



**IRAQ CRISIS RESPONSE AND
RESILIENCE PROGRAMME
ANNUAL REPORT 2022**

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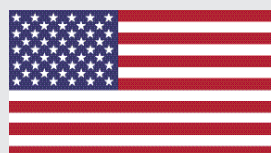


REPORTING PERIOD	Iraq Crisis and Resilience Programme (ICRRP)
UNDP PROJECT ID	00085156
PROJECT DURATION	October 2014 – December 2024
UNDP IRAQ 2020-2024 COUNTRY PROGRAMME PRIORITY¹	Conditions improved for the safe return of the internally displaced persons in newly liberated areas (Outputs 1-5)
IMPLEMENTING PARTNER	United Nations Development Programme (UNDP)
DONORS	Government of Germany Government of the United States of America
PROJECT LOCATIONS (GOVERNARATES)	Anbar, Basra, Diyala, Muthanna, Ninewa and Salah al-Din

CONTRIBUTING PARTNERS/ DONORS



Germany



The United States of America

¹ ICRRP is aligned with the UNDP Country Programme Document (CPD) for 2020-2024, which received approval in February 2020.

UNDP rehabilitated the visitor's facilities at Khinnis Reliefs, an Assyrian archaeological site built around 700 B.C. Situated in Dohuk, the rock reliefs, and tombs are considered the region's most delicate ancient rock carvings. Photo credit: UNDP Iraq/2021



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² In 2022, ICRRP implementation was limited to Component 2 and 3 due to funding restrictions.

One of the projects offered by UNDP's Iraq Crisis Response and Resilience Programme is a three-month intensive vehicle maintenance training supported by Toyota. Photo Credit: UNDP Iraq/2021





ACRONYMS

ABRA	Area-Based Recovery Approach
CPD	Country Programme Document
CSOs	Civil Society Organizations
ECCI	Erbil Chamber of Commerce and Industry
FFS	Funding Facility for Stabilization
GBV	Gender-Based Violence
GIS	Geographic Information System
Gol	Government of Iraq
ICRRP	Iraq Crisis Response and Resilience Programme
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
ISIL	Islamic State of Iraq and the Levant, also known as Da'esh
JCC	Joint Crisis Coordination Centre (Kurdistan Regional Government)
JCMC	Joint Coordination and Monitoring Centre (Government of Iraq)
KRI	Kurdistan Region of Iraq
KRG	Kurdistan Regional Government
LOA	Letter of Agreement
MHPSS	Mental health and psychosocial support
MSME	Micro, Small and Medium Enterprises
MoLSA	Ministry of Labour and Social Affairs
NLA	Newly Liberated Areas
PSS	Psychosocial support
PWD	Person with Disability
RMA	Rapid Market Assessment
SGBV	Sexual and Gender-Based Violence
SME	Small and Medium Enterprises
UNDP	United Nations Development Programme
WTP	Water Treatment Plant

Mona, 19, from Tooz, is the first woman to start a mobile repair shop in her community. Mona received business development training and a start-up grant of US\$ 1,000 from UNDP. Photo Credit: UNDP Iraq/2021

2022

A YEAR IN REVIEW

ANNUAL PROJECT RESULTS HIGHLIGHTS



BASIC SERVICES

- Three Water Treatment Plant (WTP) projects were fully rehabilitated in in the Governorate of Basra, providing access to safe and clean drinking water for approximately 541,000 (248,860 women) residents.



LIVELIHOOD RECOVERY

- 3,528 short-term employment opportunities created through cash-for-work (CfW) interventions, which benefited 1,208 women, 1,650 youth, and 432 People with Disabilities (PWD).
- 659 persons (46 per cent women, 71 per cent youth, 11 per cent PWD) received vocational training. The vocational training courses covered over 15 topics including AC repairing, aquaculture, auto technician, barber, blacksmith, carpentry, customer care services, electricity, computer use, food processing, phone maintenance, pastry, plumbing, PVC (polyvinyl chloride), sewing, pastry-food processing, and hair dressing.
- 952 (398 women, 371 youth, 137 PWD) persons trained in business skills management.
- 952 beneficiaries trained in business skills management training; 2,918 beneficiaries who developed feasible business plans received grant support. Of these, 678 (272 women, 216 youth, 50 PWD) persons received asset replacement grants, while 1,501 persons (767 women, 740 youth, 168 PWD) received start up grants to establish businesses and 739 (197 women, 292 youth, 54 PWD) persons received scale up grants for existing businesses. The grant support consisted of cash provision. The grant values varied from US\$ 1000 to US\$ 9000. Under the grant support intervention, a total of 1501 persons received cash for startup projects, 739 persons were supported for scaleups, and 678 persons were supported for asset replacement.

