

# Funding Facility for Stabilization

2020 ANNUAL REPORT





# Funding Facility for Stabilization 2020 Annual Report

<b>REPORTING PERIOD</b>	1 January to 31 December 2020
<b>PROJECT TITLE</b>	Funding Facility for Stabilization (FFS)
<b>UNDP PROJECT ID</b>	00089459 (Output ID 00095684)
<b>PROJECT DURATION</b>	May 2015 to December 2023
<b>PROJECT RESOURCES</b>	US\$1,389,751,524.33
<b>PROGRAMME COUNTRY FOCAL POINT</b>	Office of the Prime Minister
<b>UNSDCF (2020-24) OUTCOME(S)</b>	Outcome 3.2: People in Iraq, civil society and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.
<b>UNDP COUNTRY PROGRAMME (2020-24) OUTCOME</b>	Outcome 1.1: Number of governorates with direct participation mechanisms for civil society engagement in all facets of development plans for the delivery of equitable and responsive services that operate regularly and transparently.
<b>UNDP STRATEGIC PLAN (2018-22) OUTPUT</b>	Output 1.1.2: Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.
<b>IMPLEMENTING PARTNER</b>	UNDP
<b>PROJECT LOCATIONS</b>	Newly liberated areas of Anbar, Diyala, Kirkuk, Ninewa and Salah al-Din Governorates

## CONTRIBUTING PARTNERS:



# Table of Contents

<b>The Year in Brief</b> .....	<b>7</b>
Key Outputs.....	<b>8</b>
Implementation Challenges.....	<b>9</b>
<b>The Funding Facility for Stabilization</b> .....	<b>11</b>
Our Strategy in 2020.....	<b>12</b>
Progress Against Targets.....	<b>13</b>
<b>Movement of Displaced Persons</b> .....	<b>15</b>
<b>PROGRESS BY GOVERNORATE</b>	
Anbar.....	<b>19</b>
Diyala.....	<b>23</b>
Kirkuk.....	<b>25</b>
Ninewa.....	<b>27</b>
Salah al-Din.....	<b>32</b>
<b>Gender Mainstreaming</b> .....	<b>34</b>
<b>Lessons Learned</b> .....	<b>36</b>
<b>Looking Ahead</b> .....	<b>38</b>
<b>Annex A. Risk Analysis</b> .....	<b>39</b>
<b>Annex B. Performance Tracking Matrix</b> .....	<b>44</b>
<b>Annex C. Financial Update</b> .....	<b>47</b>
<b>Figure 1. Beneficiaries by Governorate</b> .....	<b>8</b>
<b>Figure 2. Projects Completed by Governorate</b> .....	<b>8</b>
<b>Figure 3. FFS Windows of Operation</b> .....	<b>11</b>
<b>Figure 4. FFS Priority “Red Box” Areas of Intervention</b> .....	<b>12</b>
<b>Figure 5. IDP and Returnee Time Series (2014-20)</b> .....	<b>15</b>

---

# Acronyms & Abbreviations

<b>CBOs</b>	Community-Based Organisation
<b>CfW</b>	Cash for Work
<b>COVID-19</b>	Coronavirus disease
<b>CPD</b>	Country Programme Document
<b>DIM</b>	Direct Implementation Modality
<b>DTM</b>	IOM Displacement Tracking Matrix
<b>EOD</b>	Explosive Ordnance Disposal
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FFES</b>	Funding Facility for Expanded Stabilization
<b>FFIS</b>	Funding Facility for Immediate Stabilization
<b>FFS</b>	Funding Facility for Stabilization
<b>GBV</b>	Gender-Based Violence
<b>GOI</b>	Government of Iraq
<b>IDP</b>	Internally Displaced Person
<b>IOM</b>	International Organization for Migration
<b>ISIL</b>	Islamic State of Iraq and Levant (also known as Da'esh)
<b>KRG</b>	Kurdistan Regional Government
<b>KRI</b>	Kurdistan Region of Iraq
<b>LPC</b>	Local Peace Committee
<b>OAI</b>	UNDP Office of Audit and Investigations
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>PCC</b>	Provincial Control Cell
<b>PHC</b>	Primary Healthcare Centre
<b>PPE</b>	Personal Protective Equipment
<b>PSEA</b>	Prevention of Sexual Exploitation and Abuse
<b>PVE</b>	Prevention of Violent Extremism
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNICEF</b>	United Nations Children's Fund
<b>UNMAS</b>	United Nations Mine Action Service
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>UXO</b>	Unexploded Ordnance
<b>VTC</b>	Vocational Training Centre
<b>WHH</b>	Women-headed household
<b>WHO</b>	World Health Organization
<b>WTP</b>	Water Treatment Plant



**This Page:** The rehabilitation of Al-Satea Al-Hosary Mixed Primary School in Barwanah (Anbar) was completed in December 2020. *Photo: UNDP Iraq*

---

# The Year in Brief

The reporting period (1 January to 31 December 2020) coincided with the **coronavirus disease (COVID-19) global pandemic**, resulting in a series of unprecedented measures taken by national and local authorities to prevent its spread in Iraq. Following the movement restrictions and curfews imposed by the Government of Iraq (GOI), as well as further preventative measures implemented by the United Nations (UN) System in Iraq, the United Nations Development Programme (UNDP) suspended all project activities (except those activities that could take place remotely) in mid-March. By mid-year, UNDP had fully resumed operations under guidance from GOI and the World Health Organization (WHO) designed to protect the health and safety of UNDP staff, contractors and beneficiaries.

By 31 December 2020, a total of 595,291 COVID-19 infections, resulting in the death of 12,813 people, had been confirmed by Iraqi health authorities.<sup>1</sup> The pandemic continues to place pressure on Iraq's health-care system, **increasing vulnerabilities among displaced people and returnees**, in particular. Troublingly, although the number of cases was declining steadily from a peak in September, the downward trend slowed by the close of the year.

Throughout 2020, the pandemic compounded the various humanitarian, geopolitical, security, economic and social challenges Iraq continues to face. At the end of March 2020, the country still did not have a government in place and struggled to deal with the impact of the steep decline in oil income, which makes up 89 percent of the state budget but provides just 1 percent of employment opportunities. The **government formation process** began with the vote of confidence for Prime Minister Mustafa Al-Kadhimi on 7 May and was completed on 6 June.<sup>2</sup>

The **protests** that erupted in October 2019, primarily in the central and southern governorates of Iraq, saw thousands of Iraqis amass on the streets to demand improved governance, anti-corruption, access to basic services, and livelihoods. Protests erupted again in late July, with Iraqis voicing their concerns about

inadequate public services. With 60 percent of the population under the age of 24, this demographic faces the most significant employment-related challenges. An estimated 16.6 percent of working-age youth are unemployed. Moreover, poverty levels within the country are soaring. The poverty rate within the liberated governorates sits at approximately 41.2 percent.

On 3 January, the United States announced the **death of the Commander of the Iranian Islamic Revolutionary Guard Corps**, General Qasem Soleimani, following an air strike close to Baghdad International Airport. The death of the Iraqi Deputy National Security Adviser and Deputy Chairman of the Popular Mobilization Commission, Jamal al-Ibrahimi (also known as Abu Mahdi al-Muhandis) and others was subsequently confirmed.<sup>3</sup> The incident increased geopolitical tensions and led to large demonstrations in Iraq, further exacerbating the volatile security situation.

Another significant change in Iraq's situational environment came in October, when the GOI announced<sup>4</sup> the **closure of camps** accommodating people displaced by fighting between the Islamic State in Iraq and the Levant (ISIL, also known as Da'esh) and Iraqi forces between 2014 and 2017. By early December, 17 camps and informal sites had been closed or reclassified, affecting 34,000 people. A total of 4,735 households (23,158 individuals) were recorded as arriving at non-camp settings in Anbar, Baghdad, Diyala, Erbil, Karbala, Kirkuk, Ninewa and Salah al-Din. Of the total number of recorded arrivals, 28 percent had not returned to their location of origin and were considered to be secondarily displaced, while 72 percent of internally displaced persons (IDPs) had returned to their areas of origin, although not necessarily to their former homes. In surveys conducted by humanitarian partners, 42 percent of respondents indicated that they could not return to their areas of origin due to destroyed or damaged housing, homes being occupied by other people, or the unavailability of basic services, and that they did not have other options for safe, voluntary and dignified durable settlement. In the surveys, the top three needs cited by IDPs affected by the sudden camp closures were shelter, livelihoods and food. Women and children make up 78

---

1 WHO, "Coronavirus Disease (COVID-19) Dynamic Infographic Dashboard for Iraq", <https://bit.ly/2N355Kw>

2 S/2020/792

3 S/2020/140

4 <https://momd.gov.iq/Posts/Article?id=7904>

percent of those affected by camp closures.<sup>5</sup> As of 10 December, 3 IDP camps remained open in federal Iraq, while 25 IDP camps remain open in the Kurdistan Region of Iraq (KRI) or under the administration of the Kurdistan Regional Government (KRG).<sup>6</sup>

Despite these challenges, the Funding Facility for Stabilization (FFS) made steady progress in each of the five liberated governorates in 2020. With the support of 28 partners, up to the end of the year, **FFS completed 2,678 stabilization projects** in Anbar, Diyala, Kirkuk, Ninewa and Salah al-Din, **benefiting more than 11 million people** (see Figure 1). The following sections detail achievements, challenges and lessons learned during the reporting period.

## KEY OUTPUTS

By the end of 2020, 11,144,776 Iraqis have benefited from completed projects since the Facility's inception in 2015. 65 percent of the population impacted by FFS projects resides in Ninewa, adding up to 7,272,476 individuals (3,645,301 women). Anbar counts 2,296,235 total beneficiaries (1,142,044 women). Projects in Salah al-Din have benefited 1,100,271 people (548,377 women). In Kirkuk, the number of beneficiaries reached 332,494 (172,566 women). And in Diyala, rehabilitation projects have so far benefited 143,300 people (72,650 women).

This marks an **increase of 31 percent** compared to 2019, when the Facility counted 8,510,829 beneficiaries (4,250,462 women). This reflects the completion of major infrastructure rehabilitation projects started in previous years.

The **education** sector has the highest number of projects, with 1,004 completed so far, registering an increase of 102 projects (11 percent) since the end of 2019. 581 education projects were completed in Ninewa, followed by Anbar (260) and Salah al-Din (108). In Kirkuk, the education sector accounts for 38 percent of all completed projects.

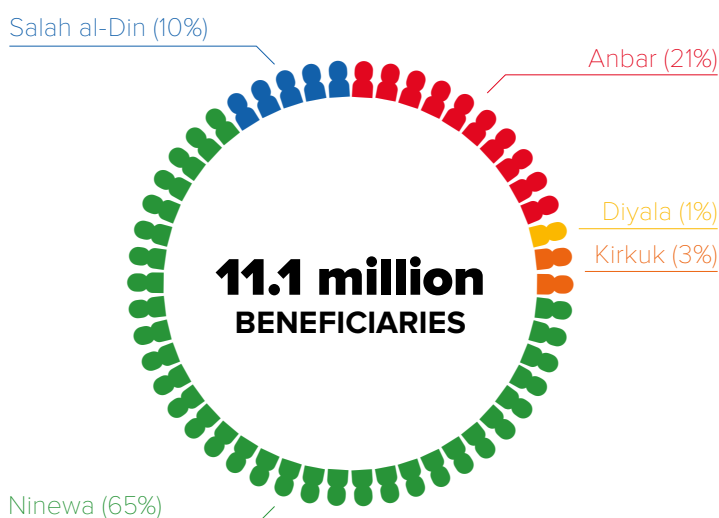
As expected, the number of **health** sector projects registered the highest increase over the previous year (84 projects were completed this year, marking a rise of 27 percent from 2019). However, diverging from the trend of previous years, in 2020 the sector recorded the second-highest number of completed projects, with 397 facilities finalised thus far. As a result, residents of Ninewa now benefit from 179 completed health projects, followed by those in Anbar (108) and Salah al-Din (58). In Kirkuk, more than a third of all completed projects are in the health sector.

This year, 25 additional projects were completed in the **municipalities** sector, registering 380 completed projects so far. Seventy-nine percent of these projects are in Ninewa, followed by Anbar (11.6 percent) and Salah al-Din (6 percent).

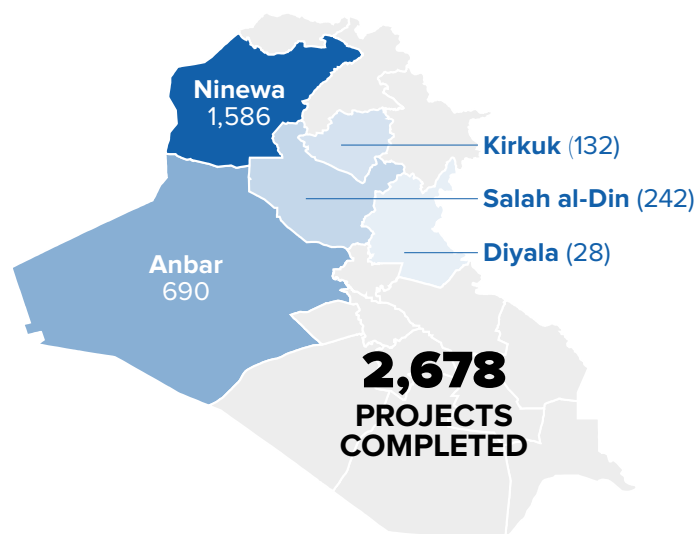
In the **electricity** sector, 254 projects were completed, an increase of 21.5 percent since 2019. Eight of 28 projects completed in Diyala are in this sector.

