



Empowered lives.
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Funding Facility for Stabilization



Quarterly Progress Report
Q1 - 2017

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Project Title:	Funding Facility for Stabilization (FFS)
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UNDP Country Programme Outcome:	Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas
Outputs:	Output 1: Iraqi Government is supported to address the immediate stabilization needs in newly accessible areas which allows for the return of IDPs
Implementing Partner:	UNDP
Responsible Partner:	UNDP
Project Locations:	Newly liberated areas of Salah al-Din, Anbar, Ninewah, Diyala and Kirkuk governorates

Contributing Partners



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Above: Cash-for-Work participants clean streets in east Mosul. ©UNDP/Mackenzie

Cover: Students outside the College of Science at Tikrit University. ©UNDP/Mackenzie

Q1 Highlights



New water lines are installed in Ramadi. © UNDP/Ali

More than 500 projects are active in 22 locations

- More than 90 projects are underway in Mosul, bringing the total number of FFS projects to over 500
- FFS is active in 22 locations in Ninewah, Anbar, Diyala, Salah al-Din and Kirkuk
- The FFS Steering Committee approved stabilization activities in six new locations so that projects can begin as soon as possible after liberation: Hawija, Tel Afar, Shura, Al Qaim, Anah, and Rawa

New housing and cash grants pilot projects are underway

- A project to rehabilitate damaged homes is underway in Ramadi and Fallujah
- A project to provide cash grants to vulnerable women-headed households is underway in Fallujah



A housing grant recipient in Fallujah. © UNDP/Mackenzie



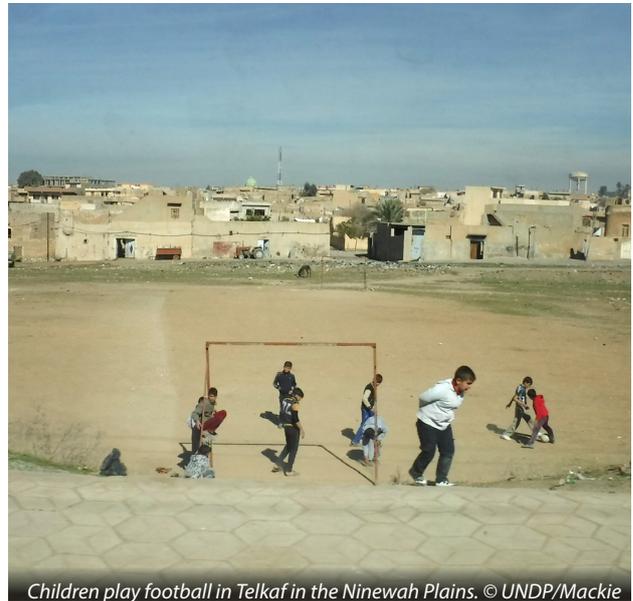
A UNDP engineer assesses damage to a school in Mosul. © UNDP/Carroll

UNDP moved quickly in liberated areas of Mosul

- Thousands of children are back in class in rehabilitated schools
- Hundreds of young people in Cash-for-Work projects have removed rubble from Mosul's streets and public buildings, including two hospitals
- Essential municipal equipment, medical supplies and electrical materials have already been delivered and are in use

UNDP is supporting vulnerable communities

- Vulnerable communities including Yazidi, Christian, Shabak and Shia Turkmen districts are receiving specific support
- Priority locations include Hamdaniya, Bartalla, Bashiqa, Batnaya, Telkaf, Telaskof and Karamless in the Ninewah Plains and Bashir near Kirkuk



Children play football in Telkaf in the Ninewah Plains. © UNDP/Mackie

Executive Summary

The need for stabilization activities has increased dramatically as new areas are liberated from ISIL, including much of Mosul, Iraq's second largest city. In Quarter 1 2017, UNDP's Funding Facility for Stabilization (FFS) developed and approved more than 200 projects, bringing the total number of stabilization projects to more than 500 in 22 locations.

FFS rapidly expanded activities in Ninewah after eastern Mosul was declared liberated in late January. Dozens of assessment missions were undertaken to the city, and over 90 projects are now underway.

Significant progress was made in the Ninewah Plains, with assessments undertaken in the newly liberated areas of Telkayf, Batnaya, Telesqof and Bashiqa. The FFS portfolio for the Ninewah Plains now includes more than 70 projects. Many of these, including important water, and health projects, commenced in Quarter 1. Project implementation also continued in the Ninewah towns of Sinuni, Rabia and Sinjar, including the provision of agricultural support to vulnerable families.

Throughout this period, stabilization work in Anbar continued to show strong results. Major progress was made in the rehabilitation of schools, primary health centres and water infrastructure in Ramadi, Falluja, and other key towns and cities in the governorate. Local livelihood opportunities also promoted a revival of economic activity.

Relatively stable security conditions in Haditha, Heet and Rutbah have allowed for the rehabilitation of essential infrastructure, despite the challenges of access and security tensions.

In Salah al-Din, many FFS projects which had begun during 2016 in Tikrit, Al-Dour and Mkeishifah were completed, while expanded stabilization projects continued to consolidate earlier gains and boost local economies. Considerable progress was made rehabilitating basic infrastructure in the town of Shirqat. Significantly, an FFS assessment mission was undertaken in the town of Baiji in order to begin stabilization activities in the severely damaged city.

Following the completion in 2016 of many FFS projects in Diyala, ongoing work is now focused on the Hamrin Dam and on expanding stabilization for the governorate.

At the request of the Government of Iraq and the Steering Committee, FFS has launched two pilot programmes. The first is aimed at undertaking housing repairs to badly damaged homes in Ramadi and Fallujah. This pilot programme has begun work, and positive results demonstrate the opportunity to upscale in other regions. The second pilot is a Cash Grants Programme for women-headed households, targeting 980 vulnerable households in Fallujah.

Across all the targeted governorates, significant livelihood activities (under Window 2 of the FFS Project Document) have incentivized displaced people to return home with the opportunity of immediate work. Capacity support (under Window 3) has facilitated local authorities to



■ *In much of Mosul homes have been destroyed and crucial public infrastructure is in ruins. © UNDP/Sawatzky*

meet their responsibilities, to gain public trust and strengthen their legitimacy, and to extend the reach of the Iraqi state.

More than 1.6 million Iraqis have returned to their homes since 2015, while approximately three million people remain internally displaced. The highest rate of return is in the governorate of Anbar, where 753,276 people, or 49% of the displaced population, have gone back home.

The increased demands on FFS resources requires significant additional funding to ensure a continuation of stabilization operations and to sustain the gains already made. It is estimated that immediate stabilization work will require funding in the region of US\$400 million and expanded stabilization work will require US\$300 million in 2017.

Project Background

Iraq continues to experience political, economic, and social turmoil as a result of the conflict with ISIL. The occupation by ISIL 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, liberating key regions that now require stabilization support.

The objective of FFS is to support the Government's ability to respond to people's needs in areas that have been cleared of ISIL. UNDP is the primary implementing agency of FFS, though it may partner with other UN agencies for specific projects, and contract NGOs and vendors to facilitate multiple activities. The FFS Project Document outlines four primary themes, or 'windows,' of engagement:

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

Window 2 - Livelihoods: finances activities aimed at jump-starting the local economy and generating income for local households, particularly families returning to their homes, including women.