Farmers in Baiji district received asset replacement grants from UNDP. Photo Credit: UNDP Iraq/2021

2022 IN CONTEXT

After parliamentary elections were held in October 2021, Iraq was marred in a protracted government-formation process for more than a year, with political dialogue and stalemate occasionally broken by violent conflict between political figures and blocs involved in negotiations, namely Muqtada al-Sadr and his movement, and the Coordination Framework parties. The low voter turnout and demonstrations also showed that the gap in trust between citizens and state institutions remained persistent and the social contract continued to be fractured.

Following the ratification of the election results at the end of December 2021, the newly elected parliament met for the first time in the Green Zone on 9 January 2022 to elect the parliament speaker and two deputies. However, the next step in the process, the president's election, continued to be in abeyance as the necessary parliamentary quorum could not be reached. In mid-June, 73 members of parliament from Muqtada al-Sadr's bloc resigned, increasing the Coordination Framework bloc led by Nouri al-Maliki to 130 seats. At the end of

July, the Coordination Framework nominated Mohammed Shia al-Sudani as prime minister which prompted protests from al-Sadr supporters, who staged a sit-in in Baghdad's International Zone including the parliament building. Following al-Sadr's announcement of his retirement from political life on 29 August 2022, his supporters occupied the presidential palace and armed clashes between various factions.³ Protests also erupted in Basra, Maysan and Karbala. Following a curfew, the situation remained largely calm in September. In October, just over a year after the elections, Iraq's parliament finally elected a president, the Kurdish politician Abdul Latif Rashid, who immediately named Mohammed Shia al-Sudani prime minister-designate. He subsequently formed a cabinet, ending the political deadlock.

The stagnant and volatile government formation process led to the absence of an approved budget for 2022, impacting the execution of much-needed investments for key socio-

³ [Iraq updates: Deadly clashes erupt after Muqtada al-Sadr quits | Protests News | Al Jazeera](#)



economic sectors and the restoration of essential services, and despite more favourable fiscal conditions. Total government revenues surged by almost 72 percent (y/y) in the first nine months of 2022 as average oil export prices rose and export volumes gradually increased.⁴ Without an approved budget, government spending remained restricted by Article 13 of the Financial Management Law No. 6 of 2019 (amended), which stipulates that the disbursement of funds is limited to one-twelfth of actual expenditures in the previous year. For investments, the law only permits expenditures related to previously approved projects. To temporarily address this restriction, the parliament passed an emergency bill in June 2022, that allowed the government to transfer public funds to meet urgent needs for food security, energy imports, social security transfers, job creation, and essential development projects, among others. However, the financing approved by the law (US\$ 17.2 billion) only covered a fraction of

4 With oil prices projected as over US\$90 per barrel in 2022-2024, strong oil export revenues are expected to keep fiscal and external accounts in significant surpluses. World Bank, "Iraq Economic Monitor", Fall 2022.

the development needs of the country and was less than a third of the additional oil windfall in 2022.⁵ This has continued to negatively impact the implementation of the White Paper for Economic Reform.

Displacement continued to be key characteristic of the post-conflict environment in Iraq. According to the latest available data from the International Organization for Migration (IOM)⁶, 4,989,852 displaced Iraqis had returned to their area of origin by the end of December 2022. The return pace started to slow down in 2018-2019, which shows the complexity of challenges including heavily damaged housing and infrastructure for basic services, the lack of livelihood opportunities, social cohesion and reconciliation issues, and a persistent and volatile security and safety environment in some areas of return. With 1,168,619 remaining Internally Displaced Persons (IDPs), the country-

5 Ibid.

6 International Organization for Migration (IOM)'s Displacement Tracking Matrix (DTM), Iraq Master List Report 128, October-December 2022.

