

# *Funding Facility for Immediate Stabilization*



**Quarterly Progress Report**  
Q2 and Q3 for Year 2015

# Funding Facility for Immediate Stabilization Quarterly Progress Report

## Q2 and Q3 for Year 2015



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<b>Project Title:</b>	Funding Facility for Immediate Stabilization (FFIS)
<b>UNDP Project ID:</b>	00089459 (output ID: 00095684)
<b>Progress report</b>	Quarter 2 and Quarter 3 of 2015
<b>Project Duration:</b>	May 2015 – May 2017
<b>Financial contribution, as of 30 Sept15</b>	Received: USA (8.3M USD), DFID (781,000), Japan (1M USD), Slovakia (56,000 USD)
<b>UNDP Iraq Focal Point</b>	Prime Minister's Office
<b>UNDAF Outcome(s)</b>	Outcome 1: Government and Communities' resilience to disasters (man-made and natural) strengthened
<b>CP Outcome(s)</b>	Outcome 3: Improved livelihoods opportunities for ISIL-affected communities
<b>Output(s)</b>	Output 1: Rapid local stabilization and recovery assessments Output 2: Stabilization and recovery initiatives in newly accessible areas
<b>Implementing Partner</b>	UNDP
<b>Responsible Partner</b>	UNDP
<b>Project Location(s)</b>	Newly accessible areas.

### Contributing Partners



**UKaid**  
from the British people

### Confirmed Pledges



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# Executive Summary

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UNDP has been assisting the Government of Iraq with efforts to stabilize select areas that have been liberated from occupation by the Islamic State of Iraq and the Levant (ISIL). UNDP's test case for stabilization has been Tikrit District, which was abandoned after fierce fighting that finally led to the victory of the Iraqi forces over ISIL. After consultations and assessment missions involving the Prime Minister's Office, the Governor of Salah al-Din, and relevant technical directorates, an initial set of priorities was identified, which mainly focused on re-establishing a water supply, electricity, health services and education. Following these assessments, UNDP acted rapidly to engage in light infrastructure rehabilitation projects and partner with local NGOs for cash for work projects and small cash grants for newly re-opened businesses. These projects in Tikrit are assessed to impact tens of thousands of people and have undoubtedly contributed to the confidence of populations returning to Tikrit. Activities in Tikrit provide the main storyline for the progress of stabilization efforts in Iraq thus far. However, this report will also show that UNDP has supported engagement in other areas and has built internal mechanisms to maximize future responses.

Stabilization activities allow the Government to quickly implement projects, which are identified as priorities to support the return of internally displaced persons (IDPs). Government support in newly liberated

areas is essential to mending the deficit of trust between the Government and its polity. As outlined in the Annual Work Plan, UNDP's work ensures that the Government has the initial resources during the first three to six months to repair necessary public infrastructure, jumpstart the local economy, build local capacity to respond and foster peaceful coexistence of communities.

The Funding Facility for Immediate Stabilization (FFIS) was created on 11 June 2015 to assist the Government of Iraq to respond to its identified stabilization priorities. Through FFIS, UNDP quickly moved to expand its staff, which now includes a Baghdad-based Stabilization Advisors Team with a Senior Stabilization Advisor, a Stabilization Advisor seconded from the United Kingdom's Department for International Development (DFID), a Strategic Communications Specialist, and a Community Reconciliation Expert; a Stabilization Project Management Team with a Project Manager, a Project Analyst, area coordinators for Salah al-Din and Ninewah; and a Monitoring Team with two engineers and a locally recruited liaison officer for Tikrit. In addition, UNDP put in place an operations service center, which is comprised of dedicated procurement, finance, and human resources experts and is led by a senior operations manager. This operations center ensures quick delivery of FFIS activities. Critical to the success of the project

was UNDP Headquarters' authorization of the use of "fast-track powers" and "special measures" enabling expedited delivery times for FFIS operations. These fast-track powers have enabled UNDP to quickly deliver in liberated areas as detailed in this report.

In order to assess damage and determine the short and medium-term priorities, the Governors of Salah al-Din and Ninewah have led quick stabilization and recovery assessments for the liberated areas, which determine the up to six-month priorities as well as the priorities for a 24-month period. UNDP has supported these assessments through technical expertise and has brought in some UN agencies with additional special knowledge. Assessment reports were released for the four liberated sub-districts in Ninewah (Zummar, Wanna, Rabia and Sinuni) as well as Amerli sub-district and Tikrit District in Salah al-Din. A remaining area for stabilization assessment is Al Dour District and Mkesheifah Sub-District in Salah al-Din, and other areas that will be liberated from ISIL.

Based on these assessments, UNDP has implemented projects through FFIS that have supported the basic service delivery to the increasing number of returnees. According to the Government, 70 per cent of Tikrit's population has returned as of September 2015. Data from the International Organization for Migration (IOM) displacement matrix tracking system indicates that around 133,000 people have returned to Tikrit District. In the four liberated sub-districts of Ninewah, 44 percent of the population has returned, though figures are expected to further increase in the months to come.

In addition to the support to the Ninewah and Salah al-Din governorates, UNDP has also assisted the Anbar Governor in the

preparation of a Stabilization Plan. The plan was presented by the Governor in the meeting of the Stabilization Working Group of the Global Coalition to Defeat ISIL meeting in Brussels on 15 September. Much of the plan was developed based on lessons learned from Salah al-Din and Ninewah, and it stresses the importance of tribal reconciliation and strategic communications to the affected populations.

Based on detailed local conflict analyses and consultations with a wide range of actors including IDPs, returnees, local authorities and security actors, UNDP identified local NGO partners to foster dialogue and reconciliation at the community level. In Salah al-Din, FFIS focuses on the areas where IDPs have not returned and where outstanding community grievances prevent peaceful and safe returns. For Ninewah, FFIS has focused on the training of local dialogue facilitators and inter and intra-community consultations through two well-known NGOs with proven expertise. Also, specific media outreach activities on community reconciliation will be prepared for the next reporting period.

Given the political and security realities of Iraq, significant challenges remain, such as ensuring continued security in liberated areas. Some of the main risks related to security will be managed and discussed by the FFIS Steering Committee, which determines and endorses the Facility's activities. The fluid security situation will make detailed planning for the next two years difficult, but FFIS allows for a responsive and flexible approach. With a high risk of criminality and looting in newly liberated areas, the Government must mitigate this risk affecting stabilization and FFIS activities.

Working with the FFIS Steering Committee, the Government of Iraq and donors will set objectives and decide on next areas of

engagement as well as the handover from stabilization to longer-term programs supporting the recovery of liberated areas.

The first months of FFIS activities imparted a number of important lessons for future engagements. Notably, to the extent possible stabilization planning prior to military clearing operations will speed up interventions once areas are liberated. This requires creative approaches to planning and working closely with the civil-military components at the Governorate level, notably in Anbar.

**Table 1: Overview of returnees since April 2015**

Governorate	District	Return figures 2015		
		09-Apr	04-Jun	10-Sep
Anbar	Falluja	3,132	3,123	10,794
	Heet	0	2,250	2,250
	Ramadi	2,454	25,512	26,514
Diyala	Al Khalis	31,320	31,542	37,248
	Al Muqdadiya	9,204	19,254	31,026
	Khanaqin	0	1,320	2,022
	Kifri	0	1,200	1,200
Kirkuk	Kirkuk	1,080	4,650	3,630
Ninewah	Mosul	0	438	438
	Telafar (Zummar, Rabia)	24,924	42,774	50,880
	Telkaif (Wana)	0	9,620	11,820
Salahaldin	Al Dour	0	750	28,140
	Balad (Duloeya)	0	0	11,190
	Beji	0	2,742	8,250
	Samarra (Mkeishi-fa)	0	0	15,654
	Tikrit	27,000	33,000	133,188
	<b>TOTAL</b>	<b>99,114</b>	<b>178,175</b>	<b>374,244</b>

Source: [www.iomiraq.net](http://www.iomiraq.net)

# Context

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Iraq has been undergoing political, economic, and social turmoil most recently as a result of the conflict with ISIL. The group occupied approximately one-third of Iraq's territory by the summer of 2014, the pinnacle being ISIL's taking of Mosul that June. Since that time, the Iraqi Security Forces (ISF), Peshmergha (Kurdish) and Popular Mobilization Forces (PMF) conducted clearing operations to retake territorial control from ISIL. These military operations have also occurred in the context of the national reconciliation and political reform, which aim to provide inclusion for marginalized communities and devolve administrative and fiscal authority to the governorates. The widespread public disillusionment with the Government of Iraq that ISIL is able to exploit is a result of suspected corruption at all levels, and feelings that the previous Prime Minister of Iraq specifically undertook divisive sectarian policies. Some Sunni Arabs have expressed explicit discontent regarding sectarian politics of the previous Government, and have participated in a number of demonstrations since 2012. Since this time, ISIL has been able to exploit and hijack Sunni Arab disenchantment for the organization's objectives. The onslaught of ISIL beginning in 2014 resulted in the displacement of 3.2 million Iraqis, many of whose places of origin are the target communities for stabilization initiatives.