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

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

The 'windows' of engagement are informed by a needs assessment process conducted in conjunction with local authorities. The three primary objectives of the needs assessment process are:

- (a) collect pre-conflict and post-conflict data on the state of the health, education, electricity, water, and municipality sectors;
- (b) prioritize six–24 month priorities, outlining governorate stabilization plans, and allocate resources to meet identified priority needs; and
- (c) develop the capacity of provincial governments to conduct needs assessments and use them for stabilization and reconstruction planning.

Based on these needs assessments, Window 1 and 2 projects are selected through a consultative process with the Government of Iraq, UNDP, and affected populations. In most areas, needs far outweigh resources available to UNDP. Therefore, UNDP and the Government (including the Governor, the Control Cell, and the Office of the Prime Minister) consult and agree on what priorities will be supported through FFS. The FFS engagement criteria for Windows 3 and 4 differs from Windows 1 and 2, which are based on consultations primarily with the

Government, while capacity-building needs are determined directly with Governorate officials, notably the Governor, as well as with the UNDP Local Area Development Programme (LADP).

For Window 4, best practice in community reconciliation means that civil societies, working with the Provincial Council and Reconciliation Commission, are the most effective means of implementation change. In addition, these civil society organizations need a track record in reconciliation work and should be seen as impartial. Civil society partnerships help UNDP prioritize thematic and geographical areas that need community reconciliation interventions. The reconciliation committee of the Provincial Council has also been an important counterpart with this NGO work. FFS has positioned Window 4 within the Iraq Country Office, in recognition that reconciliation and social cohesion takes time, requires a concerted effort and focus, and must be tied to national level reconciliation measures; FFS continues to work towards a revised approach to reconciliation.

FFS is one system by which the Government of Iraq meets its stabilization mission, and the four FFS 'windows' are pathways to support the Government's stabilization strategy. Other essential lines of support, like security and the rule of law provision, are outside the remit of the current FFS Project Document and are supported by other programmes. The Government's ownership and leadership of the stabilization strategy, particularly in the decision-making process that identifies priorities through consultation with a wide range of stakeholders, is critical to the long term success of this vital post-conflict work.

FFS is overseen by a Steering Committee, chaired by the Prime Minister's Chief of Staff, with UNDP's Resident Representative serving as secretariat. A number of donors to FFS are sitting members on the Steering Committee and relevant Governors are also invited. This Steering Committee is a key oversight body for FFS activities and ensures those activities support the Government's stabilization strategy.

FFS now integrates both Immediate and Expanded Stabilization Programmes.

In June 2015 when the Funding Facility for Immediate Stabilization (FFIS) was established, the assumption was that sequential stabilization would be undertaken by the Government of Iraq using public revenues once FFIS completed its work within a city or district. However, this transition of post-liberation efforts has not materialized, largely due to the drastic fall in oil values affecting the Government's revenue. Because of the concern that initial stabilization gains might be negatively affected, the concept of a second stabilization channel to fund medium-scale projects was proposed. The Funding Facility for Expanded Stabilization (FFES) was presented to the Steering Committee in March 2016 and unanimously endorsed. FFES projects aim to generate a large number of jobs, incentivize mass returns and help consolidate corridors between stabilized cities and districts.

With the approval of the Steering Committee, FFS now combines the original, FFIS, and the second channel, FFES, short and medium term stabilization programmes. Both channels are managed by FFS under the guidance of the Steering Committee.

What's New?



FFS procured and delivered 10 trucks so that engineers from Mosul municipality and key Mosul Line Directorates can complete key site assessments and accelerate project implementation. © UNDP/Mackenzie

NINEWAH

FFS operations continue to expand across the governorate of Ninewah. The urgent demands for immediate stabilization activities in Mosul, as the city continues to be liberated, has been the dominant focus for FFS work within the Governorate. The priority of FFS work has been supporting the rehabilitation of infrastructure in east Mosul and encouraging the return of displaced populations to their homes through the provision of livelihood opportunities. It is anticipated that the continued advancement of Iraqi Security Forces in liberating and securing Mosul will dictate the pattern of FFS activities within this region for the second quarter of 2017.

During this period, FFS paid particular attention to Window 3 in terms of assisting capacity support to local government in east and west Mosul. Several 'Municipal Stabilization Advisors' (MSAs) are being recruited, to be embedded within municipalities of east and west Mosul, and will provide urgent technical capacities to municipal teams.

In addition, 13 Local Area Liaison Officers have been engaged to provide a vital bridge between the FFS Erbil-based team and the key service delivery sectors including the Ninewah Line Directorates of Water, Electricity, Education, Municipalities, Sewerage, Roads and Bridges. The FFS team has also hired 24 civil and electrical engineers to partner with these service delivery sectors to provide technical support to damage assessments and the initiation of infrastructure rehabilitation projects in east and west Mosul, the Ninewah Plains, Al Qayarah, Sinuni, Rabia and Sinjar.

These efforts are also positioned within ongoing work to consolidate capacity support across the governorate. Embedded MSAs have been recruited to provide monitoring and technical capacities to Al Qayarah and Sinuni, Rabia and Sinjar.



FFS Cash-for-Work participants clear debris from Ibn Al Atheer Hospital in east Mosul. © UNDP/Sawatzky

STABILIZATION IN MOSUL

- 120,000 women, men and children in east Mosul and the Ninewah Plains benefit from the rehabilitation of Al Salamiyah Water Treatment Plant
- Thousands of children are back in rehabilitated classrooms in seven schools in east Mosul
- Hundreds of people are back to work helping remove rubble, open transport routes, and revitalize the city. Two hospitals, five key roundabouts, and the main streets at the entrance to east Mosul have already been cleared
- Mosul municipality supported with essential equipment, including 10 trucks to help Governorate and line directorate engineers complete essential assessments to get projects moving
- Key electrical equipment and medical supplies have already been delivered
- Assessments conducted in west Mosul include a 400KVA power station, water treatment plant and municipal buildings
- 24 civil and electrical engineers hired to accelerate project development and implementation



Workers begin the rehabilitation of the Blood Transfusion Centre at Tikrit Teaching Hospital. © UNDP/Kareem

SALAH AL-DIN

Immediate stabilization projects in Salah al-Din are now largely complete as it was the first governorate where FFS was operational. Several of the remaining projects were finalized during the first quarter of 2017 in Tikrit, Al Dour and Mkeishifa. It is estimated that about 95% of the city's Internally Displaced People (IDPs) have returned, despite some recent deterioration in security.

The expanded stabilization project to reconstruct and equip the Tikrit Teaching Hospital is progressing as planned, and this has been a key focus of FFS work in Salah al-Din during Quarter 1. Important progress was also made in the town of Shirqat to the north of Salah al-Din, where FFS began projects to rehabilitate six schools, two public health centers, and six municipality-focused projects, along with livelihood Cash-for-Work initiatives.

An important advancement of FFS work in Salah al-Din was the undertaking of an initial assessment in Baiji. Baiji has been approved for FFS intervention for some time, but has been inaccessible due to insecurity. Following recent improvements in the security situation, the Government of Iraq has indicated it will soon allow IDPs to return to Baiji. As soon as access to Baiji was possible, an FFS team undertook an initial assessment in order to begin prioritizing stabilization work for completion during 2017. Three initial projects, in education, electricity and livelihood sectors, are already designed and under procurement.