As part of UNDP's global response to **COVID-19**, FFS swiftly adjusted its programmatic priorities and mobilised US\$38 million, thanks to timely and generous funding from Austria, Belgium, Canada, Denmark, Finland, France, Germany, Japan, the Netherlands, Sweden, the United Kingdom, the United States of America and UNDP's own resources.<sup>7</sup>

**Figure 1. Beneficiaries by Governorate**



**Figure 2. Projects Completed by Governorate**



5 S/2021/120

6 IOM DTM Emergency Tracking, Movement of Camp IDPs, 21-27 December 2020.

7 Detailed reporting on UNDP Iraq's COVID-19 response is available at [www.iq.undp.org/content/iraq/en/home/coronavirus.html](http://www.iq.undp.org/content/iraq/en/home/coronavirus.html).





**Above:** Sinjar, as viewed from the town's Primary Healthcare Centre, which was rehabilitated by FFS. Photo: UNDP Iraq/Claire Thomas

## IMPLEMENTATION CHALLENGES

In terms of security, 2020 saw a marked increase in ISIL-authored attacks compared to 2019. Remaining ISIL cells have continuously mounted small-scale attacks against government and civilian targets, while military operations against them continue, occasionally inducing small-scale displacement. Hence, new and secondary displacements were reported in the first six months of 2020.<sup>8</sup>

Along with most of the international community in Iraq, UNDP faced a range of obstacles related to the access of personnel and materials this year. These included restrictions on the movement of personnel and goods within Iraq, as well as ISF operations against ISIL.

Access impediments can also include the presence of landmines and other unexploded ordnance (UXO), difficult physical environment, or the obstruction of conflict-affected people's access to services and assistance. The districts with the highest access restrictions fall mostly within the central and northern governorates of Anbar, Baghdad, Diyala, Kirkuk, Ninewa and Salah al-Din.<sup>9</sup>

However, district-level access has generally improved since April 2020, as COVID-19 restrictions such as curfews were lifted or relaxed and the government re-established the access authorisation mechanism in September 2020. By the end of the year, access improved in most of Iraq, though certain areas such as Kirkuk still apply movement restrictions that present barriers to the implementation of FFS activities.

The international community's continuous support to Iraqi authorities and citizens has proved crucial in meeting the needs of IDPs returning to their areas of origin. This is all the more so considering the multidimensional impact of conflict, climate change, water pollution and scarcity, and environmental degradation, added to the disproportionately negative impact of COVID-19 on these vulnerable groups. At the same time, it is imperative to strengthen the social contract between citizens and the State to build the baseline for Iraq's recovery. Efforts to enhance social cohesion and scale up confidence-building in the liberated governorates, while tackling the pandemic, remain challenging.

<sup>8</sup> OCHA, Humanitarian Needs Overview: Iraq, February 2021.

<sup>9</sup> OCHA, Humanitarian Access Severity Overview, November 2020.



**This Page:** Work to rehabilitate the blood bank at Mosul's Al-Shifa Hospital Complex continued throughout the reporting period. Once complete, the facility will resume its role providing blood to hospitals throughout Ninewa. *Photo: UNDP Iraq*

# The Funding Facility for Stabilization

The Funding Facility for Stabilization (FFS) supports the Government of Iraq (GOI) to stabilize areas liberated from the Islamic State of Iraq and Levant (ISIL, also known as Da'esh). In June 2015, with the commitment of the international community, the United Nations Development Programme (UNDP) established the Funding Facility for Immediate Stabilization (FFIS) to provide rapid stabilization assistance across four areas of work, or “Windows”. The four windows (see Figure 3) are identified as critical to facilitate the return of the displaced and to restore trust between the government and the people, are: (1) Public Works and Light Infrastructure Rehabilitation; (2) Livelihoods; (3) Capacity Support to local governments; and (4) Social Cohesion.

The assumption was that, while FFIS engaged in immediate stabilization projects, the GOI would respond to long-term stabilization needs. Nevertheless, this sequencing did not materialize, due to a combination of factors, including the limited availability of public revenues following the drastic drop in oil prices. Therefore, a second channel, the Funding Facility for Expanded Stabilization (FFES), was established in April 2016 to meet the ‘expanded’ stabilization needs

through medium- and large-scale infrastructure projects. Together, FFIS and FFES comprise the Funding Facility for Stabilization, sharing the same management, implementation processes and oversight mechanisms. These two channels allow contributing countries to support different phases of the stabilization process and help sequence interventions.

A solid partnership with local stakeholders guides the FFS project prioritization process. Initial needs assessments are undertaken by UNDP, in collaboration with local authorities. The assessments identify the most urgent stabilization needs. Projects are then developed by governorate and local authorities, demonstrating the Government of Iraq’s leadership in the stabilization process in the areas liberated from ISIL. The Provincial Control Cells (PCCs) exercise genuine power in the governorates of Anbar, Diyala and Salah al-Din, where their endorsement is necessary for any given stabilization activity to proceed. In Kirkuk, the same role is taken by a general Provincial Reconstruction Committee. In Ninewa, the priorities are established by the line directorates and shared with the governor’s office and UNDP. UNDP meets regularly with the Ninewa governor’s office and

**Figure 3. FFS Windows of Operation**



works closely with the line directorates for technical matters. The PCC (and its equivalents in Kirkuk and Ninewa) bring together all the line directorates of the GOI and the Governors to coordinate and determine which projects are proposed for external support. UNDP receives requests from the PCCs to determine which projects will be actioned by FFS, in consultation with local stakeholders. The governors appoint Oversight Committees which, together with third-party monitors, supervise projects in the field.

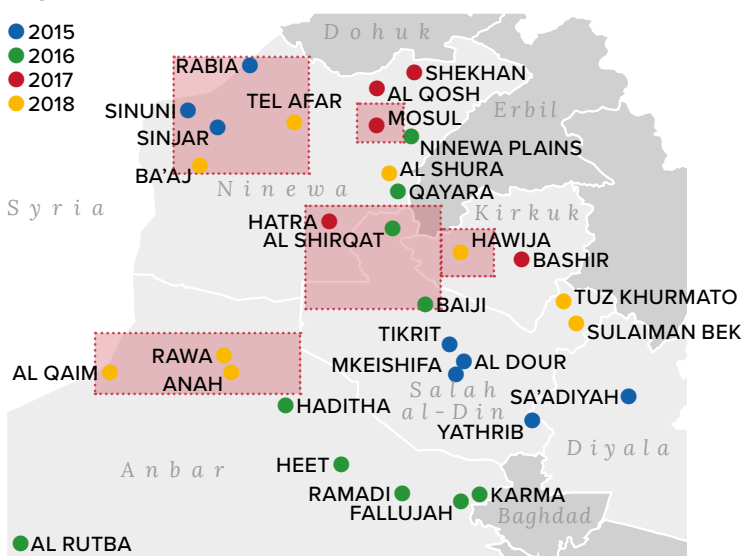
The Steering Committee has mandated FFS to operate in 31 areas across the five liberated governorates of Iraq: Anbar, Diyala, Kirkuk, Ninewa and Salah al-Din. In 2018, the FFS defined five priority (“Red Box”) areas: Baiji-Hatra, broader Hawija, Mosul, western Anbar and western Ninewa (see Figure 4). These priority areas are those with the direst need of stabilization funding support. Many of them were under prolonged periods of occupation by ISIL until 2017, meaning that the FFS could start working there only in 2018. In other priority areas, despite earlier liberation, sectarian and ethnic tensions, and security-related challenges have prevented steady returns of IDPs.

A three-year extension of the Facility was endorsed by the Government of Iraq and international partners at a meeting of the FFS Steering Committee in November 2020. An additional US\$660 million will be needed to cover the remaining priority needs of areas liberated from ISIL in Anbar, Diyala, Kirkuk, Ninewa and Salah al-Din.

Priorities during the extended FFS mandate include:

- A focus on areas that have experienced difficulties in returns;
- Rehabilitation of infrastructure that supports productive sectors like agriculture and small business;

**Figure 4. FFS “Red Box” Areas of Intervention**



**Note:** The years and corresponding colours refer to when the location was liberated from ISIL, allowing stabilization operations to begin.

- Sustainable livelihood activities that promote employment opportunities;
- Strengthened mainstreaming of human rights principles, environmental sustainability, conflict sensitivity and gender in all sectors of work;
- Develop a sustainable exit strategy being that 31 December 2023 is the Facility’s end date.

## OUR STRATEGY IN 2020

The Facility’s proven, agile and transparent mechanisms have played a critical role in sustaining rehabilitation activities throughout 2020. Strong anti-corruption measures remain in place, and the team’s ability to conduct rapid assessments — despite unprecedented challenges — proved critical to the continuity of FFS operations this year.

Supply chain disruptions and reduced shipping and transport, combined with movement restrictions, curfews and reduced working hours, caused delays in procurement, particularly during the first half of the year. In response, UNDP’s dedicated Service Centre adjusted internal timelines to allow for external delays without disrupting project implementation. Orders were placed in larger quantities to last between less frequent deliveries of materials. Communication with national counterparts, end-users and beneficiaries was key in managing expectations, considering anticipated delays and longer waiting periods caused by COVID-19 mitigation measures. As a result, the pace of FFS procurement caught up during the second half of the year.

The Facility’s multi-layered monitoring system was maintained throughout the year, and engaging local staff at several steps of implementation allowed FFS to keep pace with most of its programming and deliver on remaining stabilization priorities in the liberated areas.

With the extension of the Facility until December 2023, UNDP will focus on addressing the remaining needs to support the returnees and still remaining IDPs with durable solutions, building on the system and stabilization gains made to date.

UNDP is committed to independent and objective internal oversight to improve the efficiency and effectiveness of its operations. UNDP’s Office of Audit and Investigation (OAI) conducts internal audits, and related advisory and investigation services. OAI conducted three Direct Implementation Modality (DIM) audits<sup>1</sup> for FFS, first in 2016 (for the period 1 June 2015

<sup>1</sup> Projects that are implemented directly by UNDP are known as Direct Implementation Modality (DIM) projects. As the implementing partner of a DIM project, UNDP has overall management responsibility and is accountable for the project implementation. DIM project audits are carried out to provide assurance to UNDP senior management and donors, that resources are being used effectively and efficiently for the purposes intended and in accordance with UNDP policies and procedures. The audit of DIM projects is under

to 31 December 2015), in 2019 (for the period 1 January to 31 December 2018), and in 2020 (for the period 1 January to 31 December 2019). A fourth DIM audit is expected in Q2 2021 for the financial year of 2020. In accordance with Executive Board decision 2012/18 of June 2012, all audit reports issued by OAI since 1 December 2012 are publicly disclosed on their official website, one month after they are issued internally.

Further, OAI has hired a dedicated Investigations Specialist for UNDP Iraq to expedite investigations on charges of fraud, corruption and any kind of misconduct. In 2020, a total 21 cases of possible fraud or corruption under FFS were reported to OAI, and at the time of reporting, 6 were substantiated, 6 unsubstantiated and 7 still being investigated. Most of the cases were about potential fraudulent activities conducted by vendors.

UNDP also commissioned a project evaluation on FFS, covering the period between the project inception in 2015 and 31 December 2019. Due to the COVID-19 pandemic, fieldwork was postponed to early 2021 and the final report is expected in Q3 2021.

## PROGRESS AGAINST TARGETS

FFS implementation is monitored against an agreed results framework, which is also the main mechanism for reporting progress to partners. FFS endeavours to meet all its targets, but the changing environment, complexity of the operating context and restraining factors may require shifting priorities. This was the case in 2020 due to the COVID-19 pandemic. The following analysis depicts both the progress achieved toward targets, and adjustments required. The narrative for each indicator reflects on progress made during the reporting period:

**Indicator 1.b.** Number of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewerage and municipal services) which have been restored<sup>2</sup> in target areas.

Target 2020	Achievements
Minimum 2,500 projects completed (cumulative)	<b>2,373</b> projects completed: <ul style="list-style-type: none"> <li>• Education: 931</li> <li>• Electricity: 254</li> <li>• Health: 380</li> <li>• Housing: 83</li> <li>• Municipalities: 380</li> <li>• Roads &amp; Bridges: 42</li> <li>• Sewerage: 109</li> <li>• Water: 194</li> </ul>

Despite the disruptions caused by movement restrictions and COVID-19 mitigation measures, FFS caught up with speed in the second half of the year. While the cumulative target of 2,500 major infrastructure

the mandate of the OAI that either directly conducts or contracts out the audit of DIM projects.

2 "Restored" includes renovation/rehabilitation and/or provision of equipment and furniture officially accepted by GOI counterparts.

projects was not met by the end of the year, FFS showed its agility and capacity to deliver under this indicator (Window 1) with adjustments made to focus on the health sector, in addition to the rehabilitation works completed under the COVID-19 response project, which was established in April using FFS operational know-how and networks. Nevertheless, key infrastructure projects, notably in the education, health and water sectors were finalized as programmed, echoing the priorities for this year.