Military clearing operations to root out ISIL militants must be followed by rapid, timely, and effective efforts by the Government of Iraq to restore essential services and livelihoods that will help facilitate the return of displaced persons. Further, the Government response following liberation must attempt to restore the trust between the Government and the people. Broader reconciliation, national dialogue and reform efforts currently led by the Prime Minister depend on strong Government responses following liberation at the local level.

In late 2014, the Prime Minister and the Special Representative of the Secretary-General (SRSG) for Iraq agreed to establish a joint UN trust fund to support stabilization and reconstruction in areas newly liberated from ISIL. In March of 2015, the Government reviewed the structure of the trust fund and decided to separate out stabilization, for which UNDP prepared a concept note for a stabilization funding facility. The note was endorsed by the Prime Minister and leading members of the Stabilization Working Group of the Global Coalition to Defeat ISIL, co-chaired by Germany and the United Arab Emirates. Following the Working Group's endorsement in April 2015, UNDP developed the project docu-

ment to create FFIS, which was formally established on 11 June 2015.

The intended objective of FFIS is to provide the Government of Iraq with a mechanism to address immediate needs of the populations following military clearing operations and liberation. As per the project document, the outputs of FFIS are: (1) rapid stabilization and recovery assessments carried out with local authorities, UN agencies, funds and programmes, and civil society actors; and (2) support the Government of Iraq is supported to address the immediate needs of stabilization and recovery in newly accessible areas which allow the sustainable return of IDPs. The project is designed to address four windows of engagement: light infrastructure rehabilitation; livelihoods support; capacity building; and community reconciliation.

The project is intended to directly impact the Government of Iraq's ability to respond

to people's needs. Further, the project directly benefits hundreds of thousands of Iraqis in liberated areas who have endured traumatic conflict, notably those who fled the fighting. UNDP is the primary Implementing agency of FFIS, though it may partner with UN agencies for specific projects, and contracts with NGOs and other vendors will facilitate many activities.

As stabilization requires quick delivery by UNDP, an operations service centre was put in place with procurement, human resources and finance functions which focus solely on Stabilization priorities. "Special measures" for UNDP Iraq and "fast track measures" were approved by UNDP headquarters for UNDP Iraq in July 2015, which allow for shorter advertising time and fast tracking of procedures. The service centre and these fast track measures were crucial in ensuring a quick delivery for the Tikrit projects.

# Implementation Progress up to 30 September 2015

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

### Activity 1.1 UNDP develops an assessment methodology for rapid and detailed stabilization needs assessment.

Local governments in liberated areas led a prioritization process, which resulted in published needs assessment reports, which were endorsed by the Prime Minister. These reports determine the type of support delivered through the four “windows” of engagement of FFIS listed above.

UNDP facilitated the production of three assessment reports during the reporting period: (1) Ninewah (covering four sub-districts of Rabia, Sinuni, Wana, and Zummar), (2) Amerli sub-district in Salah al-Din, and (3) Tikrit District in Salah al-Din. UNDP developed the methodology for the assessment reports, and advised government officials of Ninewah and Salah al-Din Governorates during the process.

#### Ninewah

Ninewah Deputy Governor, Abdulqader Sinjari, approached UNDP in March 2015 for support to conduct needs assessments for Zummar, Rabia, Sinuni, and Wana, four liberated areas of his Governorate. Partner UN agencies funds and programmes assist-

ed with the report, including the Food and Agriculture Organization (FAO) and the World Food Programme (WFP) to report on livelihoods; UN HABITAT to assess housing damage; UNICEF to assess education, water, and sanitation; and the World Health Organization (WHO) to evaluate health services. The United Nations Assistance Mission for Iraq (UNAMI) also provided background information and logistics, while the office of the United Nations High Commissioner for Refugees (UNHCR) assessed residual humanitarian needs and protection concerns. In addition, UNDP commissioned the French Red Cross to conduct women’s focus group studies in Zummar to better assess their needs. Using the assessment template developed by UNDP as guidance, the First Deputy Governor and the governorate technical directorates supported by UN technical counterparts, collected and analyzed data for the report.

Initial assessments were followed by a site visit to Zummar on 28 April, to crosscheck information.

While in Zummar, UNDP met directly with the Director of Municipality, the Municipal Council and a number of civilians. The UNDP community reconciliation expert

interviewed displaced people from the four sub-districts in Ninewah, who were in camps and host community settings in Dohuk. Overall, the team gained confidence that the available data was a credible basis for planning.

In order to prioritize the overall needs identified by technical directorates, UNDP supported a workshop, chaired by the Governor's office, with technical directorates, mayors, civil society organizations and the UN technical team. The technical directorates presented data to the Governor's office with time-bound needs. The participants reached a consensus on the prioritized needs, based on a commitment to equitable service delivery across ethnically diverse geographical areas. From the workshop outcomes, the Government and UNDP defined priorities for the immediate three to six months (stabilization priorities) and the following 24 months (recovery priorities). The Deputy Governor provided comments and endorsed the final version of the report, which was published in English and Arabic in May 2015.

### **Amerli**

In August 2014, Amerli was the first ISIL occupied sub-district of Salah al-Din to be liberated from the group's control. The Iraqi Deputy Minister of Communication, Dr. Al Bayati, requested UNDP support for stabilization in Amerli, and the Amerli Municipal Director was designated as the local authority focal point for the assessment. UNDP assisted the technical directorates collect and analyze data, which was verified by a UNDP-led field visit on 26 April that included UN partners UNHCR, UN HABITAT, and UNICEF.

Following data collection and the site visit, UNDP organized a workshop with the Municipal Director, technical directorates, women's representatives and UN technical support staff at which the verified data was presented. Needs were discussed, prioritized and consolidated into the assessment report. Following approval by the Municipal Director, the needs assessment was published in English and Arabic.

### **Tikrit**

The third needs assessment produced during the reporting period covered Tikrit District in Salah al-Din. Tikrit was liberated in early April 2015, however, large numbers of IDPs took months to return. The Governor of Salah al-Din, Raid Al Jabouri, asked UNDP to conduct an assessment in June 2015. By 24 June 2015, the UNDP team conducted its first site visit to Tikrit. UNDP coordinated the data collection by technical directorate focal points and interviewed returnees and local officials during June and July site visits. On 5 August, UNDP supported the Governor's prioritization workshop, which was attended by the Head of the Provincial Council, the Head of the Rehabilitation Committee, technical directorate directors, civil society organizations including women's and volunteers groups, and UNHABITAT. For the first six months, geographical areas where the returns were highest were deemed a priority, as were the sectors of health, electricity, water and municipal services; other sectors were included in the following 24-month priorities. Following final endorsement by the Governor, the assessment report was published in Arabic and English in September 2015. In September, the Governor also asked UNDP to extend the assessment to Al Dour and Mkesheifa, two additional areas with a high number of returnees.

**Table 2: Summary table of stabilization needs assessments and FFIS assistance up to now**

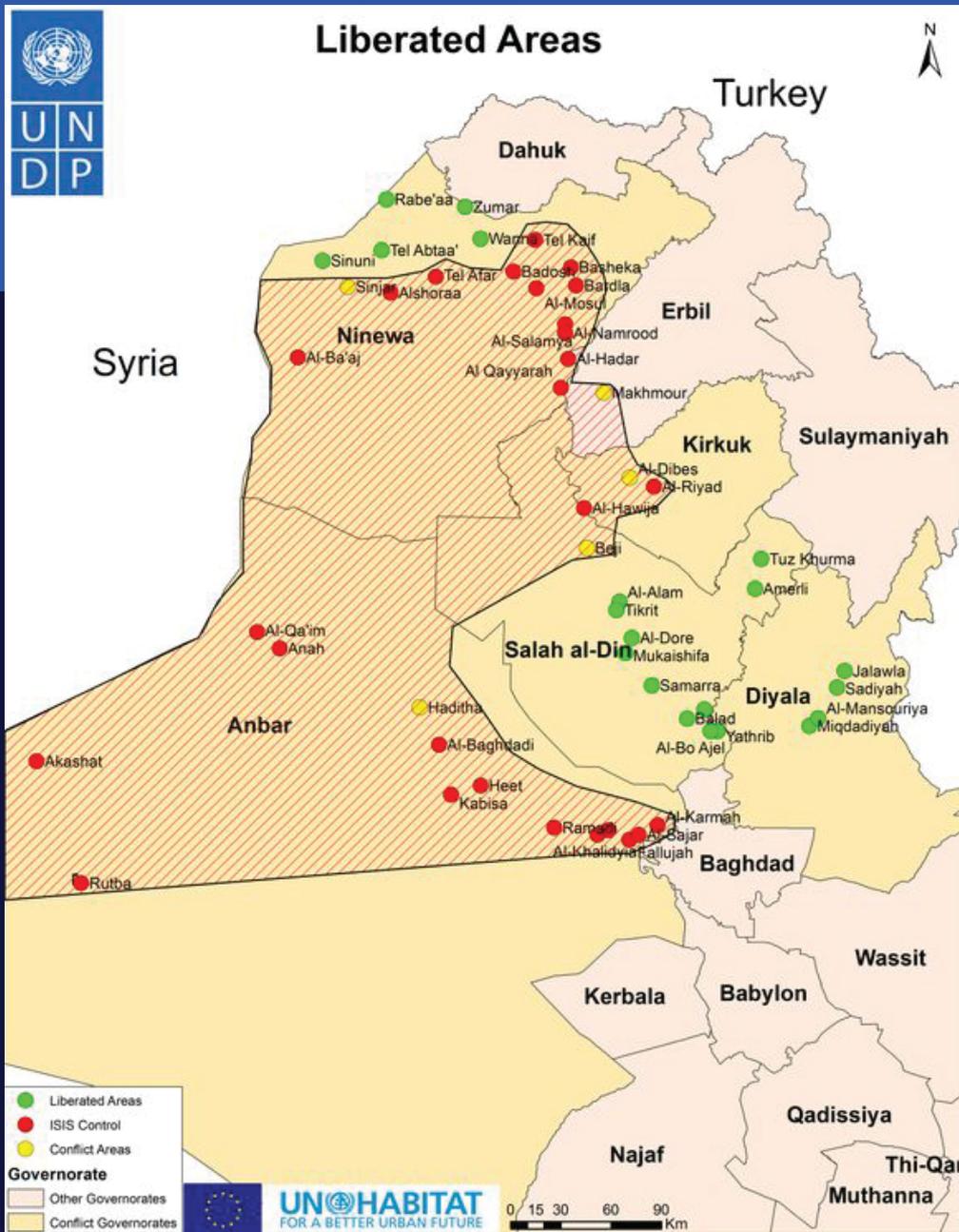
Area	6-month priorities	FFIS funded (estimate)	24-month priorities
<b>Zummar, Rabia, Sinuni and Wanna (Ninewah Governorate)</b>	USD 19,232,601	USD 1,670,000	USD 50,063,359
<b>Amerli (Salah al-Din Governorate)</b>	USD 2,692,700	USD 250,000	USD 11,420,000
<b>Tikrit District (Salah al-Din Governorate)</b>	USD 16,245,000	USD 7,680,000	USD 61,030,000