ANBAR

Significant progress was made in Anbar during Quarter 1, particularly in the large population centers of Ramadi, Karma and Fallujah. Continued security challenges remain in the west of the governorate with sporadic attacks impacting Al Ritbah and Jazirat Al-Khalidiya, while further west the towns of Al Qa'im, Rawa and Anah remain under ISIL control.

The cities of Ramadi, Fallujah and Karma have seen significant numbers of returnees with businesses beginning to reopen and an engaged population participating in the rebuilding of their neighborhoods. The threat of explosive hazards has been effectively dealt with in public institutions, particularly in Ramadi and Fallujah, although it remains a problem in some residential neighborhoods.

During the reporting period, progress was made in the recently liberated towns of Heet, Haditha and Al Ritbah, with plans underway to prepare activities for the remote west of the governorate once it is liberated.

DIYALA

During the reporting period, FFS activities in Diyala were primarily concerned with the expanded stabilization project to rehabilitate the Hamrin Dam. The dam serves as a land bridge between Khanaqin and Sulaymaniyah on the northern side of the lake and Muqdadidiya on the southern side. The lake provides water for 80% of the population in Diyala, and irrigation for 2.9 million hectares of agricultural land. FFS rehabilitation work on the Hamrin Dam is intended to stop erosion of the embankments, ensure essential repairs and underwater construction, shield the coastal slopes of the dam to safeguard road access, and avoid unnecessary discharging of water into the Tigris River.

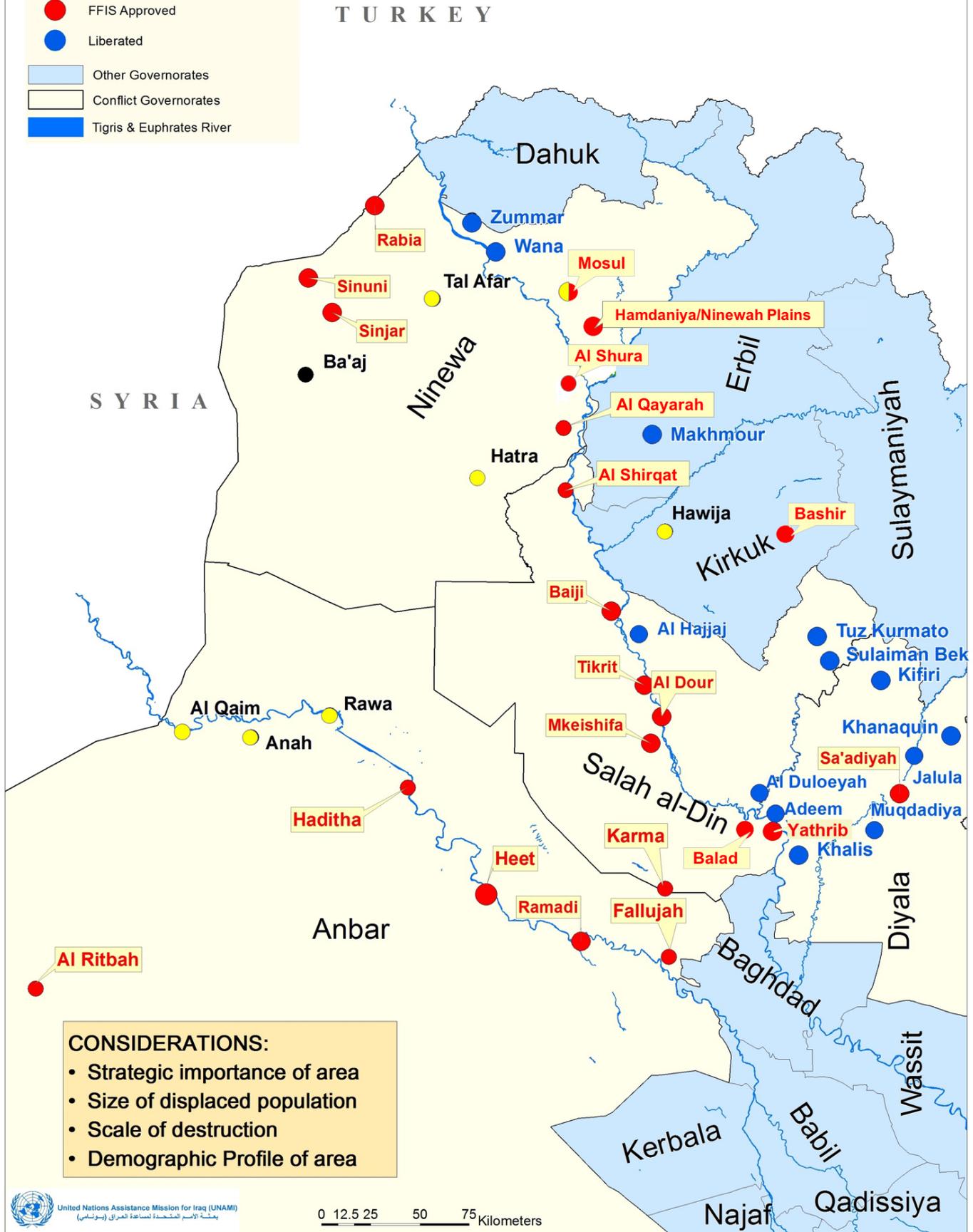
KIRKUK

Kirkuk is a new location for FFS intervention. During Quarter 1, attention has been given to capacity support for the local government. An MSA is under recruitment to provide technical and monitoring support for FFS activities within the towns of Bashir and, upon liberation from ISIL, Hawija. Six new projects, in water, electricity, livelihoods and municipality sectors, have been identified, designed, and are under procurement.

Funding Facility for Stabilization

Legend

- FFIS Approved, Not yet Liberated
- Expected to be Liberated
- FFIS Approved
- Liberated
- Other Governorates
- Conflict Governorates
- Tigris & Euphrates River



Implementation Progress

This section provides a summary of FFS progress by governorate between 1 January and 31 March 2017. Each governorate is broken down according to the activities per window. Quantitative progress against the Performance Tracking Matrix as detailed in the FFS Project Document can be found in the Annex.



In Ninewah, FFS continues to advance activities in the western towns of Sinuni, Rabia and Sinjar while meeting the immediate and pressing demands of Mosul as the city becomes liberated and access improves.

The main activities in Ninewah in Quarter 1 have been enabled by increased access to east Mosul for site assessments, while Iraqi security operations continue to work toward the liberation of west Mosul. Stabilization work has also expanded in the Ninewah Plains to reach the towns of Bashiqa, Telkayf, Batnaya and Telesqof.

More than 90 projects have been initiated within Mosul for the reporting period.

Key activities undertaken in Ninewah during the first quarter include assessments in east Mosul to evaluate damage to essential infrastructure including water treatment plants, electrical sub-stations, hospitals and primary health centres, schools, and municipal buildings. These assessments allow immediate stabilization activities to begin, assisted by 24 engineers and 12 liaison officers recruited to support the associated Line Directorates. Much of the activities in Ninewah have been under Window 3, in providing vital capacity support and equipment to municipalities such as the provision of pickup vehicles, water trucks, sewage trucks etc. Delivery of electrical equipment has also commenced.

Beyond Mosul, the focus of stabilization work in Al Qayarah was continuing the rehabilitation of schools, water treatment plants and the electricity sector. In western Ninewah work was undertaken to rehabilitate the electricity networks and educational buildings in Sinuni and Sinjar, while the rehabilitation of hospital and health services was the focus of activities in Hamdaniyah in the Ninewah Plains.

