialogue initiatives (Window 4)		
<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 December 2016</p> <p>Indicator: Local facilitators (NGOs, media, community leaders, women, and local government authorities) are trained on conflict resolution, community dialogue, and best practices on community restorative processes. Baseline: No facilitators have been trained. Target: By 31 March 2018 at least 50 dialogue facilitators (NGOs, media, community leaders and local government authorities) will have been trained in each of target provinces with liberated areas. 20 of 50 facilitators will be women in each of the targetd provinces with liberated areas.</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: Marked improvement in 2 newly liberated areas by 31 December 2016</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 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>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 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 Engage provincial council, local authorities and community leaders in developing conflict sensitive messaging</p> <p>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 Community Reconciliation Expert was deployed. Conflict analyses were informed by interviews with communities, local authorities, and IDPs. UNDP began implementing the second phase 2 NGOs (Sanad and Un Ponte Per/PATRIR) to continue community reconciliation activities with greater emphasis on countering violent extremism. The monitoring to measure tensions in targeted areas, with qualitative and quantitative data, continued throughout 2016.</p>
	<p>Overall output progress: Conflict analyses were undertaken throughout 2016 as new areas were liberated and where the dynamics in existing liberated areas changed. These analyses informed activities and projects in Windows 1, 2 and 3. Community groups were engaged in social cohesion activities to re-build social ties and lay the foundations for reconciliation.</p>	

Indicator: Set up independent Monitoring and Evaluation for Stabilization project Baseline: No independent monitoring in place. Target: Independent monitoring reports are available for all areas of FFIS intervention by end of 2016	2.5 Project Management Team Employed	
	Expansion of Project Team with Project Manager and Overall team leader Ensure appropriate security management arrangements are in place, including equipment Deploy strategic communications expert fully dedicated to stabilization Independent Monitoring and evaluation system is put in place and reports are available	In 2016 the FFS team expanded considerably to meet the increasing demands on FFS. An independent firm monitored FFS projects in Anbar, Salah al-Din, and Ninewah in 2016.

## Annex II: FFES Detailed Project List

<b>FFES Project</b>	<b>Status</b>	<b>Estimated Cost (USD)</b>	<b>Results/Impact</b>
Tikrit Hospital Rehabilitation and Medical Equipment Provision	Engineering design in process and medical equipment procurement is ongoing	<b>25,400,500</b>	This is the main hospital in Tikrit serving over 60,000 men, women and children. Phase I will rehabilitate the Dialysis Unit, Blood Bank and Doctor's Accommodation; Phase II will rehabilitate the inpatient and outpatient buildings and service building.
Rehabilitation of Hamrin Dam	Engineering design in process	<b>4,900,000</b>	This dam is critical for controlling flooding and protecting the downstream agriculture basin between Diyala with Suleymaniyah.
Rehabilitation of Fallujah Iron Bridge	Engineering design in process	<b>1,300,000</b>	This key bridge is essential is crucial for returns, trade and commerce.
Rehabilitation of Anbar concrete bridges: Japanese, Palestine, and Karma River	Contracting and BoQ development are in process	<b>10,200,000</b>	These concrete bridges are essential for returns, trade, and commerce.
Rehabilitation of Ramadi Vocational Training Center	Implementation is ongoing	<b>2,200,000</b>	This project will benefit thousands of young men and women of Anbar with opportunities for vocational training. It includes rehabilitation of the main buildings and supplying equipments and furnishings to enable the VTC to re-start operations.
Rehabilitation of Anbar University, to include main building, library, civil engineering department, projects department, engineering workshops, College of Science, and College of Women's Education	Procurement and BoQ development are ongoing	<b>12,000,000</b>	This university is one the largest in the country. FFES projects will rehabilitate and re--equip 18 departments enabling thousands of young men and women to return to university studies.
Rehabilitation of 60 schools in Anbar, to include Fallujah (20), Karma (10), Heet (5), Haditha (2)	BoQ development ongoing	<b>36,000,000</b>	FFES is rehabilitating 60 schools across Anbar which will enable than 2,500 teachers to return to work and 70,000 boys and girls will be able to return to safe and equipped schools.

<b>FFES Project</b>	<b>Status</b>	<b>Estimated Cost (USD)</b>	<b>Results/Impact</b>
Rehabilitation of Fallujah Teaching Hospital and provision of medical equipment	Procurement and BoQ development are ongoing	<b>12,200,000</b>	More than 10,000 staff will be employed and people in Fallujah, Karma and surrounding areas will be able to receive health care.
Rehabilitation of Ramadi Maternity Hospital and provision of medical equipment	BoQ development	<b>13,000,000</b>	This is the major maternity hospital for Anbar Governorate.
Rehabilitation of Community Police Stations in Anbar	BoQ development	<b>6,200,000</b>	These five police stations are crucial for restoring security in priority neighbourhoods in Ramadi, Fallujah, Karma and Heet.
Rehabilitation of Al Qayarah Hospital	Engineering design and BoQ development in process	<b>12,200,000</b>	This hospital is the largest between Mosul and Tikrit, serving the entire southern Ninewah and northern Salah al-Din populations.
Rehabilitation of Hamdaniya (Qaraqoush) Hospital and provision of medical equipment	Engineering design and BoQ development in process	<b>5,800,000</b>	This hospital is the main health facility in peri-urban Mosul and the only large health center on the corridor between Mosul and Al Qayarah.



## Annex III: Risks 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 FFS 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 causes high turnover of leadership.	<i>Ensure strong relationships maintained at high political level, and high-level decisions on FFS are documented through the Steering Committee.</i>
Sectarian and tribal tensions increase, and violent conflict breaks out in areas FFS is engaging.	<i>Engage with Government at all levels to ensure FFS 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 FFS 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 (FFS) 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 FFS. International community to advise and monitor coordination between security actors and governorate, and report back to coalition.</i>
Possibility of recapture of liberated areas 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 FFS assets. Monitor security situation.</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 rapid threat assessments, contracting of commercial companies, training of national capacity and coordination role for IED/UXOs. On-the-ground coordination FFS with commercial companies such as Sterling in Ramadi, Optima in Fallujah and MAG in Ninewah. Civil defense, police and mine action authority are involved in IED detection, ISF destroys IEDs/UXOs. Threat assessments for neighborhoods and sites use classification with Low, Medium and High risk to better sequence FFS activities and advise on IDP returns to safe areas.</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>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 FFS 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 FFS 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>
Delays in tax and customs clearance	<i>Special team set up in National Operations Centre and special measures to be established with Prime Minister's Office to fast track imported goods and equipment for Stabilization</i>
Poor contracting work and huge cost for operating in high risk areas.	<i>Strong monitoring mechanism on the ground during implementation phase to verify quality and delivery schedule (by UNDP-recruited engineers, Government monitoring and external monitoring company).</i>
Not enough local partners for sensitive reconciliation work and local reconciliation not linked to national reconciliation.	<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. Local reconciliation councils (LRC) to be linked up with National Reconciliation Commission for reporting/monitoring.</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 FFS 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



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