**Indicator 1.c.** Number of housing units cumulatively rehabilitated (completed) in newly liberated areas.

Target 2020	Achievements
25,990 houses rehabilitated in newly liberated areas (cumulative).	<b>26,455</b> houses have been rehabilitated in targeted governorates.

The main objective of FFS housing rehabilitation projects is to enable the return of IDPs to their homes. Thanks to this line of work, approximately 150,000 people have been able to do so.

With 26,455 housing units completed by the end of the year, the target has been exceeded. More IDPs are returning to their places of origin, and so the demand for housing reconstruction and repairs continues to increase. While FFS had initially prioritised the rehabilitation of urban housing due to high population density, housing needs in rural areas remain significant. This explains why, by the end of the year, funding is sought to rehabilitate an additional 15,414 housing units. At the end of the reporting period, 51 projects were under development, 5 are with the Service Centre (520 housing units) and 6 are under implementation (999 housing units).

**Indicator 1.d.** Number of immediate livelihood opportunities created for individuals, including women and youth,<sup>3</sup> in the target areas.

Target 2020	Achievements
40,000 people engaged through cash-generating opportunities (cumulative; 15,000 youth and 5,500 women)	<b>35,920</b> people engaged in completed cash-generating opportunities, including 14,793 youth and 5,562 women.

By the end of the year, 35,920 people (cumulative) have been engaged in completed cash-for-work (CfW) activities, short of the cumulative target of 40,000. The COVID-19 pandemic had a negative impact on engaging more women in these livelihood activities, with women staying at home to take care of children and the ill, as shown by the relatively low number of women beneficiaries under this indicator. The stigma against women working outside the home is gradually diminishing, however, and the demand for CfW activities continues to grow. In fact, FFS received more

3 Aged under 30.

CfW applications this year than the number of opportunities, as these were greatly limited by movement restrictions. It is expected that the gradual lifting of restrictions and a prioritisation of livelihood activities will help address this gap.

Activities continued to focus on the access by IDPs and other vulnerable groups to cash liquidity. This is especially the case for people who lost assets and income-generating opportunities, families who lost their breadwinners, and women-headed households (WHH). Going forward, and echoing the recommendations and advice from stakeholders, FFS will begin shifting its focus from traditional short-term CfW activities to more mid-term, sustainable employment opportunities. Activities in this area will remain complementary to ongoing rehabilitation projects and have a strong focus on gender equality.

**Indicator 1.e.** Number of small business grants provided in the target areas.

Target 2020	Achievements
5,200 small business grants provided (cumulative)	<b>3,481</b> small business grants provided, including 2,628 for women.

Two projects for small business grants were with the Service Centre by the end of the reporting period. However, needs persist and stakeholders have expressed demand for this type of intervention on different occasions. With the FFS mandate extension and the focus on remaining needs, it is expected that 157 projects currently under development will be prioritised.

**Indicator 1.f.** Number of small grants provided to women-headed households.

Target 2020	Achievements
6,500 women-headed households provided with small grants (cumulative)	<b>6,218</b> small grants provided to women-headed households.

There was no change to this indicator in 2020. Of the 157 small business grants currently in the pipeline, 21 target women-headed households.

**Indicator 1.h.** Number of women and youth engaged in leading or promoting social cohesion in the newly liberated areas.

Target 2020	Achievements
8,000 people to participate in social cohesion activities, with at least 40% women (3,200)	<b>19,053</b> individuals engaged in social cohesion activities, of whom 8,323 are women.

Previous years have provided important lessons on the needs of displaced populations and the situation of vulnerability that has kept more than a million families far from their areas of origin. For example, individuals perceived as affiliated with ISIL face segregation and hardships, often involving exploitation and violence, during displacement. This year, FFS has been able to focus on the needs of particular communities and make use of available tools to engage with them.

The use of technology has played a key role in pursuing many social cohesion activities and allowed the FFS to exceed the target by an ample margin. Making use of the many available platforms and social media, the team continued implementing agreed activities through the production and dissemination of videos, web series, and stories on social cohesion and peaceful coexistence. The use of such technology has also allowed for regular communication with local peace committees to facilitate the implementation of activities and to maintain their support. Partnering with community-based organisations and grassroots mechanisms to respond to local needs has been crucial, especially considering the context of crisis and pandemic.

**Indicator 2.a.** Number of medium-size infrastructure projects implemented in newly liberated areas (FFES).

Target 2020	Achievements
123 medium-size infrastructure projects implemented (cumulative)	<b>119</b> medium-size infrastructure projects have been completed. 5 projects are under implementation. <ul style="list-style-type: none"> <li>• Education: 73</li> <li>• Health: 17</li> <li>• Roads &amp; Bridges: 27</li> <li>• Water: 2</li> </ul>

A cumulative total of 119 medium-sized infrastructure projects (FFES) had been completed by the end of the reporting period, short of the target of 123. Nevertheless, education, health and municipalities projects were finalised, following the priorities established for this year.

# Movement of Displaced Persons

Since its inception, FFS has worked to support the Government of Iraq to stabilize liberated areas in the short and medium term, ultimately contributing to the voluntary, safe and dignified return of Iraqis internally displaced by ISIL since 2014. The decision and ability of IDPs to return home depends on a complex combination of factors, including but not limited to the physical reconstruction of houses, either by individual means or with the support of the Government, UNDP or other actors. Livelihood opportunities, improved service delivery as well as improvements in the overall security situation are among the most important factors to encourage displaced communities to return. FFS monitors progress toward this goal by using the International Organization for Migration (IOM) Displacement Tracking Matrix (DTM). For towns not monitored by IOM, FFS extrapolates from data at the district level and figures tracked by local authorities.

During the conflict with ISIL, more than 6 million Iraqis were displaced from their areas of origin. It is estimated that 1.2 million individuals remain displaced today throughout the country, largely because they do not

have homes to return to, but also due to the severity of conditions in their locations of return. Understanding the needs of the displaced population and the obstacles they face means that certain sectors are prioritized and stabilization actions recalibrated.

In 2020, IOM reported an overall decrease in the number of people living in locations with conditions assessed as “severe” or “poor”. The most significant decreases were recorded in Salah al-Din (54,768) and Anbar (47,448), while the largest increase was in Ninewa (61,578).

Ninewa and Salah al-Din remain the governorates hosting the **highest number of returnees living in severe conditions**, with 235,302 and 143,682 individuals, respectively.

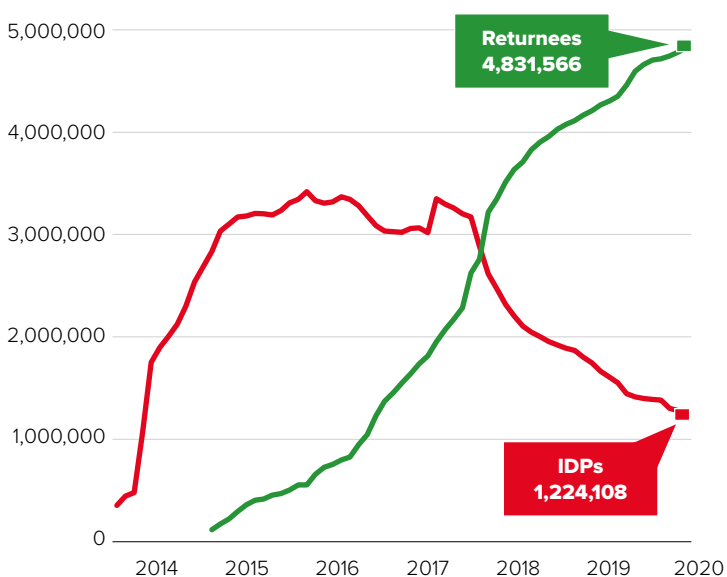
Sixty-seven locations hosting 59,964 returnees were identified as having the **most severe return conditions**. The top five of these locations remain in Tuz Khurmatu District (Salah al-Din; 900 returnees).

24 more locations were observed with the most severe return conditions since the round collected in December 2019.<sup>1</sup>

In **Salah al-Din**, the largest decreases were recorded in Tikrit and Tuz Khurmatu, where more agricultural and livestock activities took place than before, more businesses were open, more residents could find employment and reconciliation efforts between the district’s various ethno-religious groups took place in more locations.

In **Anbar**, the largest decrease was observed in Fallujah, due to improvements in daily public life, agricultural activities and businesses. In **Ninewa**, conditions worsened in Sinjar and Ba’aj, where newly assessed locations showed a decline in agricultural or livestock activities, businesses, electricity sufficiency and services provided by civil servants, teachers, nurses and police, among others, together with the absence of reconciliation processes and tense public life.

**Figure 5. IDP and Returnee Time Series**



Source: United Nations, International Organization for Migration, “Iraq Displacement Tracking Matrix”. Available at <http://iraqdtm.iom.int/>

1 IOM, DTM Return Index #11, January 2021, [http://iraqdtm.iom.int/images/ReturnIndex/2021128212912\\_IOM\\_dtm\\_return\\_index\\_round11\\_Dec\\_2020.pdf](http://iraqdtm.iom.int/images/ReturnIndex/2021128212912_IOM_dtm_return_index_round11_Dec_2020.pdf)

According to IOM, 'hotspots' refer to sub-districts that score highly in terms of severity on at least one of two scales (livelihoods and basic services, or safety and social cohesion), or if they are mid-range in terms of severity but also host relatively large numbers of returnees (at least 60,000 returnees in a sub-district).

This year, the sub-districts of Husaibah Al-Sharqiah, Al-Baghdady and Al-Forat in Anbar were classified as 'hotspots' due to increased concern about landmines and sources of violence (e.g. ISIL attacks, acts of revenge, clashes between security forces or ethno-religious-tribal tensions). Al-Amiryah was added due to deteriorating public services and Markaz Heet due to residents' difficulty finding employment. FFS has been working in the identified 'hotspots', rehabilitating key infrastructures of water, electricity, health, education and municipality (including community police stations) and providing livelihood support. Other

priority projects in these locations have also been identified and assessed, but majority of them require funding support.

In Salah al-Din, the sub-district of Al-Markaz Al-Balad was identified as a 'hotspot' due to the worsening situation with employment, businesses and government services. Al-Eshaqi entered the list due to poor access to employment, and the sub-district of Al-Moatassem due to obstacles to returns. More than 40 livelihood projects (Window 2) have been identified and designed for Salah al-Din under FFS, including cash-for-work, rehabilitating food processing factories to create jobs for women, and workshops for steelwork and mechanics, but the majority have yet to secure funding for implementation.

In Diyala, the sub-district of Abo Sayda is considered a hotspot as well.



**Above:** Outside his home in the western Anbar town of Rawa, 64-year-old father of ten Moayad points to a tap which now provides water for his garden. During ISIL occupation, residents of Rawa had access to water for only two hours every three days. *Photo: UNDP Iraq*

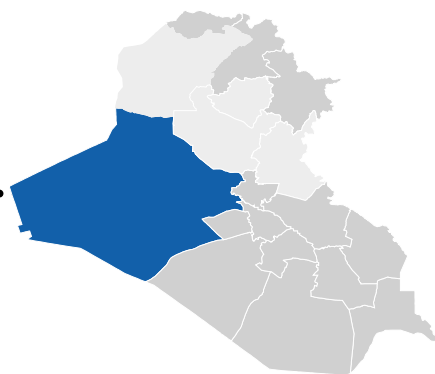


# **2020 Results by Governorate**



**This Page:** Work to rehabilitate the specialised dental clinic in Rawa (Anbar) began during the reporting period. Once complete, the clinic will serve the residents of Rawa, Ana and Qaim, benefiting a catchment population of approximately 100,000 people. *Photo: UNDP Iraq*

# Anbar



Covering almost the whole of western Iraq, Anbar is Iraq's largest governorate, but also the most sparsely populated. Badly hit by both ISIL violence and the battles to rid the country of the terrorist group, the governorate is gradually stabilizing, supported by the rehabilitation of bridges, schools and other completed and ongoing infrastructure works.

2,296,235 people (1,142,044 women) have so far benefited from rehabilitation works in Khalidiyah, Ramadi, Fallujah, Karma, Haditha, Heet, Rawa, Rutba, Al-Qaim and Anah, an increase of 59.6 percent compared to 2019. Nevertheless, FFS has quantified Anbar's remaining immediate stabilization needs to be US\$80 million.

By the end of the reporting period, 859,297 people (429,990 women) in Anbar are estimated to have benefited from rehabilitation works in the water sector, followed by 584,650 people (294,925 women) in the health sector and 184,500 people (92,250 women and girls) in the roads and bridges sector.



## Education

More projects have been completed in the education sector than any other. By the end of the reporting period, a cumulative total of 260 education projects are complete, 26 under implementation, 24 with the Service Centre and 14 under development.

Completed education projects have so far benefited 107,022 people (46,108 women and girls). Four projects were finalised this year in Ramadi, Rawa and Anah, benefiting 45,125 boys and girls, while rehabilitation projects continue in Khalidiyah, Ramadi, Fallujah, Karma, Haditha, Heet, Rawa, Al-Qaim and Anah.

## Electricity

With 48 projects completed in 2020 in this sector, 187,426 people (93,505 women and girls) benefit from improved access to electricity. In Anbar, a total of 90 electricity projects have been completed, 23 are under implementation, 12 are with the Service Centre and 7 are under development.