Window 1

Mosul

FFS made considerable progress during the reporting period in east Mosul. However, this has been challenged by some deterioration in security despite the initial gains made by Iraqi Security Forces. The rehabilitation of Al Salamiyah Water Treatment Plant is now complete, providing water services to 120,000 people across the vicinity of east Mosul. Assessment missions undertaken in east Mosul for Window 1 projects included visits to six out of the total eight electrical sub-stations, all of which require significant rehabilitation. Window 1 projects, previously begun, continue implementation while FFS is working to scale-up efforts to meet the stabilization needs in areas of municipality, health and education. The first meeting of the Provincial Command Cell was held during the reporting period where several requests for assistance were raised, including support to remove explosive hazards and rehabilitate Mosul University.

The Iraqi Security Forces continued their advance into west Mosul throughout Quarter 1. Insecurity in the liberated parts of west Mosul restricted the ability of FFS to implement work in this part of the city. However, important activities were undertaken such as preliminary assessments and preparations in accessible areas. Priority projects have been identified, including the rehabilitation of Mosul General Hospital, the Provincial Council building and expansive sewerage works at the request of the Governor. FFS scaled-up assessments and the recruitment of engineers in the region in preparation for the anticipated full liberation of west Mosul.

Progress was also made to procure essential medical equipment for the various needs of hospitals and health centers across the governorate of Ninewah. These will supply hospitals and health centers in Mosul in addition to other health facilities within the region.

Al Qayarah

During the reporting period FFS began work on the main Al Qayarah Water Treatment Plant and further work has been programmed for an additional two water treatment plant rehabilitation projects within the city. Furthermore, the electrical department has been supplied with necessary equipment and vehicles to conduct its core functions.

Planning for the rehabilitation of Al Qayarah Hospital has also commenced. The reconstruction of two schools has been completed and a further 23 schools have been advertised for rehabilitation works to begin.

Sinuni, Sinjar and Rabia

The critical work of installing a 45Km 132kV transmission line to provide reliable power to Sinuni is ongoing. In the meantime, three 1.5MW mobile generators will be installed to help restore electrical power to the area. Equipment has been provided to the FFS-rehabilitated hospital, and assessments are being done on two primary health centres to ensure a broad catchment of health services in Sinuni. Access to water has been improved by the provision of



Workers pour foundation for an electricity pole along the route of the Awenet-Sinjar 132Kv transmission line. © UNDP/Ozair

four well-pump stations, while three water tankers previously procured and delivered by FFS supply the non-serviced areas. The refurbishment of seven schools has now been completed in Sinuni, while plans are being made to rehabilitate an additional eight.

In Sinjar both the buildings of the Educational Directorate and the primary health centre have been handed over to their respective ministries. Six well-pump stations have been restored during the reporting period, and two previously supplied water tankers are providing safe water to areas where the network is beyond repair.

Ninewah Plains: Hamdaniya, Bashiqa, Telkayf, Batnaya, Telesqof

Following approval from the Steering Committee in December 2016 to operate in the Ninewah Plains, more than 70 new projects are now underway supporting vulnerable communities in the region. This includes more than \$19,000,000 of projects across health, education, municipality, water, sewerage, electricity and livelihoods sectors.

Important project developments in this period include the completion of the 132 KV transmission line from Hamdaniyah to As Salamiyah. This will supply power to the As Salamiyah Water Treatment Plant, and thus supply the Ninewah Plains and parts of Mosul with water.

Key meetings also took place with Mayors and Line Ministries in Hamdaniyah, Telkayf, Batnaya, Telesqof, Bartela and Bashiqa, resulting in the development of new projects to address the rehabilitation of 15 primary health centres, two major water pumping stations, electrical substations and schools.

Window 2

Wide-scale livelihood activities were undertaken, primarily in east Mosul and Al Qayarah during the reporting period. Several hundred workers have been engaged, providing vulnerable groups with an immediate income and allowing them to support their families and boost local economies.

Mosul

Due to the high level of destruction in Mosul, combined with the limited capacity of the municipality to remove the rubble from the main streets and buildings, FFS coordinated with the municipality to assist in clearing the rubble from the entirety of east Mosul. The eastern side of the city was divided into 15 lots to employ more than 5,000 people for a period of 90 days to remove the rubble. During the reporting period the first contract for 300 beneficiaries was signed and clean up activities began along main streets, key intersections and at Al Khansa and Ibn Al Atheer hospitals.

Al Qayarah

Cash-for-Work initiatives in Al Qayarah employed 300 people for 90 days during this period, clearing rubble from the Qayarah Hospital, and from main roads. Work is now concentrating on cleaning and rejuvenating parks and public spaces.



FFS Cash-for-Work participants in Al Qayarah are briefed before beginning to clear debris from Qayarah Hospital.
© UNDP/Mackie

Window 3

Mosul

In Mosul particular attention was given to Window 3 work with a focus on supporting the line directorates and municipality. FFS made progress in the recruitment of several Municipal Stabilization Advisors to support the municipalities of east and west Mosul. The additional capacities will provide an important boost to technical capacities for local government and address urgent needs for support. In addition, 13 Local Area Liason Officers have been engaged to provide a vital bridge between the FFS Erbil-based team and the key service delivery sectors including the Ninewah Line Directorates of Water, Electricity, Education, Municipalities, Sewerage, Roads and Bridges.

In order to quickly expand stabilization activities in Mosul and other newly liberated areas in Ninewah, 24 civil and electrical engineers were hired in the reporting period to provide technical support for damage assessments and to accelerate infrastructure rehabilitation projects.

Finally, the provincial governor's office is being refurbished and provided with essential heavy equipment to include 10 pick-up trucks, water trucks and sewage trucks. The delivery of electrical equipment has commenced to support municipal tasks in liberated areas of Mosul.



Salah al-Din

There are five locations approved for FFS projects in Salah al-Din: Tikrit, Al Dour, Mkeishifa, Shirqat and Baiji. The area of northern Salah al-Din hosts a significant population of IDPs from Mosul and Hawijia, lending extra importance to stabilization activities in the area. During the reporting period FFS projects made significant progress in the towns of Tikrit, Al Dour, Mkeishifa, and Shirqat, and an important assessment visit was made to the town of Baiji.

Window 1

Tikrit

Most of FFS projects are now complete in Tikrit, as it was the first city where FFS work took place. Remaining projects fall into the 'expanded stabilization' channel and these have been the focus of FFS activities here during Quarter 1. The renovation of the Surgery and Emergency Departments of the Tikrit Teaching Hospital has been completed. Work to rehabilitate Tikrit University is also complete.

Tikrit has suffered several security incidences in early 2017. The governorate is experiencing the re-emergence of some ISIL cells while the group suffers defeats in Mosul and Ninewah province.