Over 100 farmers in Shirqat now have access to irrigation facilities after UNDP's ICRRP rehabilitated the 2,125-meter-long Al Safina irrigation channel. Over 74 residents were also hired under cash-for-work to complete the rehabilitation. Photo Credit: UNDP Iraq/2021



wide rate of return stood at 81 percent.

Iraq remains one of the most fragile countries in the world.⁷ The country's trajectory and development outlook continued to be negatively affected by geopolitical challenges, a complex security situation, weak governance including endemic corruption and ineffective public management, fragile economic conditions due to oil dependency, lack of diversification and a weak private sector. Asymmetric attacks by ISIL against security forces in Iraq and against the civilian population continued, especially in Anbar, Baghdad, Babil, Diyala, Kirkuk, Ninewa and Salah al-Din Governorates and remained a serious concern. In response, Iraqi security forces continued their counterterrorism operations.⁸

Climate change continued to be a serious threat and is still a multiplier to the already fragile environment, security, political and economic landscape. Low rainfall levels and high temperatures caused by climate change have contributed to the depletion of water supplies in the country. Combined with regional dynamics affecting Iraq's access to freshwater resources and poor water management practices, Iraq has been experiencing one of its worst periods of water scarcity in modern history. Drought and environmental degradation are having direct impacts on access to drinking water, agriculture, and food security. Indeed, with a reduction in agricultural production due to drought and water shortages, Iraq became more and more reliant on imports, which also exposes the country to food security risks in the face of rising food prices resulting from the December 2020 currency devaluation against the US dollar and the Ukrainian-Russian war. This threatens an already fragile social fabric and may trigger new displacements and fuel potential clashes for resources.

7 Organization for Economic Co-operation and Development (OECD), States of Fragility Report, 2022.

8 S/2022/368.

While the impacts of the coronavirus disease (COVID-19) global pandemic are gradually defusing across the globe, long-term public health and socio-economic challenges continued to be felt throughout 2022. By 31 December 2022, a total of 2,465,373 COVID-19 infections, resulting in the death of 25,374 people, had been confirmed by Iraqi health authorities.⁹ In March 2022, the Ministry of Health (MoH)¹⁰ launched a campaign to expand the coverage of COVID-19 vaccines and routine immunization services, employing over 1,300 mobile outreach teams across Iraq.¹¹ As of 1 January 2023, a total of 19,557,364 vaccine doses have been administered.¹² Iraq had received over 6 million vaccination doses through the COVID-19 Vaccines Global Access (COVAX) Facility since 2021. While vaccination services have been significantly expanded since late 2021, uptake of the vaccination remained relatively low. COVID-19 vaccination in Iraq remained very low, among the lowest in the region and well below the global rate. It remained low even among the most vulnerable groups, the elderly, and among those with high risk of exposure to the virus – poorer households and informal workers.¹³ By the end of December, about 19.7 percent of the Iraqi population had had been fully vaccinated and 28 percent had received at least one dose.

Despite these challenges, UNDP made steady progress. The following sections detail achievements, challenges, and lessons learned during the reporting period.

9 World Health Organization (WHO), COVID-19 Pandemic Iraq Portal. Available at <https://covid19.who.int/region/emro/country/iq>. Viewed on Wednesday, 19 February 2023.

10 <https://covid19.who.int/region/emro/country/iq>. Viewed on Wednesday, 19 February 2023.

11 [UNICEF, in partnership with the Ministry of Health, launched a campaign to support the delivery of COVID-19 vaccines and routine immunization services in all districts of Iraq.](#) Viewed on Monday, 12 June 2023.

12 World Health Organization (WHO), COVID-19 Pandemic Iraq Portal. Available at <https://covid19.who.int/region/emro/country/iq>. Viewed on Wednesday, 19 February 2023.