At the end of the reporting period, UNDP began preparations for the assessment report for Ramadi with the Anbar Governor's Advisor and the Chairman of the Provincial Council Committee for Development and Reconstruction. One of the lessons-learned from UNDP's stabilization activities thus far is that the early preparation of assessments is valuable so that technical directorates can be ready for data collection from an early stage.

All of the above assessments were facilitated by UNDP, but the Provincial Govern-

ments, technical directorates, municipal authorities, and Provincial Councils collected all data, assessed damage, and collected in a methodical manner to produce reports. As such, the assessment process included a substantive capacity-building element. Further, particularly in the Ninewah assessment process, participants included civil society organizations and women.

Of the liberated areas, the Al Dour District is currently the only pending assessment. For Diyala Governorate, UNDP is carrying out a more in-depth conflict assessment.



**Map 1:**  
**Liberated Areas in Iraq and areas under ISIL control**

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

### Activity 1.1 Public works and light infrastructure rehabilitation (Window 1).

This window is used to finance light repairs of key public infrastructure including clinics, police stations, water facilities, power grids, government buildings, and access roads. It will also be used to finance rubble removal, waste collection, and possibly environmental rehabilitation.

During the reporting period, UNDP has primarily focused its light public infrastructure rehabilitation work on Tikrit (Salah al-Din Governorate). In addition, some initial rehabilitation work was conducted in Ninewah prior to FFIS (Zummar hospital and Zummar secondary school). Since June 2015, UNDP has worked with a technical expert (engineer) to oversee project implementation in all locations, and a second engineer started on 1 October.

Further to the UNDP initial assessment for Tikrit and in response to a written request from the the Prime Minister's Office, UNDP began work on the priorities identified by the Salah al-Din authorities, which included 10 infrastructure projects covering water, electricity, health and education. The rehabilitation of one police station was added in August, following a site visit to Tikrit. Works started in August on the first group of light infrastructure projects in Salah al-Din, which total around USD 7 million in expenditures.

#### UNDP has undertaken the following light infrastructure/equipment projects in Tikrit

during the reporting period:

- The rehabilitation of Tikrit central water pumping station and water treatment plant (expected completion date 27 November);
- The rehabilitation of the Qadisiya I



Delivery of pipes to Tikrit water pumping station

water pumping station and treatment plant behind the Salah al-Din main hospital (expected completion date 31 December);



Qadisiya 1 water pumping station in Tikrit

- The rehabilitation of the Qadisiya II water pumping station and treatment plant behind Salah al-Din University (ex-

pected completion date 31 December 2015);

- The provision of the mounted excavator for the Directorate of Water (expected delivery date 12 November). The original delivery date of 12 October was delayed due to closures on the Iraq-Turkish border, and the delivery has been rerouted via Um Qasr Port in Basra on 12 November. As the water project activities in Tikrit and Qadisiya need an excavator, UNDP rented an excavator as of August and has begun work on repairing the water pipeline network;



**Excavator at the intake of Tikrit water pumping station to repair the water network**

- The rehabilitation of the pharmacy directorate of the Ministry of Health in order to ensure cold storage of vaccines and medicines (expected completion date 12 October);

- The rehabilitation of the Tikrit Ibn Siena Primary Healthcare Center (expected completion date 31 October). The rehabilitation of five additional Primary Healthcare Centers in Tikrit District is not yet awarded to a contractor and had been delayed due to security concerns (expected completion date 30 November);

- The procurement of three ambulances (expected delivery date 28 November). As the Health Directorate insisted on 2015/6 model and van-type

ambulances, the delivery date initially scheduled for August, has been pushed back to November. Additional ambulances are in the process of procurement;

- The procurement of 50 transformers, 750 poles, and 100km of cables (expected delivery date 5 October). The installation works are expected to be completed by 16 October. The procurement of the crane vehicle has been delayed due to final approval by the Ministry of Electricity on the specifications. The delivery of a mobile substation is expected by end of December;

- The rehabilitation of the police station in Qadisiya (Tikrit City) is expected to be completed by 30 November;



**Police station Qadisiya before the rehabilitation, burned and looted**

- UNDP and the Directorate of Education selected four schools throughout Tikrit City for rehabilitation, and received bills of quantity from a girls primary school, a girls secondary school, and a boys primary school. The Directorate of Education is yet to deliver a fourth bill of quantity for another school, while rehabilitation of the three schools is expected to be completed by end of November. The rehabilitation of the girls Khalija Secondary School in Amerli sub-district of Salah al-Din is expected to be completed by end of November as well;



**Mutamayzat secondary school for girls in Tikrit before rehabilitation**

- The rehabilitation of the police station in Qadisiya (Tikrit City) is expected to be completed by 30 November;
- The rehabilitation of Sinuni primary healthcare center (expected to be completed by end of November 2015) started prior to FFIS, as recovery activities.
- The procurement of water pumps and other materials to Zummar water pumping station (as part of recovery activities which started prior to FFIS)

Infrastructure activities in Ninewah prior to FFIS have targeted approximately 75,000 people and concern two primary health care centers (in Sinuni and Zummar) and rehabilitation of the water pumping station in Zummar. The rehabilitation of the Sinuni Primary Healthcare Center and Zummar water pumping station are expected to be completed by November. The provision of medical equipment is still being tendered. The total cost of the light infrastructure rehabilitation in Ninewah, prior to FFIS, has been USD 600,000.

### **Activity 2.1 Livelihoods support (Window 2)**

This window is used to finance activities aimed at jump-starting the local economy and generating income for families returning to their homes, with a focus where possible on female headed households. Cash for work activities are implemented

to provide stimulus to local economies. In addition, through this window micro-credit grants are provided to small businesses to give high community impact.

In August 2015, UNDP began the first livelihoods projects under FFIS in Tikrit. To implement the projects, contracts have been signed with two NGOs who have worked previously in Tikrit and who were of the first NGO's to return to Tikrit following liberation.

As livelihoods restoration is part of the Tikrit stabilization priorities, local economic revival projects have been supported as Tikritis began to return to their homes. UNDP signed a project proposal with two NGOs, Al Noor Universal Foundation and the Human Relief Foundation (HRF), to carry out cash for work and cash grants projects in Tikrit, respectively. Al Noor began cash for work operations on 24 August, employing 200 persons a day to clean, paint, and lightly rehabilitate public buildings, streets, mosques, schools, and other community buildings. The contract will continue through the end of November. The project has a target of employing 15 percent women; Al Noor is currently just below the gender target with 12 percent (25 out of 200 workers are women). After consultation with female beneficiaries, Al Noor will carry out female livelihoods support in the form of tailoring and small business development training for 30 women from Tikrit, but the project did not begin during the reporting period. Although the cash for work project did not set a target for youth, Al Noor reports that of the 200 participants all are under the age of 32, and a majority are under the age of 25. UNDP also signed a contract with HRF to carry out a cash grants project. Work began on 29 September, and will continue for two months of the next reporting period.

The sum of the work conducted by the cash

for work project in Tikrit is greater than its parts. UNDP contracted Al Noor and HRF as NGOs committed to the rehabilitation of the city, with proven capacity to deliver. Both NGOs serve as umbrella organizations under which several small local NGOs operate. What started as four NGOs contracted through Al Noor has expanded to over 18 local NGOs, essentially a contagion effect that demonstrated to civil society organizations that it is safe to return to Tikrit and restart operations.