Rehabilitation of Tikrit Teaching Hospital is underway, including:

- **Rehabilitation and re-equipping of Emergency and Surgery Department**
- **Rehabilitation of Doctor's Accommodation**
- **Rehabilitation of the Blood Transfusion Centre**
- **Detailed design of Inpatient, Outpatient and Services Block**
- **Procurement of medical equipment for all buildings**
- **Rehabilitation of Dialysis Department**
- **Rehabilitation of Cardiac Department**
- **Rehabilitation of New Doctor's Dorm**



Sharooq fled to Baghdad with her three children when ISIL occupied Tikrit. Shortly after she returned home, she received a small business grant of \$1,000 dollars to open a beauty salon in the city. A single mother, Sharooq says the FFS grant helped her earn a living and take care of herself and her family. © UNDP/Mackenzie



Students from Tikrit University. "We took the risk to come back here and help re-start the university to prove that women have an important role in society... We're very happy to be back." © UNDP/Mackenzie



A team from FFS and local government authorities and line directorates conduct an assessment at the Baiji Water Treatment Plant. © UNDP/Mackenzie



The Town of Baiji suffered significant damage to school buildings, including the Baiji Central School for Girls, above. FFS gained access to Baiji for initial assessment during the first quarter period. © UNDP/Mackenzie

Baiji

The town of Baiji was approved for FFS interventions by the Steering Committee in 2016, however access to the town to undertake assessments was prevented by insecurity. Security conditions improved during Quarter 1 and the Iraqi Government has indicated that IDPs will soon be allowed to return to the city. In light of this, FFS was able to make an important assessment mission to Baiji during the reporting period. A workshop to assess needs and prioritize the stabilization efforts will be held in the coming weeks.

Shirqat

Accessing Shirqat has been a challenge for FFS, but Quarter 1 saw significant progress and the successful initiation of stabilization projects in the town. The rehabilitation of six schools and two primary health centres is now underway. Projects have also been developed to rehabilitate the Mayoral office and a police station, and these are scheduled to begin implementation soon.

Cash-for-Work clean-up operations have also been planned for Shirqat. These will run for a period of three months and benefit approximately 300 people with immediate work opportunities.



Students in class at a school in Shirqat. © UNDP/Mackie



Anbar

Given the short time since the cities of Fallujah and Ramadi were liberated and IDPs were allowed return home, the implementation of FFS immediate stabilization projects to rehabilitate schools, public health centres and critical infrastructure, such as water treatment plants, has made a significant contribution to facilitating the return of displaced people. To date, 319,308 people have reportedly returned to Fallujah and 300,432 have returned to Ramadi. Many Window 1 and Window 2 activities have been completed in Anbar during Quarter 1, while improvements to the security situation have allowed new activities to begin, particularly in the area of livelihoods and the initiation of pilot programmes.

The continuing implementation of Cash-for-Work initiatives has supported the most vulnerable with immediate work opportunities in Ramadi and Fallujah. The implementation of a pilot 'Cash Grants' programme for female-headed households in Fallujah has benefitted 980 of the most vulnerable women who have been widowed, separated, abandoned or whose husbands have been displaced by the conflict and have not yet returned. The one-time cash grant of US\$500 has indirectly benefitted approximately 4,000 people. In addition, the commencement of a neighborhood stabilization programme to deliver repairs to the most badly damaged homes in Ramadi and Fallujah has begun.



Riad and his family were displaced from Ramadi for over two years. As part of the FFS neighbourhood stabilization programme, they are now fixing damage to their home. "When we returned to Ramadi, our house was destroyed. We couldn't live here. Now, the water and electricity are working again, and we're happy to be able to make repairs to our home." © UNDP/Mackenzie



| *Girls are back in class in Ramadi* © UNDP/Mackenzie

Window 1

Ramadi

During Quarter 1 2017, a total of 35 Window 1 projects were in progress in Ramadi. Of particular note is the completion of three projects to rehabilitate water infrastructure for the city, while an additional five projects to advance repairs to water infrastructure moved forward. The rehabilitation of primary schools in the city continued during the first quarter with four new projects started and the rehabilitation of four secondary schools completed. Educational facilities for women were devastated under ISIL control and in this period FFS has continued significant rehabilitation work on girls schools and female dormitories in Ramadi to support a return to education for women and girls.

Building on the achievements made repairing sewerage infrastructure during 2016, the rehabilitation of a waste water treatment plant was completed and work is ongoing to repair essential lift station infrastructure.

An important lesson learned through the experience of FSS work in Anbar has been the significant impact of repairing houses as a key driver to encourage returnees home. The extensive damage to residential properties in Ramadi and Fallujah has been recognized by the Government of Iraq and FFS as a key consideration for future work within the cities. A pilot project is being implemented in Ramadi and Fallujah to repair approximately 600 of the worst hit homes within two targeted neighborhoods. Priority has been given to the homes of women-headed households in selected areas for immediate repairs. The initiation of this work shows the significant opportunity for upscaling repairs to hundreds of more units in addition to the potential to replicate this pilot in other liberated areas which have suffered similar damage to private homes.



Government and Health Department officials prepare to cut a ribbon to celebrate the opening of the Hay Nazal Health Centre in Fallujah. © NRT



Construction workers at Fallujah's Al-Azraqiya Water Treatment Plant. The plant will provide over 60% of the city's population with safe drinking water. "Our entire families have returned to the city because work and security are available," said one of the workers. © UNDP/Al-Maree

Fallujah

The rehabilitation of several primary health centres and schools has been completed in Fallujah during the first quarter. Good progress has also been made to rehabilitate water services across the city. Repairs to three water stations have been completed, while rehabilitation work continues on several others. FFS projects targeting the rehabilitation of schools have progressed rapidly during the first quarter, with work nearing completion on a number of primary and secondary schools. Of note is the progress rehabilitating Al Khansa' Secondary School for Girls, a school that previously accommodated 600 students. The school was an important institution for gifted students and acted as a feeder for local medical and engineering colleges before being damaged in the conflict.

UNDP is rehabilitating several additional primary health centres in Fallujah and that work has progressed steadily through the period. The completion of rehabilitation works to Hay Nazal Health Centre was a significant achievement during this first quarter, reinstating services for surgery, dental, maternity and children's care. The centre also acts as a major site of employment for Fallujah.

Karma

The relatively stable security situation in Karma during Quarter 1 allowed for FFS projects to progress as planned. The rehabilitation of water facilities and schools remains a priority, and significant progress was made to the main Karma water facility, with five additional water projects under development.

Two of the 13 school rehabilitation projects underway in Karma were completed during the reporting period. Three primary health centre rehabilitation projects began implementation, while an additional five are in the planning stages. FFS also continues to support municipality-focused projects and during Quarter 1 began work to rehabilitate Karma community police station.

Heet

In Quarter 4 2016, FFS began implementing projects in Heet, based on the September 2016 workshop that analyzed initial assessments and prioritized activities. In line with commitments made in 2016, FFS has advanced on the implementation of several Window 1 projects and provided the municipality with equipment to support their basic functioning. The preparation of several Window 1 projects to rehabilitate schools and health centers has been moving forward, and the rehabilitation of the Heet Asphalt Factory got underway.



Children at Al Nohod School in Haditha are excited that their school looks like new again. © UNDP/Al-Ani

Haditha

The town of Haditha was never fully occupied by ISIL but suffered from the proximity of the group in surrounding areas. Quarter 1 2017 saw the initiation of rehabilitation projects targeting many of the city's schools. The contracts for the rehabilitation of 20 schools were awarded during the reporting period and work is ongoing.

Al Ritbah

Similar to Heet and Haditha, the remote nature and security status of Al Ritbah has proved challenging for FFS teams in gaining access to the area to undertake assessments. A workshop conducted in September 2016 identified water provision as a priority for the town and important progress was made by FFS in Quarter 1 to rehabilitate water infrastructure to service the city. In addition the municipality was provided with heavy equipment to help clear the city of rubble and debris.