## Health

FFS is supporting a total of 194 health sector projects in Anbar. Of these, 108 are complete, 24 under implementation, 25 with the Service Centre and 37 under development. Seven health projects were completed during the reporting period, including the rehabilitation of **Ramadi Maternity Hospital** and **Fallujah Teaching Hospital**, and the supply of medical equipment to main primary healthcare centres (PHCs) in Fallujah. More than one million people (including at least 501,500 women and girls) are now estimated to have access to improved healthcare services in the governorate.

---

**Housing** 130,422 people (68,722 women) have so far benefited from the rehabilitation of 16,708 houses in Ramadi, Barwanah, Fallujah, Haditha, Qaim and Anah. By the end of 2020, 44 housing projects have been completed. One project to rehabilitate 62 housing units remains under implementation in Karma. A project to rehabilitate 248 housing units in Anah is with the Service Centre, and 17 projects to rehabilitate a total of 5,971 housing units are under development. 12 projects were completed in 2020, providing 3,091 families (21,061 people, including 9,400 women and girls) with rehabilitated housing units.

---

**Livelihoods** The number of livelihoods projects in Anbar increased significantly since last year. FFS was supporting 149 such projects during the reporting period, compared to 84 in 2019. This includes 75 completed projects, 5 under implementation, 9 with the Service Centre and 60 under development. FFS cash-for-work (CfW) and other income-generating opportunities have benefited 9,868 women and 6,088 men. In 2020, two CfW projects related to rubble removal have been completed in Qaim and Al-Rummaneh, creating work opportunities for 268 individuals.

---

**Municipalities** Projects related to infrastructure rehabilitation in municipalities and capacity support now count 132 in total, with 44 completed, 7 under implementation, 21 with the Service Centre and 60 under development. Estimates show that 41,150 people (17,773 women) benefit from improved municipal capacities. In 2020, two major rehabilitation works were completed in this sector, including Municipality Directorate buildings in Haditha and Sagrah, indirectly benefiting 40,000 individuals (20,000 women).

---

**Roads & Bridges** FFS was supporting 32 road and bridge infrastructure projects during the reporting period. With 19 such projects completed, 6 under implementation, 2 with the Service Centre and 5 under development, FFS has improved accessibility for 184,500 Anbaris (92,250 women). The **Al-Rummaneh Bridge**, which was heavily damaged in the fight against ISIL, was completed in October. Even before its complete rehabilitation, the bridge was long the only crossing point to access the northern Iraqi bank of the Euphrates. The completion of this major infrastructure project ensures that the population of Qaim (75,000 people, 37,500 women and girls) benefit from improved accessibility.

---

**Sewerage** Two additional sewerage projects entered the FFS pipeline in Anbar, bringing the total number of projects to 35 this year. A total of 21 such projects have been completed, 5 are under implementation, 3 are with the Service Centre and 6 are under development. Since 2016, FFS-implemented sewerage sector projects have reached 183,577 beneficiaries (91,754 women).

---

**Social Cohesion** 2,235 individuals (929 women) have engaged in FFS social cohesion activities, including community-based initiatives, placement and training of local facilitators, training on peacebuilding, conflict sensitivity and gender issues. Among the activities completed during the reporting period in Anbar are workshops on **preventing violent extremism (PVE)**. Under community-based empowerment initiatives, 2,071 women and 3,253 men took part in skills development trainings. 43 CBOs were trained on community peace initiative design and grant management. 11 Local Peace Committees covering all Anbar districts were supported to respond to the social impact of COVID-19. Two youth and women groups were established and provided with grants to implement 13 peace initiatives, benefiting 5,400 people.

The **“16 Days of Activism” Global Campaign to end Gender-Based Violence (GBV)** was conducted in Ramadi (also Erbil and Mosul) in collaboration with the Head of Women’s Empowerment within the Governor’s Office. The campaign, which was launched in combination with CfW activities, engaged women in income-generating activities and raised awareness on GBV. In total, 3,575 women participated in Community-Based Organisation (CBO) empowerment sessions in Ninewa, Kirkuk, Anbar, Salah al-Din and Diyala. The sessions focused on a gender-sensitive approach to rehabilitation.

## Water

More Anbaris have benefited from FFS water sector projects than any other sector. The rehabilitation of water infrastructure has improved living conditions for 859,297 people (at least 429,990 women). 67 projects were completed by the end of 2020, 21 are under implementation, 9 are with the Service Centre and 17 under development. Despite the challenges of 2020, five infrastructure rehabilitation projects were completed this year in Rawa, Qaim and Sagrah. These include supplying pumps to water stations, providing heavy equipment for the water sector and supplying maintenance materials for pump stations. A total catchment area of 475,167 people (237,584 women) is estimated to have directly benefited from these infrastructure works.



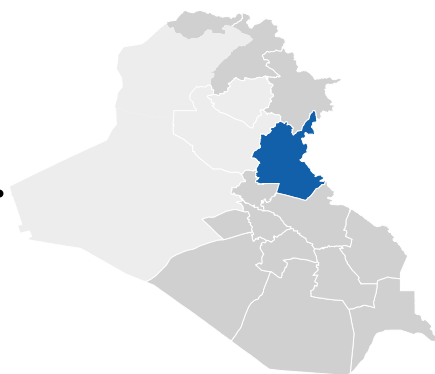
**This Page:** The Al-Rummaneh Bridge in Qaim, was completed in October 2020, providing the western Anbar town's population of 75,000 people with improved accessibility.  
*Photo: UNDP Iraq*

كل جميعاً من أجل جالولاء



**This Page:** Youssef Ahmed and Youssef Munder, both 17 years old, show a mural painted inside the Jalawla Youth Centre in Diyala. The title of the mural is "We all work for Jalawla". *Photo: UNDP Iraq*

# Diyala



Known as the “Orange Capital of the Middle East” due to its citrus industry, Diyala saw its critical infrastructure and services crumble during ISIL occupation. Since Diyala was liberated from ISIL in 2015, rehabilitation projects have been restoring much-needed infrastructure and access to basic services. The economy, which relies on agriculture, including dates and olives, began to stabilize prior to the outbreak and spread of COVID-19 in Iraq. This year has been challenging on many fronts, aggravating existing socioeconomic issues amid a declining security situation.



Nevertheless, important gains have been achieved in Diyala, where 143,300 people (72,650 women) have benefited thus far from completed FFS rehabilitation projects. The rehabilitation of water infrastructure has reached most beneficiaries. Some 51,500 people (approximately 26,750 women) now have access to safe drinking water. Thanks to completed roads and bridges, 35,000 people (17,500 women) have improved accessibility and 18,000 people (9,000 women) have benefited both directly and indirectly from FFS capacity support to municipalities.

## Electricity

In response to pressing needs, transformers, technical equipment and other essential materials have been supplied to restore Diyala’s electricity distribution infrastructure. With 8 completed projects, 2 with the Service Centre and 15 under development, the electricity sector concentrates most of the Facility’s rehabilitation work in Diyala. Two projects involving the supply of transformers and other electrical materials were completed in 2020 in Jalwlaa, Gabarra and Qarataba, benefiting a catchment area of 32,000 people (16,000 women and girls).

## Roads & Bridges

The second highest number of projects is registered in the roads and bridges sector. After the completion of the protection system for the Hamrin Dam Slide Slopes last year, 3 projects remain under implementation in Jalwlaa and Qarataba, and 13 are under development.

## Social Cohesion

FFS supported the establishment of one women’s group and one youth group in Diyala. The groups were trained and supported with grants to implement six community initiatives, reaching 3,964 people. A project on the empowerment of CBOs is planned to commence in 2021.

## Other Sectors

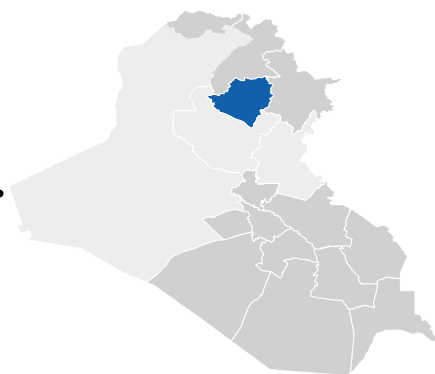
Aside from 28 projects completed in several sectors so far, 75 projects are now under development and 4 are with the Service Centre (2 electricity, 1 sewerage and 1 water). The expectation is to meet the pressing needs of Diyala’s returning population before the end of the FFS mandate in 2023.



**This Page:** The revitalisation of the agriculture sector, with a focus on Hawija, is a significant concern for returnees and displaced persons. The rehabilitation of three agricultural warehouses in Hawija began during the reporting period and was expected to be completed in early 2021. *Photo: UNDP Iraq*



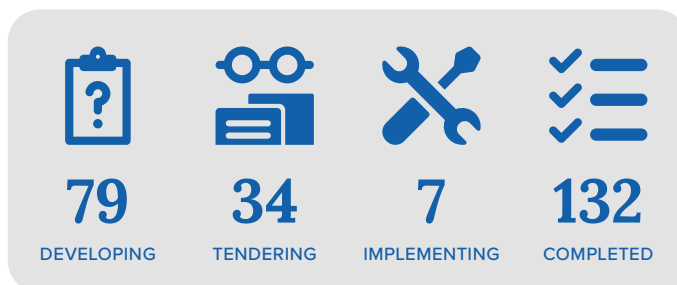
# Kirkuk



With an estimated population of 1.2 million people, Kirkuk is a melting pot of various communities. Today, Kirkuk city is home to a rich mix of ethnic and religious groups.

Kirkuk’s wealth stems from oil, which was first discovered in 1924, and the agriculture sector. Indeed, Hawija district used to serve as a breadbasket for all of northern Iraq. As a result of occupation by ISIL, farmers in Kirkuk suffered from the lack of facilities to dry corn crops. Fertile lands were drained, and grain stores were ruined after years of war and crop fires.

Since liberation from ISIL in 2017, FFS prioritised the recovery of agricultural productivity and supportive sectors such as water. The health sector was also a key focus of rehabilitation efforts from the start, and this year has been no different. As a result, the rehabilitation of water infrastructure has reported the highest number of beneficiaries in Kirkuk to date: 180,000 people (94,300 women and girls) now have access to clean water. More than 72,000 individuals (41,969 women) benefit from improved healthcare facilities and 50,000 people (25,000 women) now have better access to electricity.



## Education

The education sector recorded the greatest performance by far, with the completion of 35 projects this year. Cumulatively, 50 education projects have been completed in Kirkuk, providing 6,367 pupils (2,132 girls) with improved access to education. This year, the rehabilitation of **10 primary schools** (9 mixed, 1 for girls) was completed in Hawija. Five secondary schools (3 mixed, 1 for boys, 1 for girls) were rehabilitated, 19 primary and secondary schools were furnished in Hawija and Al-Abbasy, and a boys’ dormitory in Hawija was also rehabilitated. At the end of the reporting period, 16 projects were with the Service Centre and 38 were under development.

## Electricity

12 electricity projects have been completed in the electricity sector, 1 is under implementation, 1 is with the Service Centre and 6 are under development. Six projects were completed in 2020, supplying electrical materials for the villages around Hawija, as well as providing safety and personal protective equipment (PPE) for the Electricity Directorates in Zab, Al-Abasy, Al-Riyad, Al-Multaqa and Hawija.

## Health

Of 47 health projects completed in Kirkuk to-date, 18 were completed in 2020. This includes the rehabilitation of two Primary Healthcare Centres (PHCs) in Hawija and al-Zab; the furnishing of 15 PHCs in Hawija, Al-Riyadh and Al-Zab; and the supply of a generator

to the Kirkuk COVID-19 Health Centre in Hawija. More than 70,000 people have access to improved healthcare, about half of whom are women and girls. Three further projects are with the Service Centre and 3 are under development.

---

### Livelihoods

The cash-for-work project to clean and repair the canal in Hawija started at the end of 2020 and remained under implementation at the time of reporting. In addition, eight projects are with the Service Centre and six are under development. In total, three livelihoods projects have been completed in Kirkuk.

---

### Municipalities

23,474 people (9,000 women) in Kirkuk benefit directly and indirectly from FFS projects in the municipalities sector. A total of 9 projects have been completed, 4 are under implementation, 5 are with the Service Centre and 18 are under development. The project to rehabilitate and furnish the **Hawija Agricultural Laboratory** was completed this year, benefiting 23,474 people (4,000 families). The project employed 28 workers, including six guards, four employees, two warehouse operators, one manager and 15 labourers.

---

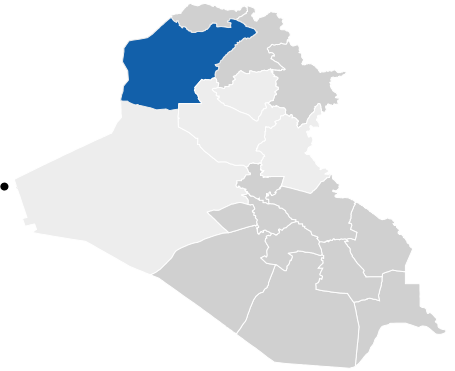
### Water

A total of 17 water sector projects are at various stages of implementation in Kirkuk. By the end of the reporting period, 11 have been completed, 1 is under implementation, 1 is with the Service Centre and 4 are under development. This year saw the completion of two water projects in Hawija, namely the rehabilitation of the **Nagarat Water Treatment Plant** and the **pipeline extension for Riyadh Village**, benefiting approximately 59,000 people (29,500 women and girls).