UNDP's cash for work project has helped facilitate the return of civil society organizations that assist vulnerable and at-risk demographics in Tikrit. One of the most active organizations involved with UNDP's cash for work activities is the Tikrit Youth Council, another is an organization in Tikrit led by and for women, and a third is dedicated to assisting the disabled.

Further, the rehabilitation and cleaning of neighborhoods throughout Tikrit is transforming the narrative of conflict and divisiveness, to one of collaboration and restoration. Al Noor and the coalition of NGOs have focused considerable energy on painting over incendiary and sectarian slogans painted on mosques, schools, and other public buildings by the Popular Mobilization Forces and ISIL over the course of the battle for Tikrit.

### Activity 3.1 Capacity support (Window 3)

This window is used to finance technical support for local governments, boosting their immediate response capacity to cope with the challenges arising during stabilization. The intention is to recruit and deploy technical experts to support planning, implementation, and monitoring functions.

Of the three provinces where UNDP is currently engaged with FFIS, one provincial government, Salah al-Din, currently has an embedded technical advisor. The identification of technical expertise for Ninewah and Anbar province is ongoing. UNDP recruited a technical expert for the Salah al-Din Governor's office who started as of 1 August to support planning, implementation and monitoring of ongoing activities. The expert, recruited through a private firm, has served essential functions during the procurement and implementation phases, notably facilitating oversight committees for the Directorates of Water, Electricity and Health to oversee and monitor projects. The expert also monitors the cash for work projects. Further ad hoc expertise for Salah al-Din needs to be assessed during the next reporting period.

Local experts should be deployed to the Ninewah Directorate of Planning during



Cash for Work activities at a mosque in Tikrit. Text on the wall: "This is your unified nation and I am your God and obey to me."

the next quarter. The Anbar Governor's office has identified two individuals for consideration as embedded stabilization planning experts, which will be under consideration during the next reporting cycle. Also, the Anbar Governorate is in the process of setting up temporary offices in the Green Zone, which will allow for a better interaction with the UNDP Stabilization Team.

In addition to the embedded experts, the Stabilization Team based in Baghdad has liaised frequently with the Salah al-Din and Anbar governments to support stabilization planning and provide advisory services. A strong partnership has been established between the Prime Minister's Office, governorate officials, local authorities and the UNDP stabilization team. For Anbar specifically, the UNDP Stabilization Team has worked closely with the provincial government to advise on early stabilization planning and the five components of their stabilization plan. The Anbar stabilization plan has been widely praised as a good example of early planning with a well elaborated strategy.

UNDP has developed the capacity of Governorate officials to conduct prioritization processes and produce stabilization assessment reports, which provide cost estimates for short and long-term priorities (see previous section on assessments). These reports have helped all stakeholders gain a better understanding of prioritized needs, divisions of labor, and the funding commitments of the Government, FFIS and other actors.

All activities under the four FFIS windows strive to reinforce the role of the Government to reestablish the trust of citizens. All light infrastructure rehabilitation projects have included involvement of the relevant technical directorates, in preparing bills of quantities and in day-to-day monitoring of

the activities of the selected contractors. The cash for work and cash grant activities also involved the Government in selection of areas, partners and activities, and these activities have been promoted as an effort of civil society in support of the Government to rebuild areas devastated by ISIL occupation. Community reconciliation activities by local NGOs also involve local authorities, primarily the Provincial Council and the reconciliation committees at the governorate level.

#### **Activity 4.1 Community Reconciliation (Window 4)**

This window is used to finance activities that engage and support local community leaders, minorities, IDPs, and members of the local government to promote social cohesion through mediation and dialogue in liberated areas.

Community reconciliation activities, including dialogue and mediation to address past and present grievances and seek intercommunity solutions, will help crisis-affected people return and settle back into their areas of origin while avoiding new potential conflicts. The methodology which UNDP uses has four stages: (1) training of facilitators in conflict resolution, community dialogue and best practices on community restorative processes; (2) identification of local partners and mentoring of local NGOs while implementing intra- and intercommunity dialogues, with support from the trained facilitators; (3) engagement of communities in shared projects, such as social work in community, educational programs, inter-community rehabilitation projects; and (4) training media, local and tribal authorities in creating a conducive environment to rebuild the social fabric and foster joint ownership of stabilization/recovery phase.

The community reconciliation activities under FFIS will largely focus on Ninewah and Salah al-Din, as these are the current areas of focus for the broader stabilization efforts. UNDP has hired a Community Reconciliation Expert, who carried out in-depth conflict analyses in areas of current and potential engagement. The analyses were conducted following field missions, interviews with IDPs, and local stakeholders, and consultations with governmental and nongovernmental actors. To date, the expert has produced 11 analytical papers that inform UNDP's engagement strategy on community reconciliation. The analyses have also informed decision-making and the implementation of projects under windows one through three.

Building from these analyses, the expert designed dialogue and mediation interventions for the sub-districts in two key provinces of Ninewah (Zummar, Sinuni, Wana, and Rabia) and Salah al-Din (Tikrit and Yathrib) through the below-mentioned NGOs, engaging communities that have undergone significant trauma and violence. In these areas, the risk of retribution and a renewal of communal tensions have subsequently been identified as very high and likely to jeopardize the fragile stability of liberated areas. As outlined below, the proposals will begin to train facilitators in engaging in meaningful and strategic dialogue and conflict resolution initiatives. The expert has engaged both the Ninewah and Salah al-Din governorates on the community reconciliation process, and proposals for each intervention include training for government officials and Provincial Councils. Furthermore, proposals substantially include women in project activities. In post-conflict settings, women are pivotal in bridging the gap between the social, political, and economic pillars of reconstruction. Having often been the primary victims of conflict, their role in advancing

gender-equality, conflict-resolution, and improving the government responsiveness to gender-based violence, is pivotal, and women's contributions to stabilization ties directly to the security sector.

During the reporting period, UNDP has set up a network that includes four local civil society organizations. Contracts have been signed with the following partners, for implementation in the next quarter:

**Centre for Peace and Conflict Resolutions Studies of Dohuk University (affiliated with New York University):** The University focuses on the first phase to train local civil society organizations to carry out local conflict assessments to get an in-depth understanding of local community tensions and the tools for mediation and dialogue. The methodology that will be used for this training is the "Making Sense of Turbulent Contexts" (MSTC) methodology that was developed and tested by World Vision in Iraq. This methodology helps local NGOs develop frameworks to identify conflict triggers and potential solutions, using mediation and dialogue techniques. The training is the basis for the specific local assessments that local NGOs, as implementing partners for community reconciliation work, will carry out prior to community reconciliation programming. In total, 40 local civil society representatives will be trained at a three-day course in October, in Dohuk and Suleymaniya. Participants come from local organizations in Ninewah, Suleymaniya, Diyala and Salah al-Din Governorates.

**Un Ponte Per –Department of Peace Operations (PATRIR):** This organization focuses on intra and inter-community dialogues on return, coexistence and peace with community leaders, involving women, youth and tribal leaders in Ninewah province. It works with a network of local community organizations and it will carry out

the mentoring and training on community based dialogue, mediation and reconciliation. Activities will start after the initial training by Dohuk University on the MSTC methodology as PATRIR serves as an umbrella NGO supporting a network of local community organizations in dialogue.