13 World Bank, Iraq Economic Monitor, Spring 2022.

The first batch of graduates of UNDP's vehicle maintenance trainings supported by ICRRP and Toyota. Classroom lessons in Erbil were combined with 100 hours of on-the-job training. After graduation, ICRRP also facilitated job placements in local companies and businesses. Photo Credit: UNDP Iraq/2021



ICRRP STRATEGY

UNDP Iraq Country Programme Document (CPD) for 2020-2024 reflects changes in the national context, which calls for a gradual shift from immediate response and post-conflict recovery to long-term growth and stabilization.

The Funding Facility for Stabilization (FFS) and Iraq Crisis Response and Resilience Programme (ICRRP) are the two primary program platforms that support the Government of Iraq in stabilizing the areas that were formerly under the control of the Islamic State of Iraq and the Levant (ISIL). Both program platforms are anchored under the Stabilization Pillar of UNDP Iraq's Country Programme framework.

ICRRP's original project document was signed in October 2014, for the period from 2014 to 2018. The project document was revised, and a revised version was adopted in May 2019, extending the mandate until December 2021. Subsequently, following a Project Board Meeting in February 2021, ICRRP was further extended until December 31, 2022.

In response to the development of the country context, particularly the humanitarian exit, political instability, and the unprecedented, recorded impact of climate change in Iraq, the Project Document was revised for a third time in September 2022, extending the mandate until December 31, 2024. The updated ICRRP project document outlines the implementation strategy, governance structure, programmatic and geographic realignment, as well as the results framework. Moving forward, ICRRP will focus on three integrated multidimensional thematic areas: 1) Resilient livelihood solutions, 2) Community social cohesion, and 3) Climate change action, covering all governorates of Iraq. ICRRP will mainly focus on medium to long-term interventions to support meaningful recovery and resilience processes and build peaceful communities, laying a strong foundation for the sustainable development of Iraq.

ICRRP will continue to ensure community engagement across thematic areas and serve as a platform that links the community with other stakeholders, such as local authorities, the private sector, academia, and other development organizations. It will also continue to engage

Iraqi Civil Society Organizations (where relevant and suitable) to empower and strengthen their capacities to lead community-level processes for policy advocacy and peacebuilding in the longer term and to implement defined activities.

ICRRP will continue to have a special focus on gender and youth. It remains committed to mainstreaming gender equality at the national and local levels through awareness-raising sessions, promoting equal opportunities, and encouraging women's participation.

ICRRP will mainstream conflict-sensitive approaches in the three thematic areas to address the underlying challenges of exclusion, marginalization, and societal divisions. For instance, the beneficiary selection process will be based on a clear set of criteria prioritizing the most vulnerable individuals among IDPs, returnees, and host communities.

In 2022, ICRRP collaborated with Local Peace Committees established and operationalized under the UNDP's Social Cohesion Pillar to support the mainstreaming of the conflict-sensitive approach. For example, the beneficiary selection for livelihoods support was conducted with inclusivity and transparency based on a clear set of criteria. ICRRP also collaborates with UNDP's Social Cohesion Field Officers, who work closely with the Local Peace Committees in the governorates of Anbar, Salah Al-Din, and Ninewa. The Officers provide support to ensure the enhanced integration of conflict-sensitive approaches throughout implementation, such as when selecting beneficiaries.

ICRRP promotes the recovery and resilience of communities vulnerable to multidimensional shocks associated with returns and the protracted displacement of Iraqis. This is addressed through the integration of crisis management capacity building, rehabilitation of basic service infrastructure, and the creation of income employment opportunities in labor-intensive productive sectors.

ICRRP implements livelihood interventions in partnership with local and international organizations. The selection of local and international stakeholders is based on the comparative advantages of each responsible implementing partners.

At the national level, ICRRP works in consultation and collaboration with the Ministry of Labour and Social Affairs (MoLSA), particularly in the areas of skills development and business support. In 2022, ICRRP engaged the MoLSA, during the development of vocational training modules/ curriculums, business management training modules and monitoring of Small and Medium Enterprises (SMEs).

ICRRP follows UNDP's multidimensional approach to monitor programme implementation. This includes third-party monitoring and monitoring by UNDP staff in the field and by the central programme team.

ICRRP adopts an evidence-based pathway for implementing livelihoods and employment support activities. In 2022, ICRRP conducted ten impact assessments. Additionally, an employment impact assessment was conducted in 2022.