**Above:** The R1 River Regulator, located 21 kilometres southwest of Kirkuk city, was a crucial irrigation canal that was significantly damaged in the recent conflict. Restoring the water supply for drinking and irrigation will directly serve over 193,684 people and irrigate 116,700 hectares of arable land in Kirkuk, Salah al-Din and Diyala Governorates.  
*Photo: UNDP Iraq*

# Ninewa

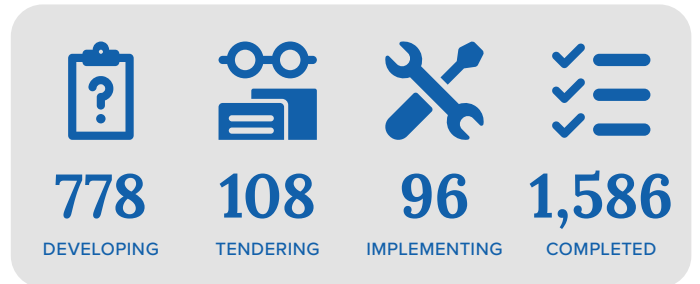


With an estimated population of 3.27 million<sup>1</sup> people, Ninewa has been at the core of FFS rehabilitation work since 2015. Some 1.9 million IDPs are estimated to have returned home to Ninewa. Nevertheless, 687,875 people remain displaced, and nearly 330,000 IDPs from other regions have not yet returned to their areas of origin.<sup>2</sup>

While implementing rehabilitation projects throughout Ninewa in 2020, FFS focused on meeting the needs of particularly vulnerable populations and communities that remained in situations of displacement. One of these was **Sinjar**, homeland of the Yazidis and other minority groups, who suffered atrocities under ISIL occupation. FFS scaled up its rehabilitation work across a number of sectors including housing, electricity, water and education, as well as livelihoods and social cohesion. Sinjar district experienced a marked increase in returns in mid-2020. In preparation for the returns, the GOI and KRG signed an agreement on the status of Sinjar district, detailing and organising aspects of administration, security and reconstruction in an effort to restore security and stability.

In October, a **Covenant of Honour** was signed to encourage more than 1,100 families perceived to be affiliated with ISIL to return to their places of origin in Mosul's Muhalabiya sub-district. For many families, this was the only opportunity to return, constituting an important step forward in the reconciliation process. These families had returned to their community by the end of 2020.

By the end of 2020, a total of 7,272,476 people (3,645,301 women and girls) had benefited from FFS projects in Ninewa. Work in the water sector has benefited the greatest number of people, with more than 2.1 million beneficiaries (1.05 million women). The electricity sector reached 1,755,622 people, while activities in the health sector have benefit 1,302,000 people (725,935 women and girls).



<sup>1</sup> Estimate for 2011, before ISIL occupation.  
<sup>2</sup> IOM, Iraq DTM Dashboard (accessed in March 2021).



**Above:** A UNDP engineer speaks with Edham (64), whose family has returned to the Khatoniya neighbourhood in Mosul's Old City. Their home, which was damaged during the battle to liberate the city, was rehabilitated by FFS. *Photo: UNDP Iraq*

## Education

By the end of 2020, it is estimated that 412,350 young people (169,490 women and girls) have been able to resume education thanks to rehabilitated schools, kindergartens and centres of tertiary education. A total of 581 education projects have been completed, 31 are under implementation, 22 are with the Service Centre and 168 are under development, marking an increase of 87 projects from the previous year.

More education projects were completed this year in Ninewa than any other sector. Among the 29 projects finalised in 2020 throughout the governorate are a kindergarten in Al-Qosh, and six primary schools in Qayrawan, Al-Jawsaq, Zanjeely, Hamdaniya and Ba'aj. Two primary schools were furnished in Qayrawan and Ba'aj. Two secondary schools were rehabilitated in Qayrawan and Bab Sinjar, and one secondary school was furnished in Bartela.

The rehabilitation of **Mosul University** continued, with the completion of the main building of the Education College and the professional television studio. Furniture was provided to the Chemistry Department at the Science College, the Deanship of Engineering and the Faculty of Women's Education (Phase II). Mechanical workshops were supplied with tools and equipment.

At **Northern Technical University**, the mechanical workshop at the Engineering Technical college was completed, along with the rehabilitation of the Electrical Power Technology building and the medical labs and study halls of the Pharmacy Department. In addition, a generator (500 KVA) was provided to the Women's Dormitory.

The project to rehabilitate **Ninewa University** advanced, with the furnishing of the University and the installation of laboratory equipment. Finally, the Ba'aj Directorate of Education was rehabilitated and furnished, while the Bashiqa Directorate of Education was provided with a 100 KVA generator. Technical equipment was provided to the **Vocational**

**Training Centre (VTC) in Nablū** (Al-Jadeda). Taken together, these completed projects benefit approximately 53,770 individuals (at least 5,762 girls).

---

## Electricity

With 170 completed projects, 9 projects under implementation, 5 with the Service Centre and 73 under development, the electricity sector reports a total of 257 projects, 31 more than in 2019. Thanks to the projects completed by FFS, it is estimated that 1,755,622 individuals (873,334 women and girls) have improved access to electricity. 13 projects were completed this year in Sinjar, Qayrawan, Qayyara, Al-Zuhoor, Yarma, Rashidia, Yarmook, Allamya, Hamdaniya, Bashiqa and Ba'aj, benefiting a catchment population of 1,466,080 people, of whom approximately half are women and girls.

---

## Health

As the threat of COVID-19 escalated, so too did the demand for improved healthcare in Ninewa. It is, therefore, not surprising that a large number of healthcare facilities were rehabilitated during the reporting period. Indeed, 23 projects were completed in Sinuni, Qayyara, East Mosul, Al-Wahda, Al-Salam, Al-Qosh, Batnaya, Telkaif, Sallamya, Nimrud, Shekhan and Hatra. With the supply and installation of furniture and medical equipment for **22 primary and secondary healthcare centres**, and the reconstruction of the surgical hall and service building at the **Al-Shifaa Hospital Complex**, it is estimated that at least 436,080 people (208,040 women and girls), now have better access to healthcare facilities in Ninewa. By year's end, 179 projects had been completed in this sector, 18 were under implementation, 31 were with the Service Centre and 50 under development.

---

## Housing

By the end of 2020, the FFS housing programme had rehabilitated 6,363 homes in Mosul alone, many of which have been classified as heritage buildings. In collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO), buildings that form Mosul's **architectural heritage** are being rebuilt with the involvement of local residents and authorities. Local resources and materials are employed in the reconstruction of buildings, as well as a local workforce.

This year, six housing projects were completed in the neighbourhoods of Bab Jadid, Nabi Jerjes and Ras al-Kur, Thawra, Al-Shifa and Warshan, and Al Ahmadya, comprising 1,611 housing units. They provide 8,526 men and 6,338 women with safe, dignified housing. FFS expects that a further 7,796 individuals will benefit from the ongoing rehabilitation of 511 housing units (four projects). In addition, three housing projects are with the Service Centre and 10 are under development.

Some 2,877 housing units have been completed thus far in the Ninewa Plains (Bartela, Bashiqa and Batnaya). One project for 272 housing units is with the Service Centre, and six projects involving 2,150 units for Tel Afar and Ba'aj are under development. In total, 37 projects (9,240 housing units) have been completed in Ninewa, 4 projects (511 housing units) are under implementation, 4 projects (272 housing units) are with the Service Centre and 21 projects (5,903 housing units) are under development. An estimated 29,824 men and 38,387 women now live in safe and adequate homes rehabilitated by FFS in Ninewa.

---

## Livelihoods

27,011 individuals (8,105 women) have been involved in cash-for-work and other livelihood opportunities to-date. Some 93 livelihood projects have been completed since the start of FFS operations, 11 are being implemented, 13 are with the Service Centre and 134 are under development. In 2020, 13 projects were completed in Ninewa. This includes six projects for repair work at Ninewa University, Al-Ghizlani and Al-Rabee; and seven rubble removal projects in Sinjar, the Karama warehouses, the Fine Arts Institute for Boys, PHCs in East and West Mosul, housing projects in West Mosul, Telkaif and Al-Eyadiya. These undertakings have engaged 437 women and 1,845 men.

---

## Municipalities

It is estimated that 368,889 people (184,255 women and girls) directly and indirectly benefit from municipalities projects completed in Ninewa thus far. In 2020, 28 projects were finalised in this sector, comprising the rehabilitation of municipal buildings and supplying equipment and furniture to enable the continuation of municipal services. Completed

rehabilitation undertakings include the following three Directorate buildings in Sinjar, Telkaif and East Mosul; the olive oil factory in Bashiqa; the Tel Afar mayoralty building; and six police stations in Sinjar, Bab Al-Tob, Hamam Aleel, Telkaif, Tel Afar and Al-Eyaddiyah.

Equipment has been provided to the Muthanna Sports and Youth Centre. Heavy equipment was supplied to the Badush Cement Factory and the Ba'aj Municipality. Four Directorate buildings were furnished in East Mosul, Bashiqa, Hamdaniya and Tel Afar. The six police stations in Sinjar, Rabia, Bab Al-Tob, Hamam-Aleel, Hamdaniya and Telkaif have also been furnished, and the Ninewa Traffic Directorate in Shalat has been equipped. The municipalities sector reports the second highest number of projects throughout the governorate after the education sector, with 301 completed projects by the end of 2020, 16 under implementation, 30 with the Service Centre and 263 under development.

---

## Roads & Bridges

All 47 major projects in this sector were completed by the end of 2020, while 13 new projects are under development. Improved roads and bridges have directly and indirectly benefited 147,550 Ninewa residents, half of whom are women. It is expected that the remaining population will enjoy improved and safer access to livelihood opportunities and social networks once remaining gaps are addressed. This year saw the completion of three projects in this sector, namely the rehabilitation of **Al-Muthanna Bridge** in Al-Zuhoor, road repairs in Al-Rifai and Al-Najjar neighbourhoods (Phase II) and the rehabilitation of the access road to Taakhy neighbourhood in Hamdaniya. These completed projects benefit some 42,300 people (21,200 women and girls).

---

## Social Cohesion

FFS social cohesion activities in Ninewa began with area-specific assessments and the engagement of CBOs. The governorate's first FFS social cohesion project to empower CBOs involved 14,318 people (6,144 women) and was finalised this year. Activities took place in Western Ninewa, the Baji-Hatra Corridor, and the broader Hawija and Mosul regions, and included capacity building, awareness-raising sessions, advocacy campaigns and art in support of reconciliation and peacebuilding. In addition, four projects are proposed to promote community reconciliation in Sinuni, East Mosul, the Ninewa Plains and Tal Afar. FFS social cohesion activities with the placement of 3 trained field facilitators to support the local peace mechanisms as well as serving as early warning mechanisms.

32 CBOs were trained on the design of community peace initiatives and grant management. A local peace agreement was signed during a community conference held in Muhalabiya (West Mosul), facilitating the return of 1,100 IDPs and families with perceived affiliation with ISIL. One women's group and another youth group were created and supported with grants to implement six community peace initiatives, benefiting 969 people. 4 Local Peace Committees were supported to respond to the social impact of COVID-19. A project is being planned to strengthen the collaboration between police, justice actors and the broader population in conflict resolution, the protection of human rights, and providing adequate attention to women's rights and protection.

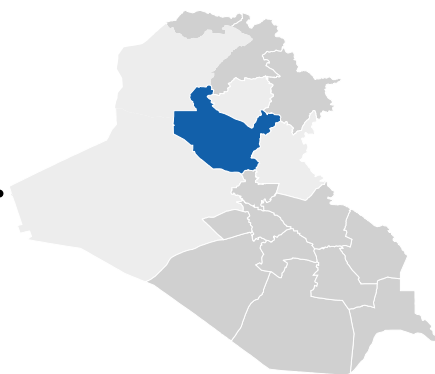
---

## Water

92 projects have been completed in the water sector so far, 7 are under implementation, 2 are with the Service Centre and 47 under development. This year marked the completion of eight water projects in Sinuni, Al-Jadida, Danedan, Hamdaniya and Tal Afar, adding 1,751,000 people (of whom at least half are women) to the number of beneficiaries from previous water projects. The rehabilitation of the **Al-Bwer Water Treatment Plant** (WTP) and that of the New Right Bank WTP in Al-Jadida (Phase II) benefited the highest number of people, followed by the project to procure machinery for the Groundwater Directorate in Al-Jadida and the rehabilitation of the Badosh low lift pump station.



**This Page:** Construction continues at the Fertility Building near Mosul's Al-Shifa Hospital Complex. *Photo: UNDP Iraq*



# Salah al-Din

Approximately, 11 percent of Iraq’s current IDP caseload originated from Salah al-Din, which, alongside Ninewa and Anbar, has the highest number of returnees living in severe conditions, according to the Iraq Humanitarian Country Team’s return index.<sup>1</sup> Balad, Baiji and Touz districts present the worst conditions for returnees in Salah al-Din, with the main reported obstacles being the destruction of housing and the occupation of homes by other families or entities. Further obstacles to return and drivers of protracted displacement include the lack of job opportunities and basic services in areas of origin, according to data collected by IOM in areas of displacement.<sup>2</sup>

By far, the health sector has impacted the lives of more residents of Salah al-Din than any other sector in the governorate. 699,603 individuals (349,827 women) benefit from rehabilitated healthcare facilities. The water sector reports the second highest number of beneficiaries, with 275,000 individuals (138,650 women).