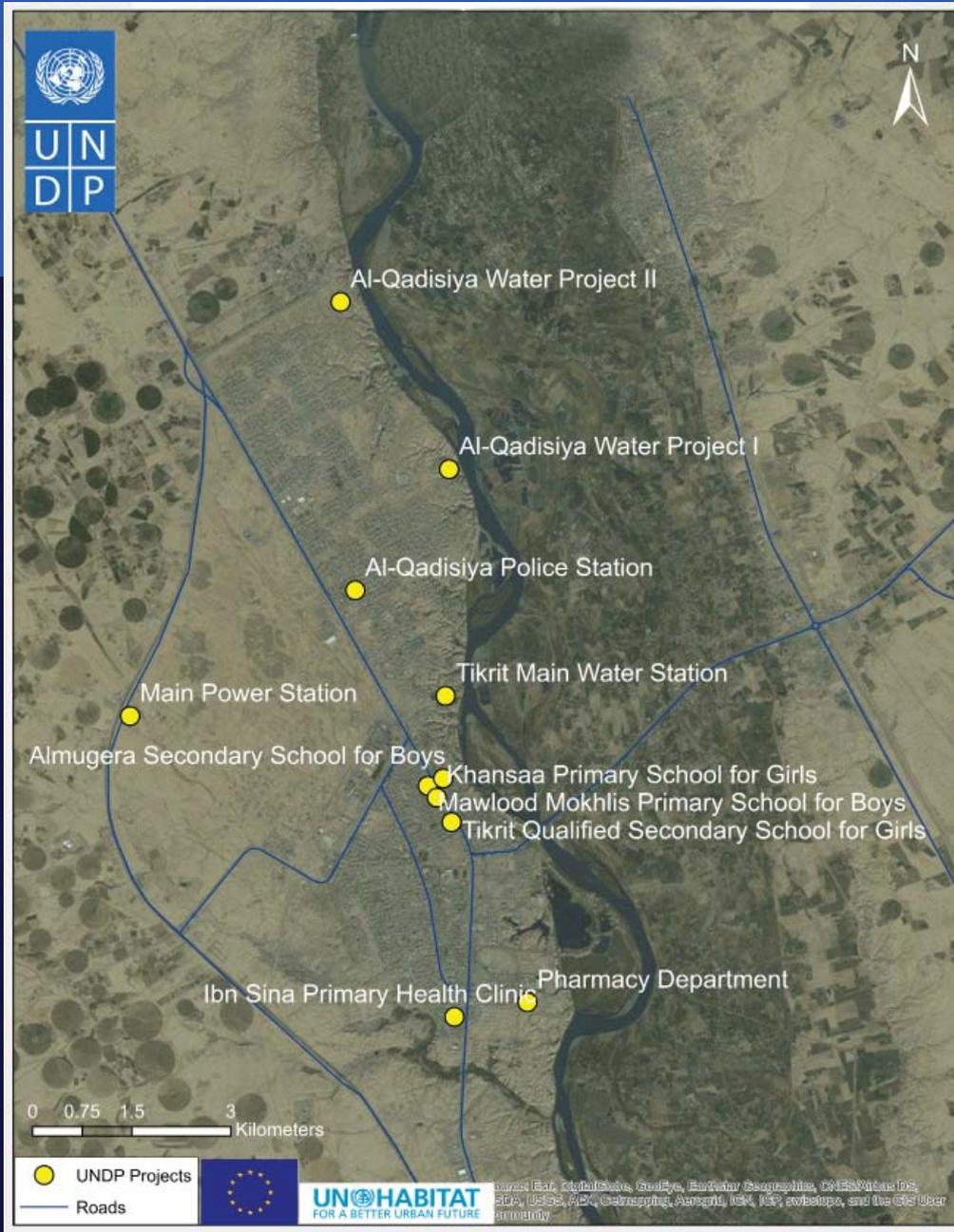
**Sanad for Peace Building Organization (SANAD):** This NGO focuses on intra and intercommunity dialogues in Salah al-Din province. In coordination with the Salah al-Din provincial council reconciliation committee, the geographical areas and target groups that have been identified include areas where IDPs have not returned (Yathrib) and specific tribes who are reluctant to return due to grievances from the past. Initial activities have started in September and will continue during the next quarter.

**Iraqi Centre for Negotiation Skills and Conflict Management (IQCM):** This organization focuses on IDP communities in Suleymaniya and Khanaqin, who are reluctant to return to liberated areas. Following community dialogue and mediation,

shared community projects will be identified to improve the relationships between communities. The activities will start during the last quarter of 2015.

UNDP is also working with NGOs to support local media in training on conflict-sensitive messaging, which will be rolled out and signed with an NGO in October.





**Map 3:**  
**UNDP FFIS Projects in Tikrit City**

# Project Photos



**Above:** Rehabilitation of sedimentation tank for the water treatment plant in Tikrit town



**Right:** The excavator is deepening the water intake for the water plant in Tikrit



**Left:** Cash for Work downtown Tikrit to clean the city



**Below:** Water pipes delivered and ready for installation



**50 transformers delivered**



**100 km of aluminum high voltage cable**



**750 electricity poles on site**



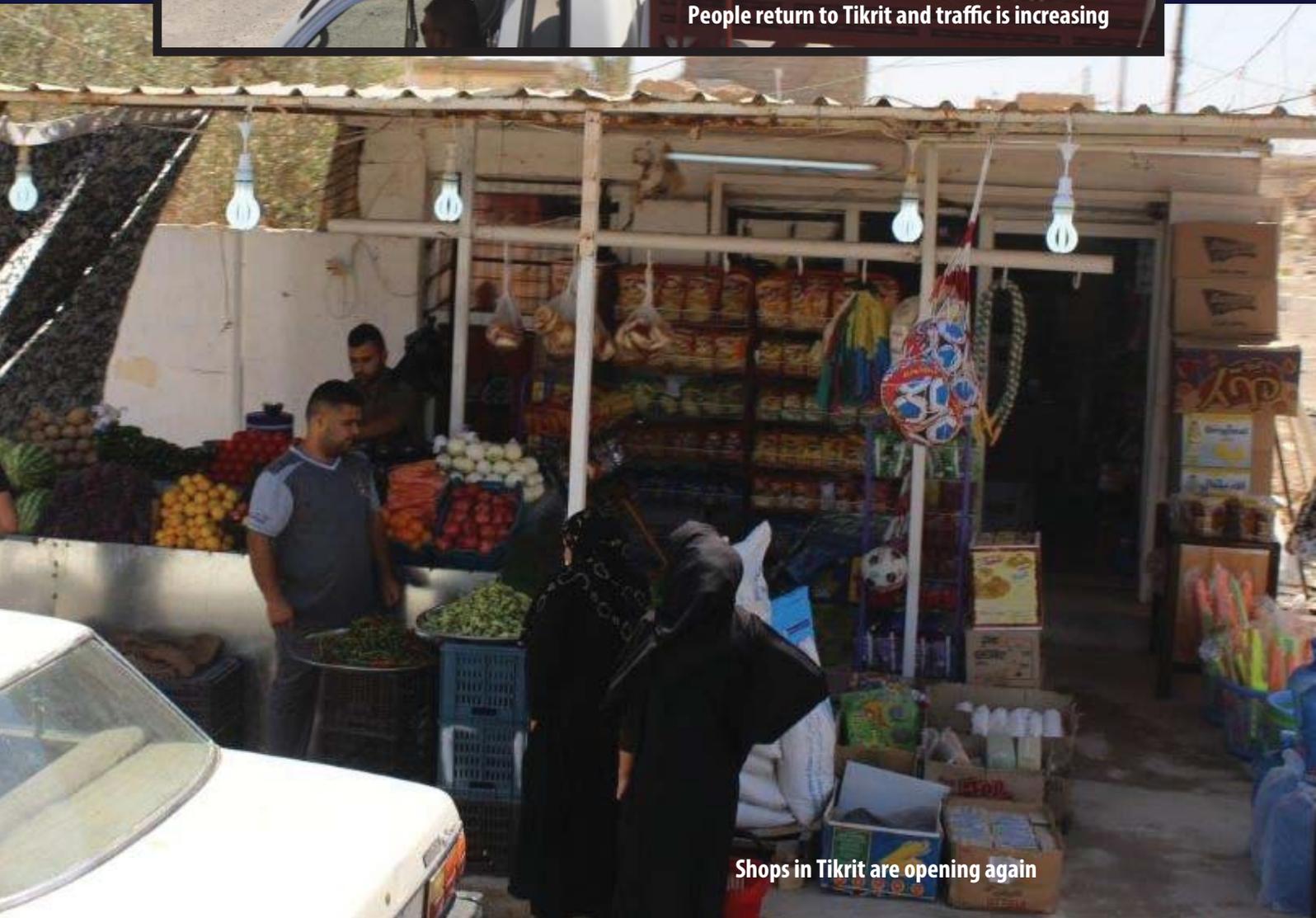
Renovation of pharmacy department



Cash for Work street cleaning in Al Asri neighborhood of Tikrit



People return to Tikrit and traffic is increasing



Shops in Tikrit are opening again

# Challenges

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Stabilization interventions are inherently challenging, as stabilization in the Iraqi context occurs in the aftermath of liberation after long periods of violence and occupation. The political context is complex, and stabilization activities must be carefully monitored. The primary challenges to starting stabilization activities in the Iraq environment have been:

1. **Security:** While the Government of Iraq has successfully liberated at least 18 cities/towns from ISIL control, the group still maintains a significant presence in key areas of provinces where FFIS is being applied. Liberated areas of Ninewah and Salah al-Din have been under the control of Iraqi Security Forces and Popular Mobilization Forces, but secured areas are threatened by nearby sanctuaries where ISIL has martial and political strength. That said, security challenges have not been a major impediment to implementing projects during this reporting period, with the exception of the delayed delivery of an excavator as a result of closures on the Turkish-Iraqi border. The UNDP contractor found temporary solutions such as renting excavators and changing import routes to Um Qasr Port in Basra. Criminality, however, does remain a significant concern for project implementation during the next reporting period. To date, none of the FFIS-funded equipment has been looted, but the risk is present. UNDP is monitoring the risk of criminality through its team of engineers, partners in the provincial governments and their committees for project oversight. The Provincial Governors have guaranteed security for equipment during delivery, installation and after completion of civil works, and the embedded expert in Tikrit and FFIS engineers are assisting the technical directorates to develop a phased implementation plan and select storage space that will protect equipment.
2. **Fluid political context:** Iraq's political environment is highly dynamic. As has been outlined by UNDP's conflict analyses, the political and security vacuums after liberation present opportunities for particular sects, tribes, ethnic groups, and factions to assert power and dominion over opposing groups. The predominance of the Popular Mobilization Forces in Tikrit, with their unclear accountability structures, threatens to aggravate communal tensions. According to human rights groups violence was rampant in the immediate aftermath of liberation while the Popular Mobilization Forces were in control of the city. Since then, progress in the security and political situation has allowed most displaced Tikritis to return

to the city, though more efforts may be required for the remaining IDPs to return.