The achievements made by FFS projects in Heet, Haditha and Al Ritbah have been an important contribution to the stabilization of these towns given their remoteness and proximity to ISIL-controlled areas. Progress made here has been a significant achievement for FFS in Quarter 1, considering the difficulties in accessing the location and continuing security challenges which made intervention difficult during 2016.

Window 2

The experience of FFS in this quarter continues to demonstrate the effectiveness of Window 2 livelihood support in encouraging IDPs to return home. During this period FFS continued to initiate, scale-up and implement new Cash-for-Work schemes, while also expanding livelihood support through the provision of cash grants to women who are in the vulnerable situation of heading households without access to alternative incomes.

Ramadi

Cash-for-Work in Ramadi continued, through this period, planning the implementation of four additional contracts in northern Ramadi, southern Ramadi and Albu-Dhyab, in addition to the Anbar University clean-up project which is ongoing. These four projects directly benefited 1,150 people for a duration of three months.

Two small business grants projects were launched in Ramadi targeting 500 beneficiaries whose businesses were destroyed during the conflict with ISIL. This project is being implemented in cooperation with the Anbar Chamber of Commerce, which is to register and license all the repaired businesses.

Fallujah

In Fallujah FFS continued to use Cash-for-Work projects to support the immediate needs of returnees for income. Following the completion of the previous projects that were initiated in 2016, FFS is currently implementing two additional projects for rubble removal and clean-up of the city for a total of 552 beneficiaries over a period of 70 days. Cash-for-Work aimed at the restoration of public spaces and parks has been completed during the reporting period benefiting 150 workers over a period of 60 days.

A cash grants for women-headed households initiative was piloted in Fallujah during the first quarter. This project provides cash to targeted households to meet basic needs for food and non-food items, or to buy assets essential for the recovery of livelihoods. This project is providing a one-time US\$500 grant to 980 households headed by vulnerable returnee women.

Karma and Heet

During Quarter 1 progress was made to develop a Cash-for-Work clean-up project in Karma which will constitute a second phase of work that was initiated during 2016. Cash-for-Work projects are also ongoing in Heet and run for a duration of 55 days, benefitting 300 individuals.



After heavy rains in Heet in March, Cash-for-Work participants helped clear drains and clean roads, ensuring a quick recovery from the flooding. City residents were grateful to the project team. © UNDP/Al-Ani

Window 3

FFS work continues to support the Office of the Governor of Anbar in areas of support to stabilization activities on the ground, communications and liaising/coordination with the FFS teams in Erbil and Baghdad. The International Communications Specialist and National Special Assistant continued their vital support to the Governor's Office during the first quarter in supporting communications and building technical skills .

In addition, FFS has embedded three MSAs within the respective Mayor's offices of Fallujah, Ramadi and Haditha. Together, these MSAs also provide technical assistance to municipalities in relation to wider catchments inclusive of Karma, Heet and Al Ritbah. FFS has also resourced engineers to support municipalities in preparing for the needs assessments and prioritization of projects for implementation.

In addition to the provision of technical resource support in the form of MSAs, engineers and FFS staff, focus has been given to providing municipalities with the essential heavy equipment and tools they require to undertake their core functions such as the collection of garbage, removal of heavy debris etc. Work has also commenced in this quarter to begin rehabilitation work to the Mayors offices and to municipal buildings in Ramadi, Fallujah and Karma, with initial assessments being made to quantify the IT, furniture and basic equipment needed by municipal office staff in order to return to work and effectively deliver local services .



Diyala

In Diyala immediate stabilization activities are focused on Al Sa'adiyah, which is the only location in the governorate approved by the Steering Committee. The security situation in Diyala remains tense, with some deterioration during the reporting period. Al Sa'adiyah is a small town of around 30,000 people.

Several projects to rehabilitate schools and health centres in Sa'adiyah were completed during 2016. For this reporting period work advanced on the rehabilitation of the Al Sadiyah water treatment station which previously operated at 840m³/h capacity. As a result of damage the station was operating at just 35% of its former capacity. It is expected to serve the entire population of the area once complete.

Also in Diyala, FFS made progress on the initiating the expanded stabilization project to rehabilitate the Hamrin Dam. As in other parts of Iraq, ISIL used the Hamrin Dam as a man-made defensive line against Iraqi Security Forces. The dam serves as a land bridge between Khanaqin and Sulaymaniyah on the northern side of the lake and Muqdadiya on the southern side. The lake also provides water for 80% of the population in Diyala, and irrigation for 2.9 million hectares of agricultural land. FFS rehabilitation work on the Hamrin Dam is intended to stop erosion of the embankments, ensure essential repairs and underwater construction, shield the coastal slopes of the dam to safeguard road access and avoid unnecessary discharging of water into the Tigris River.

The sister programme of FFS, the Iraq Crisis Response and Resilience Programme (ICRRP), is now scaling up activities in Diyala to support livelihoods and education and improve the position of women.



The Hamrin Dam in Diyala. © UNDP/French



Kirkuk

The social fabric of Kirkuk governorate has been under pressure by the flow of IDPs into the region. Displaced populations from as far away as Karma came to Kirkuk at the height of ISIL's advance in Iraq. Following approval by the Steering Committee, FFS intervention in the governorate got underway for the first time in this reporting period. Attention has been focused on capacity support for the local government. The recruitment process to hire an MSA to support FFS activities within the region began.

The town of Bashir was approved by the Steering Committee in 2016, at the request of the Government of Iraq. The city of Hawija was approved by the Steering Committee during the reporting period, however it remains under ISIL occupation.

FFS is supporting Bashir with six Window 1 projects. These include renovation of the Bashir Water Station and rehabilitation to damaged water pipes, construction of a steel water tank for water storage, and the rehabilitation of the electrical power station.

Window 2 Cash-for-Work projects in Bashir have also been developed and will begin shortly. This project will benefit some 300 people over a three month period.



Damage to the Bashir electrical substation. © UNDP/Carroll

Challenges and Issues

Stabilization environments are by nature volatile and complex and UNDP continues to manage such challenges in consultation with the Government of Iraq and the FFS Steering Committee. The Risk Framework (presented in the Annex) outlines several of these challenges, as well as the mechanisms employed by FFS to mitigate them. Key challenges and issues during Quarter 1 2017 include:

1. The expanding scale of FFS' stabilization work, as more areas become liberated from ISIL, continues to strain the available resources. The expectations from the Government, local authorities, and beneficiaries have also grown in line with the scale and increase in projects. FFS teams regularly receive requests to rehabilitate infrastructure and city services beyond what is considered within the scope of immediate stabilization and available funding. Managing the expectations of stakeholders and beneficiaries is emerging as a more prominent challenge. This has in turn highlighted the importance of continuing vigilance to ensure consistency of communication and messaging in relation to what FFS is designed to achieve and how best FFS resources can be spent.
2. The liberation of east Mosul has put FFS resources under pressure in meeting the stabilization needs of the area. In parallel, security setbacks in the eastern part of the city have been an additional challenge to initiating and implementing projects. The volatile security situation, in the absence of reliable policing and the rule of law, poses risks to the consolidation of immediate gains.
3. There has been a persistent challenge to FFS implementation in Ninewah governorate with the process of approving projects and collating and reviewing Bills of Quantity (BoQs). This process has been centralized in a construction committee. This arrangement had led to additional delays to the process of implementing projects during the first quarter. However, the main issues have now been addressed.
4. Security remains an overall challenge to FFS stabilization activities. Explosive hazard risks to contractors, partners and citizens remains a significant issue. Security challenges also continue to hamper the implementation of projects in remote regions of Western Anbar, the Ninewah Plains and Northern Salah al-Din.
5. Despite the overall success of the livelihood projects as a way of encouraging returnees and providing the most vulnerable with immediate livelihood opportunities, it has proved difficult for FFS to ensure the involvement of women in Cash-for-Work activities. With the support of the FFS Gender Advisor, recruited during Quarter 1, FFS continues to explore ways to promote the participation of a greater percentage of women in Cash-for-Work initiatives.
6. FFS continues to monitor the challenges of intra-city rivalries, which persist from the previous reporting period, and the hiring of an international Communications Specialist, during Quarter 1, has improved the communication capacities of FFS in terms of transparency and accountability of project activities and locations.