In terms of number of projects, the municipalities sector accounts for the most, with 147 projects in total, including 24 completed, 3 under implementation, 5 with the Service Centre and 115 under development. The most completed projects are in the education sector (108).



## Education

In 2020, FFS completed 20 education projects in Salah al-Din: 10 primary schools were rehabilitated in Baiji, Shirqat, West Shirqat and Yathrib; 4 secondary schools in West Shirqat, Shirqat and Yathrib; and 5 schools were furnished and equipped in Shirqat. In addition, school supplies were delivered to the Baiji Education Directorate. With these projects, at least 7,968 boys and 5,315 girls have returned to school. 139 education projects—16 more than last year—are at various stages of completion in Salah al-Din. In addition to 108 completed projects, 4 are under implementation, 6 are with the Service Centre and 21 under development.

## Electricity

Five electricity projects were completed during the reporting period in Shirqat, Touz Khurmatu and Suleiman Bek, improving the access of approximately 240,000 residents of these localities to electricity. The projects supplied technical equipment, safety materials and related items. With these completed projects, Salah al-Din has a total of 41 electricity projects, 16 completed so far, 2 under implementation, 4 with the Service Centre and 19 under development.

<sup>1</sup> OCHA, Humanitarian Needs Overview: Iraq, February 2021.

<sup>2</sup> Ibid.



<b>Health</b>	As the rehabilitation of <b>Tikrit Teaching Hospital</b> continues, seven other health sector projects were completed this year. These include the rehabilitation of the operating theatre and blood bank at Baiji General Hospital, the rehabilitation of the Tolol Al-Baj Health Centre in Shirqat, furniture supply for four healthcare centres in Shirqat, Khurdraniyah, Jirnaf Sharqi and Sakaniyah, as well as the Shirqat Health Directorate building. FFS registers 107 projects in Salah al-Din, consisting of 58 completed projects, 6 projects under implementation, 16 with the Service Centre and 27 under development.
<b>Housing</b>	Because of completed housing rehabilitation projects, by the end of 2020, 4,040 individuals (at least 2,034 women) live in safer and improved conditions. Two projects (510 housing units) were completed in Baiji this year, one project for 426 units remains under implementation and five projects covering 1,420 housing units are under development. Beyond the provision of improved housing conditions to returnees, these projects provide employment opportunities to thousands of workers. The completed projects in Al-Resala and Askary (Baiji) have employed 5,977 workers cumulatively.
<b>Livelihoods</b>	1,970 men and 50 women have participated in cash-for-work opportunities through nine completed projects. In 2020, a rubble removal and clean-up project was completed in Touz Khurmatu, employing 160 people including 10 monitoring workers. Additionally, 1 cash-for-work project remains under implementation in Amerly, 2 are with the Service Centre and 44 under development.
<b>Municipalities</b>	With 24 completed projects thus far, 3 under implementation, 5 with the Service Centre and 115 under development, the municipalities sector registered a total of 147 projects in 2020. Completed projects have indirectly benefited 455,000 people (227,500 women)—the entire population of Tikrit, Baiji and Shirqat. Completed projects have allowed 742 people (at least 84 women) to return to work. In 2020, seven projects were completed in Shirqat, rehabilitating infrastructure, office buildings and supplying equipment to restore municipal services. Once completed, these projects allowed 180 workers to resume activities to the benefit of 265,000 residents.
<b>Roads &amp; Bridges</b>	Three new priority projects are under development in Salah al-Din, namely the rehabilitation of the Samara-Tikrit road, the Al-Shai Concrete Bridge between Touz and Tikrit, and 20km of internal roads in Baiji.
<b>Sewerage</b>	One sewerage project is under development, one is with the Service Centre and three have been completed in Salah al-Din. Completed rehabilitated works provide a population of 70,000 residents in Baiji and Shirqat, at least half of whom are women, with access to improved sewerage facilities.
<b>Social Cohesion</b>	54 CBOs were trained on the design and management of community peace initiatives, of which 16 were selected and provided with grants to implement 16 initiatives, benefiting 5,221 people. One youth group was established and provided with grants to implement two community initiatives, benefiting 700 people.
<b>Water</b>	Nine water projects were completed in Salah al-Din this year, including the rehabilitation of five WTPs in Tikrit, Baiji, Al-Sahan, Al-Hechal and Al-Baajah, and the supply of equipment in Al-Hechal and Al-Touz-Kifry. These benefit a catchment population of 100,000 people (at least 50,000 women). By the end of the reporting period, 21 water rehabilitation works had been completed in Salah al-Din, 4 were under implementation, 6 were with the Service Centre and 20 under development. It is estimated that a total population of 275,000 people (138,650 women) now benefit from improved access to potable water.

---

# Gender Mainstreaming

Women have been acutely affected by the COVID-19 pandemic, due to their customary role as primary caregivers of ill family members at home, and also due to the increased risks of domestic and gender-based violence. As they are also key actors in community rebuilding, gender mainstreaming continues to be a high priority throughout all FFS activities.

Almost **six million women** have been supported through FFS, by means of ensuring that women and girls benefit from every activity in every window. The programme addresses gender as a cross-cutting priority and uses gender-disaggregated data for performance indicators to monitor and measure the impact of programme interventions on women and girls. FFS has also developed a gender strategy with operational annual work plans, which have been designed in coordination with programme teams to operationalise it and ensure that gender approaches are mainstreamed into FFS programming. In addition, there are specific cash-for-work initiatives targeting WHHs and other vulnerable women who were unable to participate due to cultural norms. As a result, the number of women beneficiaries has continued to increase, despite restrictions related to the pandemic.

In 2020, a total of 701,645 women and girls benefited from FFS activities in the following areas:

## Public Works and Infrastructure Rehabilitation

The rehabilitation of healthcare facilities provided 314,278 women and girls with better access to healthcare in targeted areas. 19,778 girls and women gained access to improved primary and higher education as girls' schools, and women's dormitories at universities and other educational facilities were rehabilitated in Anbar, Ninewa and Salah al-Din.

Moreover, even in what is considered to be a sector dominated by men, FFS construction teams include women engineers, monitors, technicians and workers. In the housing rehabilitation programme, 12,922 women directly benefited from rehabilitated houses in target governorates. Vulnerable women and women-headed-households were targeted in housing

projects. FFS ensured that at least one-third of the housing teams (engineers and mobilisers) are women.

## Livelihood Assistance and Employment

580 women benefited from cash-for-work projects specifically targeting women. Activities included cleaning public spaces (universities, hospitals, parks and irrigation canals), painting murals and school desk repairs.

## Peaceful Communities and Social Cohesion

Through the engagement of women's groups and Local Peace Committees (LPCs), FFS continued supporting the participation of women in consultations and capacity development programmes, as well as COVID-19-related activities.

The Global Campaign to End GBV "16 Days of Activism" was conducted in Erbil, Mosul and Ramadi, in collaboration with the Head of Women's Empowerment Directorate. The campaign, which was launched in combination with CfW initiatives, included women in income-generating activities and raised awareness on GBV. 66 women in East Mosul, as well as men and families, were involved in the campaign.

3,575 women participated in CBO empowerment sessions in Anbar, Diyala, Kirkuk, Ninewa, and Salah al-Din. The sessions focus on a gender-sensitive approach to rehabilitation.

## Capacity Support: PSEA Training

230 staff (Engineers, Liaison Officers, Field Monitors, Municipal Advisors and project staff) took part in the first online Prevention of Sexual Exploitation and Abuse (PSEA) training.

This programme aims to increase knowledge and raise awareness on the code of conduct, expectations, accountability and individual responsibility in



**This Page:** An FFS engineer inspects ongoing housing rehabilitation work in West Mosul. *Photo: UNDP Iraq*

preventing and addressing sexual exploitation and abuse, both in the workplace and with the communities we serve. Participating staff work in Anbar, Diyala, Erbil, Kirkuk, and Ninewa (including the Ninewa Plains).

Additional gender mainstreaming and PSEA training sessions are planned for staff and partners in 2021.

---

# Lessons Learned

## **Stabilization Remains Critical for the Country and People of Iraq**

The COVID-19 pandemic was a challenge for all countries, but it especially marked the gaps in Iraq's stabilization, the still-remaining needs for its health, water, sanitation, municipal and other basic services. Iraq already faced multiple challenges before the global pandemic, and it became clear early in the year that the government, amid an ongoing fiscal crisis, could not address all existing needs and respond to the COVID-19 pandemic. It is against this backdrop that the international community's generous support for stabilization needs and the COVID-19 response was received and contributed to significantly improving the lives of people.

The year also gave a chance to reflect on the importance of housing for the displaced, with camp closures at a time when self-isolation and home quarantine became the new normal. This is in-line with the FFS progress and assessment results of housing needs. FFS-assessed needs that are still unfunded are more than 20,000 housing units, despite FFS having over-achieved housing targets every year since it began housing rehabilitation in 2017.

## **Income-Generating Opportunities**

Further to recommendations from stakeholders and previous CfW beneficiaries, FFS endeavoured to offer more mid-term income-generating opportunities. The response has been very positive and demand has surpassed the availability of positions. Especially in the context of Iraq's economic crisis, this provides a clear indication of people's needs and calls for increased financial support to such projects.

## **Building Trust and Establishing Partnerships for More Effective Implementation**

Partnering with CBOs and local mechanisms to respond to community needs has been crucial, especially in the context of crisis and pandemic. This allowed effective response programmes, especially

during COVID-related lockdowns. This has been evident in social cohesion activities and even infrastructure rehabilitation.

For example, while most areas have progressively been demined over the past five years of stabilization activities, there is still need for explosive hazards training. In certain regions, particularly in central Iraq, contaminated sites require clearing. Collaboration with the UN Mine Action Service (UNMAS), local authorities, security forces and local demining actors is essential to ensure that liberated sites are safe for intervention. In fact, Iraqi Security Forces and Explosive Ordnance Disposal (EOD) teams have been able to conduct technical and non-technical surveys for clearing contaminated sites this year, even when sites were inaccessible due to movement restrictions.

Maintaining partnerships requires clear communications from both sides, particularly when unexpected changes are required. As with this year's procurement processes, delays are expected because of disruptions to the supply chain and global transportation. By keeping partners informed, important partnerships have been maintained this year, whose close engagement has been crucial in achieving results.

## **Monitoring and Feedback Mechanisms Remain Crucial for Attaining Project Goals**

Thanks to continuous monitoring and evaluation practices, FFS has been able to better inform its project design and adjust different initiatives to the actual needs of communities (e.g. housing in rural areas is emerging as a priority for returning families).

The presence of FFS Health & Safety Officers at UNDP project sites is fundamental for meeting construction safety standards and adherence to safety practices.

## Continuous Gains from Multi-Sectoral Coordination

The effectiveness of inter-sectoral coordination has been proven time and again, from the engagement of women and local labour (Window 2) in housing projects (Window 1), to the communities 'verification of equipment suitability'. This year, for instance, CfW projects related to rubble removal opened alternative transportation routes to deliver construction material and medical equipment to infrastructure rehabilitation project sites.

The case of gender mainstreaming is another example. By empowering women to participate in income-generating activities (e.g. rehabilitation and cleaning of parks and public places), communities now benefit from safer and healthier open spaces for families, which in turn, provides a safer environment for other women to join such activities.

## Role Models Leading the Path to Gender Equality

Experience shows that men's participation and support to gender equality initiatives is a great way to start the discussion around gender biases and their impact on communities. The fact that gender issues also affect men is often overlooked, but this understanding is crucial for addressing the roots of these problems. Men who participate in FFS women's em-

powerment activities can become important role models for their peers and the younger members of society, and can ultimately encourage the inclusion of all voices in the path toward gender equality.

Similarly, it is crucial to listen and understand the voices of women and men from different walks of life, particularly the most vulnerable segments, in order to understand their needs and encourage their participation in decision-making.

## Be Open to New Ideas and Welcome Community Initiatives

The past year provided UNDP with an unprecedented learning opportunity on different methods and innovative modalities for community engagement. The use of technology has played a key role in implementing many activities and UNDP has managed to take advantage of available platforms by using social media for implementing initiatives, the production and dissemination of videos, web series, and stories on social cohesion and peaceful coexistence. The use of such technology has also allowed for regular communication with local peace community structures to ensure support is always provided and implementation of respective activities are underway.



**Above:** Khalid Othman worked on building the COVID-19 isolation wards in Kirkuk. Photo: UNDP Iraq

---

## Looking Ahead

The extension of the Funding Facility for Stabilization and additional generous funding committed by international partners will allow UNDP to address remaining priority stabilization needs and ensure that the gains achieved so far can become the basis for sustainable recovery in a post-COVID-19 context.