3. Stabilization momentum in newly liberated areas and transition to longer term development: The rapid reaction to Tikrit priorities fostered positive dynamics on the ground and has led to an early restoration of service delivery, reopening of shops and the creation of temporary job opportunities to kick-start the local economy. The strong engagement of the international community and the commitment and leadership of the Government of Iraq have contributed to the positive developments in Tikrit. As stabilization is intended for short-term intervention, loosely defined as the initial three to six months after liberation and initial returns of IDPs, a handover to the Government and other development programs may be challenging with the current fiscal situation of Iraq and the high cost of the war effort.
4. Donor contributions: The delay between pledges to FFIS and the actual signature of agreements or deposits of contributions is a challenge. UNDP had to pre-fund the initial activities and staff costs for FFIS and its operations service center.
5. Steering Committee role: The Steering Committee to oversee FFIS did not convene during the reporting period. The delay in convening the Steering Committee is a result of the quick pace of Tikrit operations and of the membership changes due to the ongoing government reforms. A meeting of the Steering Committee is now foreseen for October. The terms of reference have been developed, and the focus of the meeting will be on overall policy guidance for FFIS engagement and how to manage risks associated with stabilization.

## Lessons Learned

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1. Developing a stabilization plan prior to clearing operations, including public security and reconciliation, is key to rapid progress. The governorates of Ninewah and Salah al-Din did not have enough support from the international community to plan for post-liberation recovery prior to the start of clearing operations. Stabilization activities are tied to military clearing operations, notably in Anbar, parts of Salah al-Din, Ninewah, and Diyala. While FFIS worked with the Anbar Government to develop preliminary stabilization strategies, it is unclear when operations in Ramadi will occur, when areas will be liberated, and when they will be secure enough for UNDP engagement. Anbar officials have the opportunity to aggressively plan for rapid stabilization once military operations begin. Nonetheless, due to the constantly shifting environment, programs need to be adaptive, built in with the local context, and linked to broader effects to achieve sustainable impact and outcome.
2. People start returning in larger numbers when they have trust in the security forces. It is essential to closely monitor the stabilization and/or destabilizing effect of the composition of Popular Mobilization Forces, and how international pressure can drive changes in behavior. In the case of

Tikrit, Shia Popular Mobilization Forces were in control of the city and IDPs did not feel safe enough to return. By encouraging the inclusion of Sunnis into the Popular Mobilization Forces, IDPs began to return.

3. Stabilization works best with strong relationships with an array of stakeholders, including the Governor, Provincial Council, civil society, and NGOs. While the Governor leads and the Control Cell brings together security agencies and line directors to coordinate civil-military activities, relationships with a diversity of stakeholders ensures inclusivity in the stabilization process. The Salah al-Din Governor has been particularly forward leaning since August in building space for returnees and negotiating security forces composition to make returnees feel safe.
4. Livelihoods projects in the form of cash for work and cash grants implemented by local NGOs were the highly valued component of FFIS activities in Tikrit. Injecting cash into the local economy while changing the face of neighborhoods affected by the conflict brought necessary economic support as well as visible improvements to the city. Building the capacity of local NGOs requires significant effort and investment.
5. Major public institutions such as hospitals and universities, are magnets for returning families. Salah al-Din and Ninewah have prioritized health, electricity, water and schools for rehabilitation, and the rate of returnees would most likely be considerably lower without the rehabilitation of large public institutions and basic services. Rehabilitation, as well as visible developments in livelihoods, has helped change the atmosphere of neighborhoods emptied out and damaged by the conflict.
6. Corruption, organized criminal activities (especially by militias), and lack of governance are all serious detriments to the effective implementation of programs. Further attention needs to focus on how internationally developed programs and local NGOs can help prevent corruption and identify possible partners that are committed to working on transparency, which is essential in mediation activities given the competing political and economic agendas in liberated areas.
7. Expanding services to all neighborhoods is a catalyst for returns. Ethnic, sectarian, tribal, and/or factional identities and their respective incentive structures must be well understood in carrying out stabilization activities. UNDP will play a key role in monitoring FFIS activities and ensuring Governorates adhere to prioritizing needs based on a commitment to equitable service delivery across ethnically diverse geographical areas. The assessment processes in Ninewah and Amerli highlighted the latent tension between different identity groups, and the assessment led by the Governor and supported by UNDP served as an important convening mechanism for disparate groups. The Steering Committee should closely consider the affect of FFIS activities on identity politics.
8. Response to rule of law and justice needs in the stabilization contexts is lacking in the current environment. Rule of law and access to justice programs for all groups, including women, are often challenged by the security and political contexts and will require increased attention and focus. This is particularly relevant in developing

and implementing restorative justice mechanisms and mediation among communities that attempt to address current practice and approaches to justice, hinging on revisionist approaches of historical events to justify the new wave of demographic shifts, displacements, and retribution either through formal or informal channels.

9. Reaching out to women, beyond urban elites to non-elite women, specifically those in remote areas remains an obstacle. Youth, particularly those

under twenty-five years of age, also feel disenfranchised due to lack of sufficient outreach, limited jobs, and limited rights, particularly in the current security settings. UNDP included women's focus groups in the assessments processes, and ensured that women were targeted in livelihoods and reconciliation efforts. UNDP activities can more aggressively target women and youth in future stabilization projects, but their impact will be part of a much broader political and cultural shifts.

## Future Plans

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The expansion of FFIS beyond the current interventions is to be endorsed by the Steering Committee. Following discussions with the Prime Minister's Office and some of the FFIS partners, expansion to other areas in Salah al-Din Governorate is being proposed to cover Al Dour and Mkeishifa, north of Samarra. Returns to these areas are increasing and infrastructure in these predominantly Sunni areas was substantially damaged. Other areas will be deliberated and endorsed through the Steering Committee. In addition, This includes possibly increasing the support to the liberated areas with high numbers of minorities in Ninewah Governorate will also be proposed. So far, FFIS supported only some limited projects for immediate livelihoods needs and health care in sub-districts such as Sinuni (predominantly Yazidi) and Rabia (predominantly Sunni). For Diyala, UNDP will start a more in-depth conflict analysis and assessment of the situation on the ground, which can inform future decisions for stabilization in these areas.

For Anbar, UNDP will conduct a preliminary assessment meeting with the Anbar Governor, Ramadi municipal authorities, the Provincial Council, and technical direc-

torate directors to explain the assessment process and prepare baseline data where available. Due to the security situation in Ramadi, attaining accurate data for a proper assessment will likely occur after clearing operations. With the Steering Committee's approval, UNDP may also plan for prepositioning of select equipment for Anbar upon completion of baseline assessments.

UNDP will also streamline gender programming into stabilization activities, and expand beyond current livelihoods and reconciliation activities.

Having acquired a strategic communications advisor, UNDP will develop a stabilization strategic communications approach that synchronizes the Coalition communications and stabilization efforts.

As indicated in the Lessons Learned section, future activities are beholden to the Steering Committee decisions as well as timing of clearing operations by the Iraqi Security Forces. At the time of writing, the Steering Committee is expected to be held by mid October, and will likely determine the next major engagements for FFIS.

# Financial Section

**Table 1: Funding Overview: contributions and expenditures (as of 30 September 2015)**

Donor	Commitment (Currency of the Agreement)	Received (Currency of the Agreement)	To be received (currency of agreement)	Received	Expenditures and Commitments	Balance
USAID	USD 8,300,000	USD 8,300,000		USD 8,300,000	USD 2,484,999	USD 5,815,001
Germany	EUR 1,000,000	EUR 1,000,000		USD 1,124,859	USD 319,706	USD 805,153
DFID	GBP2,000,000	GBP 500,000	GBP 1,500,000	USD 781,250	USD 594,028	USD 187,222
Slovakia	EUR 50,000	EUR 50,000		USD 56,243	USD 0	USD 56,243
Japan	USD 1,000,000	USD 1,000,000		USD 1,000,000	USD 374,840	USD 625,160
Korea	USD 1,000,000		USD 1,000,000			
<b>Total</b>				<b>USD 11,262,352</b>	<b>USD 4,075,459</b>	<b>USD 7,186,893</b>

**Table 2: Additional pledges to FFIS, not yet signed**

Donor	Commitment (Currency of the Agreement)	Estimated counter value in USD
Germany	EUR 5,000,000	USD 5,600,000
Sweden	USD 4,000,000	USD 4,000,000
Austria	EUR 1,000,000	USD 1,120,000
Italy	EUR 7,200,000	USD 8,064,000
Norway	NOK16,000,000	USD 1,950,000
<b>Total</b>		<b>USD 20,734,000</b>