Lessons Learned

FFS has grown from a small undertaking in 2015 in a handful of cities such as Al Dour, Tikrit and Rabia, to a facility that is now operating in 22 locations and implementing over 500 projects across liberated areas of Iraq in many sectors, including health, education, sewerage, and electricity.

The two pilot projects initiated during Quarter 1, in housing rehabilitation and cash grants for women headed households, have yielded important lessons for the successful design of such schemes. The rehabilitation to housing in Ramadi and Fallujah has highlighted the value of working at a neighborhood/community level, building social cohesion into the approach and the contracting of local labor that provides work opportunities for hundreds of people.

The challenges of encouraging greater involvement by women in the Cash-for-Work projects indicated a different approach is needed. The success of the Cash Grants pilot for women-headed households has shown the effectiveness of targeting women in vulnerable situations with critical financial aid, and how this can benefit a much wider community in terms of families and dependents, particularly children.

The work of FFS has also recognized the need to develop a comprehensive approach to the rehabilitation of local institutions, such as municipal buildings and police stations, acknowledging such infrastructure holds an important contribution to broader stabilization activities. The role of court buildings and houses of justice has also proven to be of importance to returnees.

The challenges presented by the complexities of initiating projects in east Mosul also offered valuable learning for the FFS team, particularly in terms of resourcing rapid intervention on a large scale. The operating context of Ninewah more broadly has been the backdrop to many important lessons for working at speed in situations of political complexity. The main lesson in this regard is the importance of decentralizing decision-making to line directorates to enable the rapid development and deployment of BoQs and project commencement.

Financial Section

Donor	Contribution (signed agreement)		Received as of 31 March 2017		To be received (currency of agreement)	To be received (signed agreement) 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 3,124,744	3,362,334	EUR 3,124,744	3,362,334	0	0
Canada	USD 1,200,000 + CAD 7,000,000	6,356,393	USD 1,200,000 + CAD 4,000,000	4,156,393	CAD 3,000,000	2,200,000
Czech Republic	CZK 10,000,000	401,597	CZK 5,000,000	201,597	CZK 5,000,000	200,000
Denmark	DKK 111,000,000	16,262,602	DKK 57,000,000	8,136,317	DKK 54,000,000	8,126,285
European Union	EUR 14,000,000	14,882,000	EUR 7,000,000	7,502,172	EUR 7,000,000	7,379,828
Finland	EUR 4,000,000	4,252,902	EUR 4,000,000	4,252,902	0	0
France	EUR 2,000,000	2,211,318	EUR 2,000,000	2,211,318	0	0
Germany	EUR 68,148,000	74,296,713	EUR 40,648,000	50,351,751	EUR 27,500,000	23,944,962
Italy	EUR 7,000,000	7,763,975	EUR 7,000,000	7,763,975	0	0
Japan	USD 24,128,580	24,128,580	USD 24,128,580	24,128,580	0	0
Korea	USD 5,000,000	5,000,000	USD 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 22,500,000	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	11,694,536	NOK 91,000,000	11,694,536	0	0
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
Turkey	USD 750,000	750,000	USD 750,000	750,000	0	0
UAE	USD 60,000,000	60,000,000	USD 60,000,000	60,000,000	0	0
USAID	USD 115,300,000	115,300,000	USD 115,300,000	115,300,000	0	0
United Kingdom	GBP 7,270,000	9,792,089	GBP 6,720,000	9,034,396	GBP 550,000	757,693
Total		404,894,445		349,504,165		55,390,279