FFS will continue working alongside the Government of Iraq in creating the necessary conditions for safe and dignified returns with a greater focus on the hardest-to-return populations. The strategic partnership built between UNDP, the GOI and the international community, together with the results of our four-plus years of stabilization work, provide a solid platform enabling local and national authorities to build a sustainable future for the people of Iraq. In addition to continuing work under Windows 1 & 2, the next three years will emphasize developing the necessary capacities, strengthening public institutions and empowering local stakeholders to achieve this end, especially through FFS Window 3 activities to increase the capacity of government counterparts, including at the municipal level as a central component of developing a sustainable exit strategy.

UNDP will continue to coordinate and collaborate with the GOI, UN sister agencies and other partners to ensure durable solutions are realized for the remaining Internally Displaced Persons.

In 2020, a dedicated five-year Social Cohesion Programme was launched to promote stronger, peaceful and more cohesive communities in all regions of Iraq. It builds on FFS' mainstreaming of conflict sensitivity and peacebuilding in its overall programming under a dedicated and integrated pillar, capitalizing on past achievements and synergies under FFS Window 4. It also leverages the strengthening of community peace structures, including LPCs, religious leaders, youth, women and CBOs. These local peace structures support the return and reintegration of IDPs, including families perceived to be affiliated with ISIL, into their communities, and rebuilding the social fabric.

UNDP will scale up work on PVE by supporting national strategies and policies as well as focusing on empowering women, youth, community-based organizations, media and religious leaders, building their peace skills and enabling them to play a key role in promoting peace, and preventing radicalization.

The Funding Facility for Stabilization will continue its targeted implementation leveraging the four windows to respond to critical stabilization needs in the return areas. The FFS will apply a calibrated, integrated approach that will include UNDP's security sector reform, environmental and social standards, and a human rights-based approach and gender mainstreaming. The FFS will leverage its achievements and endeavor to broaden its partnerships to efficiently and effectively respond to Iraq's continued fragile context while developing a sustainable exit strategy.

# Annex A. Risk Analysis

Description	Type	Probability (P) and Impact (I)	Countermeasures / Management Response
In Q1 2020, Iraq entered into a lockdown in response to the spread of COVID-19, resulting in a temporary halt to project implementation. With the addition of multiple measures to mitigate the risk of COVID-19 infection/spread, field activities resumed within weeks of the initial lockdown. An increase in movement restrictions for people and goods to control the further spread of COVID-19 may further impact FFS project implementation.	Operational	P: 3 I: 4	<p>Avail of exemption allowances on movement/access for contractors to ensure continuity of project implementation when possible.</p> <p>Avail of exemption allowances on movement/access for project and monitoring teams to ensure a high degree of oversight during implementation.</p> <p>Leverage field-based teams to continue facilitating implementation specific to their geographic regions of responsibility should movements become restricted, reducing reliance on project teams to travel (including across governorates) to ensure continuity of activities.</p> <p>Application of remote monitoring tools and instruments when possible to supplement project oversight.</p>
Outbreaks of COVID-19 within contractor teams, which may result in work stoppages.	Operational	P: 3 I: 4	<p>Application of stringent COVID-19 mitigation measures for FFS project sites, including adherence to the use of PPE, social distancing practices and protocols relating to numbers of individuals on-site where relevant.</p> <p>Strict monitoring and reporting of COVID-19 mitigation measures to ensure health and safety standards are adhered to within contracted teams.</p>
Outbreaks of COVID-19 within FFS project and programme teams hinder FFS activities.	Operational	P: 2 I: 3	<p>Reduce the number of FFS international staff in-country to a minimum number supported by a staff rotation policy and clear back-stop arrangements to ensure effective continuity of deliverables.</p> <p>Adherence to Country Team policies and protocols for suspected/confirmed COVID-19 cases.</p>
Mass protests that began in Q4 of 2019 caused curfews and internet shutdowns with a minimal impact on FFS operations. Continued protests and resulting political instability may further impact FFS activities.	Political Operational	P: 3 I: 3	<p>Ensure strong relationships are maintained across all political levels, in addition to PCC partners and municipal officials. Frequently liaise with counterparts from municipal, governorate and national government to ensure consistent messaging on the expectations of GOI support and collaboration in order to successfully deliver activities.</p>

Description	Type	Probability (P) and Impact (I)	Countermeasures / Management Response
The proposed priority projects channelled to FFS for support do not correspond with the priorities of returnees/local populations.	Strategic	P: 2	<p>Conduct targeted workshops with respective Provincial and Municipal officials to identify and agree on the most critical needs to support stabilization objectives.</p> <p>Provide regular guidance and support to local and provincial government, technical directorate and end-user counterparts on FFS processes to validate, verify and prioritise support for requests in line with the most critical needs of returning populations.</p> <p>Routinely assess the drivers and obstacles to sustainable returns and returnees on priorities as additional inputs to final decisions.</p>
	Operational	I: 4	
A lack of GOI commitment to support FFS operations or capacity to operationalise FFS-rehabilitated structures may impact FFS delivery and sustainability of impact.	Political	P: 2	<p>Regular liaising with GOI counterparts via UNDP senior management meetings at COMSEC or at governorate level, the Steering Committee and other established channels to coordinate with GOI for security guarantees and necessary operational support in areas of FFS operation, and to strengthen capacities to maintain and operate completed rehabilitation projects.</p> <p>Monitoring and evaluation of completed FFS projects to capture incidents of operation and maintenance/staffing challenges.</p> <p>Monitoring of access restrictions for FFS field teams, programme staff and contractors in FFS approved locations due to security-related concerns.</p>
	Financial	I: 4	
	Operational		
A perceived lack of political will to support stabilization activities on the part of the GOI, leading to reduced donor confidence and funding to support stabilization activities.	Strategic	P: 2	<p>Strengthen partnership with the Government of Iraq with an established mechanism through which the GOI can demonstrate ownership and contribution to the stabilization process.</p> <p>Maintain a strong relationship with GOI counterparts throughout project cycles, positioning Government representation at the heart of FFS activities.</p> <p>Highlight the in-kind support of the GOI in shoring up stabilization gains with further investment, staffing, operation and maintenance, etc.</p>
	Political	I: 4	
	Financial		
A lack of basic services and livelihood opportunities outside of the liberated governorates, gives rise to tensions and grievances causing a new wave of instability affecting Iraq as a whole.	Political	P: 3	<p>Conflict-sensitive approach in project planning, implementation, monitoring and communication to ensure that there is no harm caused by FFS works in the mandated locations of the liberated governorates.</p> <p>Share UNDP experience and technical expertise with other actors working on related activities (livelihood support, provision of basic services, etc.) in the non-FFS-covered areas, to support stabilization across the country.</p>
	Security	I: 3	
Worsening security situation across the Middle East region generates new stabilization challenges and undermining security guarantees in areas where FFS is operating, impeding implementation of projects and activities.	Security	P: 2	<p>Indications of a deterioration in security related to regional conflict and tensions to be closely monitored and raised to the PM and NOC via DSRSG/RC/HC and other existing UN mechanisms where such deterioration threatens stabilization gains and/or continuity of activities.</p> <p>Robust field teams in place to ensure continuity of localised activities to the best degree possible when wider movement of FFS teams may be restricted due to insecurity.</p> <p>FFS field missions to be conducted with additional support of police escorts when/where necessary.</p> <p>Where possible, locally sourced equipment to be used in place of materials that need to be imported, reducing the risk of port delays in cases where security increases around areas of ports/customs control.</p>
	Operational	I: 4	



Description	Type	Probability (P) and Impact (I)	Countermeasures / Management Response
A lack of IDP returns to areas where FFS is operating, due to the reasons beyond FFS, may have impact on overall outcome achievement	Operational Strategic	P: 2 I: 4	<p>Continuous re-assessment of the conditions in approved areas of operation to ensure implementation is guided to where activities are most likely to be effective in attracting and supporting returns.</p> <p>Align prioritisation processes and FFS lines of work with the latest evidence of factors influencing returns.</p> <p>Strengthen coordination with GOI and relevant local authorities to ensure that security guarantees for FFS areas of operation are adequately secured and maintained.</p>
IDPs resettle in host cities within the liberated areas, despite stabilization support to their areas of origin. The resulting strain on existing basic services in host cities does not fall within FFS scope for support, but has potential negative consequences for FFS impact and the 'stability' of host cities.	Operational Strategic	P: 3 I: 3	<p>Maintain a solid understanding of IDP/returnee dynamics and trends within areas receiving FFS support.</p> <p>Routinely investigate and analyse the stabilization needs in 'host' locations within the liberated governorates to ensure that additional displacement-related stresses are accounted for in needs assessments and prioritisation processes.</p>
Involuntary or coerced returns due to camp closures leading to increased stresses on depleted basic services and heightened tensions in areas of origin – have impact on project prioritisation and implementation.	Political Security	P: 3 I: 3	<p>Regular liaison with Humanitarian Country Team (HCT) colleagues and interfacing with OCHA coordination architecture to ensure late-stage returnees are anticipated as much as possible within FFS programming, and new vulnerabilities are accounted for in FFS lines of work.</p> <p>Working with UN Agencies, NGOs and the GOI as part of the 'Durable Solutions' effort to support remaining IDP caseloads and facilitate the preparedness of areas of origin ahead of anticipated camp closures.</p>
Sectarian, ethnic and/or tribal tensions increase, and violent conflict breaks out in geographical locations where FFS provides support/implements projects.	Political Security	P: 2 I: 4	<p>Ensure FFS interventions are designed and implemented in a conflict-sensitive manner, so that they do no harm/do not contribute to further community-level tensions/mistrust. Maintain a commitment to implement projects in approved areas that have a reasonable potential for sustainable stability.</p> <p>Engage transparently with Government at all levels to ensure FFS activities are conducted in a manner that promotes fair distribution of support on the basis of need, mitigating the risk of perceived preferential support to one group over any other.</p> <p>Engage with relevant stakeholders via established mechanisms to raise and address the concerns at high level.</p>
Human rights violations, unresolved property issues and other grievances beyond the scope of FFS may result in secondary displacement or return to violence/violent extremism.	Political Security	P: 2 I: 4	<p>UNDP will document concerns relating to the protection of the people of Iraq and community reconciliation in the areas in which FFS provides supports and communicate the same to the Government of Iraq (directly), the international community including through the Steering Committee, as well as relevant UN mechanisms including DCO-led UNCT and OCHA-led HCT for complementarity in ongoing programmes and projects.</p> <p>UNDP will continue to work with partners in facts finding/assessment, programming, knowledge sharing, and coordination to improve these issues outside FFS but within the Country Office mandate and portfolio.</p>
Possibility of recapture of newly liberated areas by ISIL leading to displacement and further destruction of infrastructure.	Security	P: 2 I: 4	<p>Strict monitoring of the security situation.</p> <p>Where possible, work with Control Centres to develop extraction plan for critical FFS staff and assets in case of rapid deterioration in security context.</p>

Description	Type	Probability (P) and Impact (I)	Countermeasures / Management Response
Risk of looting of (FFS-supported) assets during stabilization phase or thereafter.	Security	P: 3 I: 4	<p>Close monitoring on the ground and possibly delay delivery of equipment in case there is identified risk of looting.</p> <p>Deployment of liaison officer on the ground to support regular communications between FFS and local authorities where such concerns can be raised. Raise any security incidents immediately with PMO and Governor.</p> <p>Continued close consultation and coordination with relevant stakeholders via established mechanisms including Steering Committee to ensure accountability.</p>
Delays in tax and customs clearance relating to imported equipment, materials, vehicles etc. have impact on timely delivery of FFS	Operational Financial	P: 3 I: 4	<p>Focal points are designated to liaise and coordinate with NOC and special measures to be established with Prime Minister's Office to fast-track imported goods and equipment for stabilization.</p> <p>Where possible, locally sourced equipment to be used in place of materials which need to be imported, reducing the risk of port/customs clearance delays</p>
Mass infestation of improvised explosive devices (IEDs) and other explosive hazards (EH), requiring clearance, presenting threats to the communities and personnel.	Security Operational	P: 3 I: 4	<p>Explosive hazard removal actors, through the coordination of the Directorate for Mine Action (DMA) to conduct rapid threat assessments, undertake the issuance of contracts for EH clearance and others, in areas where FFS are active. Threat assessments for neighbourhoods and sites use classification with Low, Medium and High risk to better sequence FFS activities and advise on IDP returns to safe areas.</p> <p>FFS to maintain on-the-ground coordination with actors who are undertaking explosive hazard removal activities in all areas. FFS works with available explosive hazard removal capacities including DMA, ISF, NGO and sub-contractors to priorities site clearance at FFS project locations.</p> <p>FFS to continuously advocate for donor community support to explosive hazard removal as a necessary accompaniment to FFS activities.</p>
FFS women beneficiaries may be subject to sexual harassment, exploitation or assault due to their participation in gender focused projects (i.e. livelihood and/or cash grant projects), and may have impact on meeting FFS gender-specific targets	Security Strategic	P: 2 I: 4	<p>All FFS staff are fully trained on the prevention of sexual harassment, exploitation and assault through a suite of mandatory courses; dedicated gender unit staff and annual work plan specially designed for gender mainstreaming and protection will be strictly adhered.</p> <p>Conscientious design of programme and staffing, and gender-mainstreamed implementation and monitoring. Ensure wide communication relating to the various means of reporting incidents or threats of sexual harassment, exploitation of assault.</p> <p>Special measures introduced to ensure comfort and safety of female participants in targeted Livelihood sector interventions, including regular one-on-one liaising during project implementation and after project completion.</p>
FFS women staff and contracted staff may be subject to sexual harassment, exploitation or assault in undertaking their tasks and responsibilities (particularly in the field).	Security Strategic	P: 2 I: 4	<p>Undertake periodic internal surveys targeting FFS women national staff who are field-based or regularly travel to project sites to assess their comfort levels, perceptions of safety and the ease of reporting mechanisms when it comes to matters of gender-based harassment, exploitation or abuse. Reflect the findings to improve staff safety measures and internal guidances, work plan and other relevant policies and procedures.</p>