# Annexes

## Annex I: List of FFIS stabilization projects (status as of 30 September 2015)

### SALAH AL DIN GOVERNORATE

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
1.	Rehabilitation of Tikrit central water station, treatment plant and supply of heavy duty mounted excavator	1.2 million	27 Nov 2015	It is estimated that around 65,000 people in Tikrit will benefit from the rehabilitation of the three water pumping stations and treatment plants with increased and clean water supply.
2.	Rehabilitation of Tikrit Qadisiya water station stage-1 behind Salah al-Din main hospital with 2 units capacity 200 m3/hr for each unit	900,000	31 Dec 2015	
3.	Rehabilitation of Tikrit Qadisia water station stage-2 behind Salah al-Din University with 3 units capacity 200 m3/hr for each unit	1.3 million	31 Dec 2015	
<b>Subtotal Water projects</b>		<b>3.4 million</b>		
4.	Renovation of Salah al-Din pharmacy directorate	250,000	12 October 2015	All health care centers in Salah al-Din District will benefit from the cold storage of vaccines and medicines in Pharmacy directorate
5.	Renovation of Primary health care center in Tikrit town (Ibn Siena)	175,000	31 October 2015	It is estimated that around 30,000 people in Tikrit District will benefit from the rehabilitated primary health care centers and ambulance services
6.	Renovation of 5 health care centers in Tikrit District	125,000	30 November 2015	
7.	Supply of 5 ambulances	300,000	28 November 2015	
<b>Subtotal Health projects</b>		<b>0.85 million</b>		

No.	Title of the project	Estimated cost in US\$	Expected date of completion or delivery	Impact
8.	Restoring of electricity grid. Supplying of 50 transformers, 750 poles and 100km of electricity cables for Tikrit Electricity network (stage 1)	0.8 million	16 October 2015	It is estimated that around 20,000 people in Tikrit will benefit from improved electricity supply and expanded coverage
9.	Supply of Mobile power station 33/11 KVA & Crane vehicle for maintenance electrical network (Stage 2)	1.4 million	31 March 2016	
<b>Subtotal Electricity projects</b>		<b>2.2 million</b>		
10.	Rehabilitation of 2 secondary and 2 primary schools in Tikrit District	150,000	30 November 2015	It is estimated that around 1,250 children will benefit from the rehabilitated schools
11.	Rehabilitation of girls secondary school in Amerli sub-district	250,000	30 November 2015	
<b>Subtotal Education projects</b>		<b>400,000</b>		
12.	Emergency employment creation through debris removal, solid waste collection and small house repairs in Tikrit (through 2 NGOs)	630,000	15 Dec 2015	It is estimated that around 500 workers will benefit from Cash for Work for a 3 months period, indirectly impacting 3,000 people
13.	Small business grants for micro/small enterprises	100,000	15 Dec 2015	Around 100 shopkeepers will benefit from small grants to re-open their businesses
<b>Subtotal Emergency Employment projects</b>		<b>730,000</b>		
14.	Community reconciliation activities targeting Yathrib and IDP communities who have not yet returned	150,000	31 Jan 2016	Contract has been concluded with local NGO (Sanad)
		<b>150,000</b>		
15.	Rehabilitation of Al Qadisiya police station in Tikrit	60,000	30 November 2015	Qadisiya neighborhood of around 20,000 people will benefit from increased police presence
<b>Total Estimated Project Cost</b>		<b>7.68 million</b>		

## NINEWAH GOVERNORATE

No.	Title of the project	Estimated cost in US\$	Status of procurement	Impact
1.	Rehabilitation of Sinuni health care centers, including basic medical equipment for PHCs in Ninewah (prior to FFIS)	1 million	30 November 2015	It is estimated that around 75,000 people
<b>Subtotal Health projects</b>		<b>1 million</b>		
2.	Supplying additional water pump and other equipment for Zummar water station in order to increase water supply capacity (prior to FFIS)	300,000	30 November 2015	Specifications received. Not yet advertised
<b>Subtotal Water projects</b>		<b>0.3 million</b>		
3.	Inter and intra-community dialogues to improve peaceful co-existence and reduce tensions	370,000	30 March 2016	Around 40 dialogue facilitators trained on conflict resolution for 20 community reconciliation projects
<b>Total Estimated Project Cost</b>		<b>1.67 million</b>		

## Annex II: Performance Tracking Matrix

FUNDING FACILITY FOR IMMEDIATE STABILIZATION QUARTERLY LOGFRAME REPORT (APRIL-SEPTEMBER 2015)		
<p>“UNDAF Outcome 1: Government and communities’ resilience to disasters (man-made and natural) strengthened            Expected Country Program Outcome 3: Improved livelihoods opportunities for crisis-affected communities.            Indicator: Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar            Baseline (data as of April 2015): Salah al-Din: 27,000 returnees; Ninewah: 24,924 returnees; Diyala: 40,524 returnees; Anbar: 5,586 returnees            Target: 700,000 total internally displaced persons have returned to their places of origin by the 31 December 2016 (end Q4)</p>		
INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	Q2 and Q3 PROGRESS
<b>OUTPUT 1: Rapid local stabilization and recovery assessments are carried out with local authorities, UN agencies, and civil society actors</b>		
<p><u>Indicator:</u> Assessment methodology to assist the provincial governments of liberated areas to systematically determine needs is developed.  <u>Baseline:</u> There is no methodology employed by the provincial governments of liberated areas for needs assessments.  <u>Target:</u> UNDP creates a needs assessment methodology that is employed by the provincial governments of liberated areas.</p> <p><u>Indicator:</u> Percentage of liberated areas with assessments undertaken.  <u>Baseline:</u> No assessments undertaken in liberated areas.  <u>Target:</u> By 31 March 2016 (end Q1), 80 percent of liberated areas have had assessments undertaken.”</p>	UNDP and Government of Iraq develop assessment methodology, requiring consultation with local authorities, UN agencies, World Bank, and other stakeholders.	<p>Methodology developed and being replicated in 3 areas of engagement.</p> <p>Three local stabilization assessment reports were finalized in Q2 and Q3. For each assessment, prioritization workshops took place, field verification missions and additional civil society consultations. The work has been coordinated by a senior coordination advisor who provided advice during the entire process. Three reports have been made available, including costing, in English and Arabic</p> <p><i>Overall output progress: 60% of liberated areas in Salah al-Din and Ninewah provinces have been assessed.</i></p>
	Conduct rapid stabilization and recovery assessments and final reports.	
	Carry out local assessments with verification missions and site visits	
	Conduct prioritization workshops	
	Translate assessments and findings	
	Finalize and publish reports	
	Advise local and provincial authorities on assessment process and prioritization	
	Deploy senior coordination advisor for coordinating the assessment exercises	

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

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

<p><u>Indicator:</u> Number of infrastructure projects rehabilitated in provinces with liberated implemented.</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). Target: Infrastructure for basic services (water, health, electricity, education, and municipal services) have been restored in selected areas of liberated provinces, with a target of 50 total projects in each province with liberated areas completed by 31 Dec 2016 (end Q4).</p> <p><u>Indicator:</u> Stabilization Operations Service Center established to manage infrastructure rehabilitation procurement and implementation. <u>Baseline:</u> No stabilization-specific operations service center. <u>Target:</u> Stabilization Operations Service Center is operational and fully staffed by 31 December 2015 (end of Q4). "</p>	2.1.1 Identified priority projects are being implemented	
	Rehabilitation of water and water treatment infrastructure in Salah al-Din, Anbar, and Ninewah Governorates	3 water pumping and treatment stations are being rehabilitated in Tikrit district. A heavy duty excavator is being supplied to Tikrit. In addition, 1 water project for equipment to the Zummar water plant is ongoing. The above 5 projects are not yet completed.
	Rehabilitation of primary health care centres in Salah al-Din, Anbar and Ninewah as well as Tikrit pharmacy department	8 projects in total: 6 primary health care centres in Tikrit district are being renovated. 2 health care centres in Ninewah are rehabilitated, including medical equipment. By the end of September, these projects are ongoing but not yet completed
	Rehabilitate electricity networks in Salah al-Din, Anbar, and Ninewah Governorates	3 Projects are ongoing. Equipment is being supplied to Tikrit to repair the network, which includes 50 transformers, 100km cable and 750 poles. In addition, a crane vehicle and a mobile power station is being procured. These 3 projects are ongoing, not yet completed.
	Rehabilitate primary and secondary schools in Salah al-Din, Anbar, and Ninewah Governorates	4 projects are ongoing: 2 primary schools and 1 girls secondary school renovation in Tikrit and 1 addition girls school in Amerli.
	Rehabilitate police stations in Salah al-Din and Anbar Governorates	1 police station in Tikrit is being rehabilitated
	Procure equipment for municipal services and ambulances	1 delivery of three ambulances is in progress, delivery in November
	2.1.2 Operations Service Center established to support rapid implementation of infrastructure rehabilitation	
	Recruit operations staff, mainly finance, procurement and human resources	90% of staff has been recruited, including senior operations manager. Detail assignment of finance report in August/Sept.
	Hire monitoring agent/engineer to monitor work and government technical departments	Two engineers were hired to carry out the monitoring of rehabilitation projects in Salah al-Din and Ninewah.
<p><i>Overall output progress: 19 projects are ongoing in Salah al-Din and 3 projects are ongoing in Ninewah Governorate. The Stabilization Operations Center is operational.</i></p>		