Annex I: Performance Tracking Matrix

FUNDING FACILITY FOR STABILIZATION QUARTERLY LOGFRAME REPORT January – March 2017		
<p><u>UNDAF Outcome 1:</u> Government and communities' resilience to disasters (man-made and natural) strengthened</p> <p><u>Country Program Outcome 3:</u> Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas</p> <p><u>Indicator:</u> Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar</p> <p><u>Baseline (data as of April 2015):</u> Salah al-Din: 27,000 returnees; Ninewah: 24,924 returnees; Diyala: 40,524 returnees; Anbar: 5,586 returnees (total: 99,114 returnees).</p> <p><u>Target:</u> 2,400,000 internally displaced persons have returned to their places of origin by the 31 December 2018.</p> <p><u>Progress and status:</u> As of April 1,550,904 :2017 people returned to their homes in newly-liberated areas of the five governorates that FFS supports including the recent addition of Kirkuk. Anbar has received the largest number of returns (753,276 people, 49% of total), followed by 378,768 in Salah al-Din (24%) 203,472 in Diyala (13%) 211,944 in Ninewah (14%) and 3,444 in Kirkuk (-1%).</p>		
INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	Q3 PROGRESS
<p><i>Output 1: The Government of Iraq is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of internally displaced persons.</i></p>		
<p><i>1.1 Carry out local assessments to identify immediate stabilization needs with costing, prioritization and final assessment report</i></p>		
<p><u>Indicator:</u> Percentage of assessments carried out in FFS targeted areas</p> <p><u>Baseline:</u> No assessment undertaken in liberated areas (May 2015)</p> <p><u>Target:</u> 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>Target achieved: During the reporting period initial assessments were undertaken in the newly accessible towns of Shirqat, Bashir, Baiji Telkayf, Batnaya, Telesqof and Bashiqa. At present 20 out of the 22, or 90% of FFS areas have been assessed for damage and plans developed.</p>
<p><i>Overall output progress: 90% of liberated areas (20 out of 22) have had assessments undertaken.</i></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 accessible areas which allows for the sustainable return of internally displaced persons.		
1.2 Rehabilitation of light infrastructure in newly liberated areas (Window 1)		
<p><u>Indicator:</u> Number of infrastructure projects for basic services (water, health, electricity, education and municipal services) which have been rehabilitated in FFS targeted areas.</p> <p><u>Baseline:</u> Liberated areas in 4 target provinces have substantially reduced access to basic services (water, health, electricity, education, and municipal services). No FFS rehabilitation work as of May 2015.</p> <p><u>Target:</u> 150 projects are being implemented of which 90 have been completed by December 2016 .</p> <p><u>Indicator:</u> Stabilization Operations Service Center established to manage infrastructure rehabilitation procurement and implementation.</p> <p><u>Baseline:</u> No stabilization-specific operations service center.</p> <p><u>Target:</u> Capacity of Stabilization Operations Service Center has been increased with doubling of finance and procurement staffing by 31 December 2016</p>	<p><u>1.2.1:</u> 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>Rehabilitation of electricity networks in Salah al-Din, Anbar, Diyala, and Ninewah Governorates</p> <p>Rehabilitation of primary and secondary schools in Salah al-Din, Anbar, Diyala and Ninewah Governorates</p> <p>Procure equipment for municipal services</p> <p><u>1.2.2:</u> 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 FFS</p>	<p>By the first quarter of 2017 FFS has a project portfolio in excess of 500 projects. Of these, more than 30 were completed during the first quarter and 366 new projects were initiated, the majority (118) of which are in Mosul.</p> <p>Additional procurement, HR and finance capacity was added to the Service Centre to cope with the increased demands from the additional NLAs.</p> <p>Additional engineers (24 for Mosul alone) recruited to support projects in Anbar and Ninewah, Ninewah Plains and Kirkuk</p>
<p><i>Overall output progress: The additional projects completed during the reporting period bring the total of completed projects to 126, with some 400 additional under implementation. FFS exceeded the indicator target for the last quarter of 2016 and continues to surpass targeted results in terms of project numbers completed and under implementation. The Stabilization Operations Service Center has increased its finance and procurement capacity in line with the growing portfolio.</i></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 accessible areas which allows for the sustainable return of internally displaced persons.		
2.2 Support livelihoods by jumpstarting local economy and generating income (Window 2)		
<p><u>Indicator:</u> Number of job opportunities for individuals, including women and youth, created in liberated areas of target provinces. <u>Baseline:</u> No job creation projects being implemented or initiatives taking place. <u>Target:</u> 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><u>Indicator:</u> Number of small business grants, including women-owned businesses, awarded in liberated areas of target provinces. <u>Baseline:</u> Small businesses have no grants. <u>Target:</u> 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><u>2.2.1:</u> 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 women participants and identify "women-friendly" work sites. - Recruit and train youth-oriented NGOs for Cash-for-Work schema.</p> <p><u>2.2.2:</u> 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><u>2.2.3:</u> 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. - Deployment of Cash-for-Work and livelihoods expert. - Deploy staff for monitoring of livelihoods activities.</p>	<p>1. Cash-for-Work projects were implemented in Anbar during the first quarter with 2,152 beneficiaries across Ramadi, Fallujah and Karma engaged from between 60–90 days. 2. In Salah al-Din, Cash-for-Work projects are initiating for 300 workers for 3 months. 3. In Ninewah, Cash-for-Work projects benefitted 600 people in Mosul and Al Qayarah for 90 days, with additional work for Mosul planned to benefit thousands more. 4. In Kirkuk, Cash-for-Work projects are planned to benefit 300 people over 3 months.</p> <p>1. Grants for small businesses were delivered in Ramadi to 500 beneficiaries. 2. Cash grants were disbursed to 980 women-headed households in Fallujah.</p> <p>1. International staff hires in areas of communications, monitoring, livelihoods and gender were completed during the reporting period.</p>
<p><i>Overall output progress: Total direct beneficiaries for projects completed by the end of Quarter 1 includes; 1 million people with improved access to safe water, more than 900,000 people benefit from rehabilitated electricity infrastructure, 52 health clinics have been rehabilitated to serve more than 1,400,00 people, rehabilitated schools and classrooms facilitate more than 130,000 boys and girls. As of April 1,550,904 2017 Iraqis have returned home within the four target governorates within which FFS is working.</i></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 accessible areas which allows for the sustainable return of internally displaced persons.		
2.3 Technical support is provided to Government authorities to build local capacity to facilitate stabilization (Window 3)		
<p><u>Indicator:</u> Authorities in target provinces with liberated areas demonstrate capacity to plan for stabilization activities and produce and implement stabilization plans.</p> <p><u>Baseline:</u> Limited capacity to develop and implement comprehensive stabilization plans.</p> <p><u>Target:</u> 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> <ul style="list-style-type: none"> - Hire and deploy technical expertise to Ninewah and Salah al-Din for six months, embedded with Planning Departments 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. - 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 Provide stabilization advisory services to Ninewah, Salah al-Din, Diyala, and Anbar in support of their stabilization plans and activities. 	<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 and Ninewah Governor's Offices during the reporting period.</p> <p>Additional engineers have been hired including 24 for the Mosul area alone. Five recently hired Municipal Stabilization Advisors were mobilized and are currently providing much needed support to municipalities of Fallujah, Ramadi, Shirqat and western Anbar. Recruitment processes are underway to embed several additional Municipal Stabilization Advisors and Local Area Liason Officers within partner municipalities of Ninewah, Ninewah Plains, and Kirkuk.</p>
<p><i>Overall output progress: FFS 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. Engineering resources have been boosted significantly and Municipal Stabilization Advisors are providing direct capacities to municipal offices.</i></p>		
2.5 Project Management Team Employed		
<p><u>Indicator:</u> Set up independent Monitoring and Evaluation for Stabilization project.</p> <p><u>Baseline:</u> No independent monitoring in place.</p> <p><u>Target:</u> Independent monitoring reports are available for all areas of FFIS intervention by end of 2016.</p>	<p>Expansion of Project Team with Project Manager and Overall team leader</p> <p>Ensure appropriate security management arrangements are in place, including equipment.</p> <p>Deploy strategic communications expert fully dedicated to stabilization.</p> <p>Independent Monitoring and evaluation system is put in place and reports are available.</p>	<p>The FFS team expanded considerably during the first quarter with several international hires to meet the increasing demands on the Facility.</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 accessible areas which allows for the sustainable return of internally displaced persons.		
2.4 Design and implement community reconciliation and dialogue initiatives (Window 4)		
<p><u>Indicator:</u> Conflict analyses are conducted in liberated areas. <u>Baseline:</u> No conflict analysis conducted in the liberated areas. <u>Target:</u> Conflict analysis conducted in 80% of liberated districts by 31 December 2016.</p> <p><u>Indicator:</u> 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. <u>Baseline:</u> No facilitators have been trained. <u>Target:</u> 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 the 50 facilitators will be women in each of the targeted provinces with liberated areas.</p> <p><u>Indicator:</u> Develop monitoring tool to monitor changes in communal tensions. <u>Baseline:</u> No monitoring tools to monitor changes in communal tensions are being employed. <u>Target:</u> Marked improvement in newly liberated areas by 31 December 2016.</p>	<p><u>2.4.1:</u> 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.</p> <ul style="list-style-type: none"> - 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><u>2.4.2:</u> Provincial Governments, local authorities, media, and community leaders are engaged and trained on mediation/ community reconciliation processes, and media develop conflict sensitive messaging.</p> <ul style="list-style-type: none"> - 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 <p>Engage provincial council, local authorities and community leaders in developing conflict sensitive messaging</p> <p><u>2.4.3</u> Systematically monitor and document community tensions and retribution.</p> <ul style="list-style-type: none"> - 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>The Community Reconciliation Expert was deployed.</p> <p>Conflict analyses were informed by interviews with communities, local authorities, and IDPs.</p> <p>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.</p> <p>The monitoring to measure tensions in targeted areas, with qualitative and quantitative data, continued throughout first quarter.</p>
<p><i>Overall output progress: FFS 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. Engineering resources have been boosted significantly and Municipal Stabilization Advisors are providing direct capacities to municipal offices.</i></p>		

Annex II: Risk Framework

POLITICAL RISKS	
Description	Mitigation Measures
Proposed/selected projects do not correspond with priorities of returnees/ local population.	<i>Funding decisions for projects are endorsed by 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 the 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 counter offensive 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 if 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 Programme (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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