Description	Type	Probability (P) and Impact (I)	Countermeasures / Management Response
Grievances between local communities and perceived ISIL-affiliated families in the selected FFS project area may hinder the project implementation process or deter achieving the original objective of facilitating the returns	Security Operational	P: 2 I: 4	<p>Ensure comprehensive communication to all FFS staff and project partners that FFS relies on GOI-led vetting procedures and criminal investigations to hold those accountable for ISIL crimes to justice. Communities in liberated areas that need basic services and livelihood support are supported irrespective of religion, ethnicity, tribal or perceptions of affiliations.</p> <p>Adopt conflict-sensitive measures to ensure that the areas with social cohesion and reconciliation needs are also supported with relevant activity (under window 4 and other).</p>
The environment and/or natural resources are negatively impacted through stabilization projects.	Environmental Strategic	P: 2 I: 4	<p>FFS will undertake UNDP's Social and Environmental Assessment, and regularly review the same to identify risks pertaining to the environment.</p> <p>Dedicated environment impact assessments to be conducted for large scale infrastructure works undertaken by FFS to identify any specific risks to the environment/natural resources, and accordingly identify required mitigation measures.</p> <p>FFS engineering, monitoring and site management teams to be trained on environmental and social safeguarding and to report on environmental and social measures as part of regular site monitoring practices.</p> <p>FFS to incorporate specifications for more environmentally sustainable materials within rehabilitation related procurement processes.</p> <p>FFS to avail of the expertise of the Environment Team of the UNDP Country Office.</p>
Corruption or corruption related threats made by various stakeholders (internal and external) during project procurement, planning and implementation.	Operational Financial	P: 2 I: 4	<p>A zero-tolerance policy in terms of dealing with corruption, which is practiced transparently and without exception in all cases where corrupt or fraudulent activities are encountered.</p> <p>Communication to all staff and contractors regarding how to report instances of threats, blackmail etc. Clear response mechanisms built into overall management structures for cases of threats towards staff or contractors.</p> <p>FFS staff involved with procurement processes to be given full briefings and training in relation to standard protocol to ensure non-leakage of procurement related information, identification and reporting of attempts to undermine protection of procurement documentation and guidance on conduct and reporting if encountering a threatening situation.</p> <p>Use of e-tendering system and relevant training to potential bidders and partners.</p>
Poor quality contracting work leading to ineffective results and reputational risk for UNDP/FFS.	Strategic Operational	P: 2 I: 4	<p>A strong, multi-layered monitoring mechanism to be in place on the ground during the implementation phase to closely supervise contracted work and ensure (i) progress against timeline (ii) quality of work and (iii) adherence to BoQ standards and specifications. The monitoring mechanism to include FFS engineers, specialized monitors, government/end-user oversight and third-party in-depth monitoring to ensure a multi-layered approach and diversity of perspectives.</p> <p>Monitors are recruited to oversee progress, quality of work and adherence to project goals for particularly complex projects (hospitals etc.).</p>

---

## Annex B. Performance Tracking Matrix

**Intended Outcome**, as stated in the UNSDCF (2020-24) / CPD (2020-24) Results and Resource Framework:

- UNSDCF Outcome 3.2: People in Iraq, civil society and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.

**Outcome Indicators**, as stated in the CPD (2020-24) Results and Resources Framework, including baseline and targets:

- CPD Outcome 1.1<sup>1</sup>: Number of governorates with direct participation mechanisms for civil society engagement in all facets of development plans for the delivery of equitable and responsive services that operate regularly and transparently.

Baseline: TBC 2019

Target: 10 2024

**Applicable Output(s)** from UNDP Strategic Plan (2018-22):

- UNDP Strategic Plan Output 1.1.2: Marginalised groups, particularly the poor, women and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.

**Supplementary Outcome Indicators:**

- Increase in percentage of internally displaced persons returning to liberated areas.
- % of returnees who report satisfaction with the improved living conditions (considering the FFS activities across all four windows) in the target areas.

---

<sup>1</sup> During 2016-19, the FFS was aligned with the UNDP Iraq Country Programme (2016-19) Outcome 3 with the indicator “Increase in percentage of internally displaced persons returning to liberated areas”. However, with the revision of the FFS Project Document, the Results Framework is now aligned with the Country Programme Document 2020-24 for Iraq, which came into effect in 2020.

Output Indicators <sup>1</sup>	Baseline (Year)	Output Targets (2020)	Progress Update (Q4 2020)
<b>OUTPUT 1. Funding Facility for Immediate Stabilization</b>			
Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons.			
a. % of early needs assessments carried out in FFS targeted liberated areas	No assessments conducted in liberated areas (2015)	100% of assessments in 31 target liberated areas completed	Assessments have been undertaken in <b>all 31</b> targeted areas.
b. # of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewerage and municipal services) which have been restored <sup>2</sup> in target areas <sup>3</sup>	Zero (0) FFS-supported light infrastructure rehabilitation work in the newly liberated areas (2015)	Minimum 2,500 projects completed (cumulative)	<b>2,373</b> projects completed: <ul style="list-style-type: none"> <li>• Education: 931</li> <li>• Electricity: 254</li> <li>• Health: 380</li> <li>• Housing: 83</li> <li>• Municipalities: 380</li> <li>• Roads &amp; Bridges: 42</li> <li>• Sewerage: 109</li> <li>• Water: 194</li> </ul>
c. # of houses rehabilitated in liberated areas	Zero (0) houses rehabilitated in liberated areas (2015)	25,990 houses rehabilitated in newly liberated areas (cumulative)	<b>26,455</b> houses cumulatively rehabilitated in new liberated areas at of the end of Q4.
d. # of immediate livelihood opportunities created for individuals, including women and youth <sup>4</sup> in the target areas	Zero (0) job creation supported by FFS (2015)	40,000 people engaged through cash-generating job opportunities (cumulative; 15,000 youth and 5,500 women)	Cumulatively, <b>35,920</b> people engaged through cash-generating job opportunities, including <b>14,793</b> youth and <b>5,562</b> women.
e. # of small business grants provided in the target areas (gender disaggregated)	Zero (0) small business grants provided (2015)	5,200 small business grants provided (cumulative)	<b>3,481</b> small business grants provided, including for <b>2,628</b> women.
f. # of small grants provided to women-headed households	Zero (0) small grants provided to women-headed households (2015)	6,500 women-headed households provided with small grants (cumulative)	Cumulatively, <b>6,218</b> small grants provided to women-headed households.
g. # of training opportunities and/or job placement created for individuals, including women and youth, in the target areas	Limited training opportunities and/or job placement (2020) <sup>5</sup>	TBD <sup>6</sup>	n/a <sup>6</sup>
h. # and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities	Limited capacity in place to implement stabilization activities (2015)	Area Coordinators and Stabilization Advisors in place to support stabilization planning and communication; minimum of 10 Municipal Stabilization Advisors embedded	<b>3</b> international Stabilization Specialists <sup>7</sup> and <b>4</b> Area Coordinators are in place. <b>8</b> Municipal Stabilization Advisors are embedded with municipal authorities.
i. # of capacity-building opportunities created for government officials and employees (gender disaggregated)	Limited capacity-building opportunities (2020)	TBD <sup>6</sup>	n/a <sup>6</sup>
j. # of participants of social cohesion activities (gender disaggregated)	Zero (0) people engaged in social cohesion activities (2015)	8,000 people to participate in social cohesion activities, with at least 40% women (3,200)	<b>19,053</b> individuals engaged in promoting social cohesion, including <b>8,323</b> women.

1 Given the scale and complexity of the Project, and the evolving country context, revisions to the indicators and targets will be made and documented along with justifications for the changes.

2 "Restored" includes renovation/rehabilitation and/or provision of equipment and furniture officially accepted by Government of Iraq counterparts.

3 The number of women's needs-based infrastructure projects restored will be factored when reporting.

4 Aged under 30.

5 Similar livelihood interventions have taken place in some liberated areas under other UNDP programmes (e.g. ICRRP) or partner organisations, but it is difficult to determine a baseline for this indicator. FFS will coordinate with the Emergency Livelihood Cluster and UN Country Team to ensure that there is no redundancy in target area/beneficiaries when implementing relevant projects.

6 New output indicator included in the revised FFS Project Document, which was endorsed by the Steering Committee on 9 November 2020.

7 Corresponds to the position/role of Stabilization Advisor, referred to in the 2018 result target.

Output Indicators <sup>1</sup>	Baseline (Year)	Output Targets (2020)	Progress Update (Q4 2020)
<b>OUTPUT 2. Funding Facility for Expanded Stabilization</b>			
High-impact, medium-size infrastructure projects are rehabilitated to sustain stabilization gains			
a. # of medium-size infrastructure projects implemented in the newly liberated areas	Zero (0) medium-size projects implemented in the newly liberated areas (2015)	123 medium-size infrastructure projects implemented (cumulative)	<b>119</b> medium-size infrastructure projects cumulatively completed
<b>OUTPUT 3. FFS Exit Strategy</b>			
Exit strategy is drafted in consultation with the Government of Iraq for the liberated governorates			
a. Exit strategy for post-FFS stabilization and development work in the liberated governorates drafted	No exit strategy drafted (2020)	n/a	n/a

# Annex C. Financial Update

<b>PARTNER</b>	<b>CONTRIBUTION</b>		<b>RECEIVED (on 31/12)</b>		<i>Repurposed for COVID-19 Response</i>
Australia	US\$	15,463,743.93	US\$	15,463,743.93	-
Austria	US\$	6,697,025.93	US\$	6,697,025.93	-
Belgium	US\$	13,256,690.71	US\$	13,256,690.71	US\$ (1,000,000.00)
Bulgaria	US\$	227,272.73	US\$	227,272.73	-
Canada	US\$	23,869,830.25	US\$	23,869,830.25	US\$ (1,824,818.52)
Czech Republic	US\$	1,756,064.83	US\$	1,522,747.05	-
Denmark	US\$	50,659,582.92	US\$	45,789,778.72	-
Estonia	US\$	29,411.76	US\$	29,411.76	-
European Union	US\$	74,080,468.01	US\$	73,341,240.83	-
Finland	US\$	9,941,184.65	US\$	9,941,184.65	-
France	US\$	6,234,739.72	US\$	6,234,739.72	-
Germany <sup>d</sup>	US\$	353,903,797.21	US\$	353,903,797.21	-
Iraq	US\$	33,000,000.00	US\$	6,600,000.00	-
Italy <sup>b</sup>	US\$	15,632,729.60	US\$	13,267,138.20	-
Japan	US\$	30,371,975.81	US\$	30,371,975.81	-
Kuwait	US\$	2,000,000.00	US\$	2,000,000.00	-
Malta	US\$	34,285.71	US\$	34,285.71	-
Netherlands	US\$	100,070,301.19	US\$	100,070,301.19	US\$ (2,000,000.00)
New Zealand <sup>c</sup>	US\$	3,500,000.00	US\$	3,500,000.00	-
Norway	US\$	56,212,532.54	US\$	56,212,532.54	-
Poland	US\$	2,528,256.39	US\$	2,528,256.39	-
Republic of Korea <sup>d</sup>	US\$	23,900,495.00	US\$	23,900,495.00	-
Slovakia	US\$	113,125.79	US\$	113,125.79	-
Sweden	US\$	60,531,579.34	US\$	52,079,883.13	US\$ (2,000,000.00)
Turkey	US\$	750,000.00	US\$	750,000.00	-
United Arab Emirates	US\$	60,000,000.00	US\$	59,000,000.00	-
United Kingdom <sup>e</sup>	US\$	39,786,430.31	US\$	39,786,430.31	-
United States of America	US\$	405,200,000.00	US\$	401,800,000.00	US\$ (10,026,101.00)
<b>TOTAL</b>	<b>US\$</b>	<b>1,389,751,524.33</b>	<b>US\$</b>	<b>1,342,291,887.56</b>	<b>US\$ (16,850,918.52)</b>

<sup>a</sup> Includes contributions from KfW Development Bank, on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), and the Federal Foreign Office (Auswärtiges Amt).

<sup>b</sup> Includes contributions from the Ministry of Foreign Affairs and the Italian Agency for Development Cooperation (AICS).

<sup>c</sup> Includes contributions from the Ministry of Foreign Affairs and the Korea International Development Agency (KOICA).

<sup>d</sup> Includes contributions from the Department for International Development (DFID) and the Foreign & Commonwealth Office (FCO), which merged in September 2020 to create the Foreign, Commonwealth and Development Office (FCDO).



**United Nations Development Programme**  
Baghdad, Iraq  
[www.iq.undp.org](http://www.iq.undp.org)