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

<p><b>Indicator:</b> 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.</p> <p><b>Target:</b> A total of 5,000 job opportunities created by 31 December 2016 (end Q4) in each target province. 750 (15%) will be for women and 3,750 (75%) for youth (under 30).</p>	2.2.1 Quick employment creation projects launched in liberated areas	
	Select NGOs and ensure standards for payment/security and deliverables are set	2 NGOs (Al Nour and HRF) contracted for cash for work. HRF created 40 cash for work job opportunities since signing contract on 1 September. Al Nour created 400 job opportunities since starting work 24 August. Of the 440 jobs, 32 were women (7%) and 330 (75%) were occupied by youth.
	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	
<p><b>Indicator:</b> Number of small business grants, including women-owned businesses, awarded in liberated areas of target provinces. Baseline: Small businesses have no grants. Target: A total of 500 small businesses receive grants in 4 target provinces by 31 December 2016 (end Q4). A total of 50 women’s small businesses will receive grants.</p> <p><b>Indicator:</b> Technical experts provide training and monitor NGOs on cash for work and cash grants administration Baseline: No technical experts are available to mentor or monitor NGOs on cash for work and cash grants administration. Target: One technical expert is deployed in each of target provinces with liberated areas to mentor and monitor NGOs’ implementation of cash for work and cash grants.</p>	Recruit and train youth-oriented NGOs for cash for work schema	
	2.2.2 Small business grants launched in liberated areas	
	Select NGOs and ensure standards for payment/security and deliverables are set	2 NGOs (Al Nour and HRF) were contracted for small business grants. HRF has begun the process of distributing cash grants to 100 businesses in Tikrit. A women’s tailoring and business program is included in Al Nour proposal, and will begin in Q4.
	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	
	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	
Deployment of Cash for Work and livelihoods expert	UNDP experts provided mentoring and advice to NGO partners on payment modalities, selection criteria, selection of sites, reporting and monitoring.	
Deploy staff for monitoring of livelihoods activities	An area coordinator for Salahaldin has been deployed as of July with regular visits to Tikrit.	

### 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 March 2016 (end Q1), authorities in each of the target provinces with liberated areas produce and implement comprehensive stabilization plans.</p>	<p>2.3.1 Embed technical experts with Ninewah, Salah al-Din, Diyala, and Anbar provinces and with municipal offices to assist with stabilization planning, coordination, implementation, and monitoring</p>	
	<p>Hire and deploy technical expertise to Ninewah and Salah al-Din for six months, embedded with Planning Departments</p>	<p>The area coordinator and liaison officer have been deployed as of July, supporting the coordination of FFIS activities on the ground and specifically the Governor's office. The recruitment of the expert for Zummar/Ninewah is ongoing. The experts for the Governorate planning departments have not been hired, nor has training on planning/budgeting started. Specific requests for stabilization expertise to Anbar have been made, but not yet hired. UNDP stabilization advisors team was set up quickly and has helped with drawing up of the Anbar stabilization plan. The security situation in the liberated areas has remained a challenge during the reporting period.</p>
	<p>Deploy Area Coordinator and technical experts to Salah al-Din and Ninewah to support coordination of assistance, monitoring of activities and ensure complementarity with government funded initiatives</p>	
	<p>Conduct specific training (workshops, meetings, etc.) on planning, budgeting, and monitoring as part of LADP methodology in Ninewah and Salah al-Din</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><i>Overall output progress: Anbar stabilization plan has been finalized and support to its implementation is ongoing. Governorates are preparing plans and budgets for 2016 to address stabilization needs.</i></p>		

## 2.4 Design and implement community reconciliation and dialogue initiatives (Window 4)

<p><u>Indicator:</u> Conflict analysis methodology developed.</p> <p><u>Baseline:</u> No conflict analysis methodology used.</p> <p><u>Target:</u> Conflict analysis methodology developed by 30 Sept 2015 (end Q3).</p> <p><u>Indicator:</u> Conflict analyses are conducted in liberated areas.</p> <p><u>Baseline:</u> No conflict analysis conducted in the liberated areas.</p> <p><u>Target:</u> Conflict analysis conducted in 80 percent of liberated districts by 31 March 2016 (end Q1, see narrative report for liberated areas mapped).</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.</p> <p><u>Baseline:</u> No facilitators have been trained.</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</p> <p>Hire and deploy Community Reconciliation Expert</p> <p>Conduct local conflict analysis in specific liberated areas in Ninewah, Salah al-Din, Diyala, and Anbar</p> <p>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</p> <p>Train dialogue facilitators in liberated from NGOs, local media, and local authorities on conflict resolution, community dialogue, and best practices on community restorative processes</p>	<p>Local conflict analysis has been carried out for Ninewah sub-districts, Amerli, Tikrit and Khanaqin. Interviews with communities and authorities in the above areas have been held as well as interviews with IDPs from those areas in Erbil, Kirkuk and Baghdad. On the basis of the conflict analysis, 4 NGOs have been contracted for the Community Reconciliation work. The Centre for Peace and Conflict Resolution of Dohuk University has been contracted for training of NGO partners on in-depth conflict analysis using the “making sense of turbulent environment”-methodology. Un Ponte Per/PATRIR has been selected for training of dialogue facilitators in Ninewah and monitoring mediation/dialogue processes. The SANAD for Peace building organization has been contracted to mediate in areas in Salahaldin where IDPs have not returned and focuses on intra and inter community dialogues. The Iraqi Centre for Negotiation and Conflict Management focuses on dialogue and mediation for IDPs who are reluctant to return and identifies shared projects to rebuild the social fabric. The contracting of the NGO for media training (possibly IWPR) has not yet been concluded. The implementation of above mentioned projects will take place in Q4 of 2015 and Q1 of 2016. A monitoring expert on social tensions has started in September to establish a baseline and to measure tensions in targeted areas, with qualitative and quantitative data.</p>
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<p><u>Target:</u> By 31 March 2016 (end Q1) at least 50 dialogue facilitators (NGOs, media, community leaders and local government authorities) will have been trained in each of target provinces with liberated areas. 20 of 50 facilitators will be women in each of the targetd provinces with liberated areas.</p> <p><u>Indicator:</u> Structured dialogues within and between communities at risk of violence are conducted.</p> <p><u>Baseline:</u> No structured dialogues have occurred.</p> <p><u>Target:</u> By 31 March 2016 (end Q1), 20 intra- and intercommunity dialogues have been conducted in each of 4 target provinces.</p> <p><u>Indicator:</u> Develop monitoring tool to monitor changes in communal tensions.</p> <p><u>Baseline:</u> No monitoring tools to monitor changes in communal tensions are being employed.</p> <p><u>Target:</u> Develop and employ monitoring tool to measure changes in communal tensions by 31 December 2015 (end Q4).</p>	<p>Conduct intra- and intercommunity dialogues, and establish informal conflict resolution mechanisms that target community leaders, women, youth, and members of local community, judiciary, and local security representatives to agree on set of measures to address local grievances</p>	
	<p>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</p>	
	<p>Train local media to develop a platform for community reconciliation, notably in developing conflict sensitive messaging and in providing space for media to play a more prominent role in holding local institutions accountable to non-discriminatory practices</p>	
	<p>Engage provincial council, local authorities and community leaders in developing conflict sensitive messaging</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	
	Overall output progress: local conflict analysis has been carried out in around 60% of liberated areas. Training of dialogue facilitators and intra/inter-community projects have not yet been carried out, nor has the community tension indicator been developed.	
<b>2.5 Project Management Team Employed</b>		
<u>Indicator:</u> Project Management structure is in place.  <u>Baseline:</u> No Project Management team in place.  <u>Target:</u> Project Management team in place by 31 December 2015 (end Q4)	Set up Project Team with Project Manager	
	Ensure appropriate security management arrangements are in place, including equipment	
	Deploy strategic communications expert	
	Monitoring and evaluation system is put in place and employed	

## Annex III: Risk Framework

### Political Risks

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

## Security Risks

Description	Mitigation measures
Risk of looting of (FFIS) assets during stabilization phase or thereafter.	<i>Close monitoring on the ground and possibly delay delivery of equipment in case there is imminent risk of looting. Deployment of liaison officer on the ground. Raise any security incidents immediately with PMO and Governor. Involve international community if any assets are misappropriated. Maintain a clear understanding of relationship between UN, Governorate and security forces on the ground during the implementation of FFIS. International community to advise and monitor coordination between security actors and governorate, and report back to coalition.</i>
Possibility of recapture of Tikrit by ISIL leading to displacement and further destruction of infrastructure. ISIL counteroffensive heightens insecurity.	<i>Where possible, work with control centers to develop extraction plan for critical FFIS 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>Conduct iterative and detailed analysis of returnees experiences and patterns, and document IED/UXO risks. ISF and federal police clear IEDs/UXOs. Coordinate international support by UNMAS for IED/UXO clearance.</i>
Weak capacity of the local police to take over security functions. Militias prolong their stay as long as local police is not able to take over their tasks.	<i>Training of local police by international community. Maintain clear understanding of capacity and numbers of police and other security actors in stabilization areas. Build relationships with local leaders and Gol officials and leverage community buy-in to protect and support FFIS assets.</i>
Community violence increases and mistrust among communities worsens.	<i>Conduct detailed local analysis identifying sources of tension and overlay activities support distribution with demographic data available. Document risks to FFIS assets and leverage international community and senior government officials to thwart community violence.</i>

## Operational and Financial Risk

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

# United Nations Development Programme Iraq



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