UNDP Iraq commissioned impact assessments to evaluate the performance of the project, its achievements, the quality of results, challenges faced, and recommendations for improvement. These assessments focused on examining the impact and sustainability of the project outputs following implementation. The assessments specifically aimed to understand the operational status of supported businesses, including their employment creation and their contribution to meeting households' needs. They also aimed to assess the employability of vocational skills trainees.

Additionally, an Employment Impact Assessment was conducted to evaluate the employment impact of the infrastructure rehabilitation intervention implemented under the Employment Intensive Investment Project approach.

This assessment examined the number of direct and indirect jobs created, the nature of these jobs, the beneficiaries of the jobs, the quality of the jobs in terms of decency, and their productivity.

GEOGRAPHICAL SCOPE

In 2022, with more than 1.15 million persons remain displaced¹⁴, ICRRP continued supporting the displaced and host communities across the governorates of Anbar, Diyala, Ninewa Salah Al-Din, Muthanna, and Basra by rehabilitating water infrastructure and supporting the livelihoods of vulnerable people, including women and PWDs through cash for work interventions, vocational business skill trainings and startup grants.

Specifically, ICRRP implemented cash for work (CfW), vocational training, asset replacements, business start-up, business scale-up, and job placement projects to support livelihoods and economic recovery in geographical locations that have received the highest number of returnees and IDPs. These assistance complements those support provided through UNDP Iraq's FFS, which continues to facilitate returns by rehabilitating critical infrastructure, providing capacity support to municipalities, building peaceful communities through social cohesion activities, and providing immediate livelihoods opportunities through CfW projects.

In Basra, ICRRP completed the rehabilitation of three water treatment plants that started in 2021. Needs in Basra remain high, resulting from youth unemployment and the degradation of basic services following the pollution of the Shatt-Al-Arab river, which was the main source of drinking water for Basra residents.

14 International Organization for Migration (IOM)'s Displacement Tracking Matrix (DTM), [Home Page - IRAQ DTM \(iom.int\)](https://iom.int)

2022

RESULTS



This annual report presents the achievements of the project: Iraq Crisis and Response and Resilience Programme for the period from January to December 2022. Working towards the ultimate project outcome Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement, and return to sustainable development, the outputs and activities contributed to the overall goal Conditions improved for the safe return of internally displaced persons in newly liberated areas.



COMPONENT 2: BASIC SERVICES

Output 2: Basic service delivery improved for internally displaced persons, returnees, host communities and Syrian refugees, through rehabilitated community infrastructure.

ICRRP has been supporting the rehabilitation and construction of critical infrastructure in areas highly populated with IDPs and refugees and locations with damaged infrastructure during ISIL occupation. In 2019, ICRRP expanded its geographic scope with an agreement to rehabilitate compact Water Treatment Plants (WTPs) projects to support communities in the Governorate of Basra regain access to safe and clean water after the pollution of the Shatt-al-Arab River, which was their main source of water. The WTPs rehabilitation works started in 2020. Eight WTPs were successfully completed and handed over to the end-user. Rehabilitation of one WTP is ongoing.

In 2022, three of the four projects were completed and handed over to end users. The completed projects, benefiting approximately 541,000 people access to safe and clean water. The rehabilitated water projects were proposed to the Governorate Office by the district councils. The projects address the needs prioritized by the local authorities in participation with local communities. Before approval by the Governorate, the priorities were reviewed against budgets and technically evaluated by UNDP senior engineers to determine feasibility and criticality.

Key Achievements

Activity 2.1 Design and rehabilitate priority infrastructure to enable service delivery

- Three WTP projects in the Governorate of Basra were completed and handed over to end users in 2022, benefiting approximately 541,000 people access to safe and clean water.



COMPONENT 3: LIVELIHOODS RECOVERY

Output 3: Internally displaced persons, returnees, vulnerable host communities and Syrian refugees benefit from improved livelihood opportunities.

To address the critical gaps in the capacity of local and national stakeholders to increase decent work opportunities, and building on previous successes, ICRRP continued to adopt the three-track approach to livelihoods recovery. The lack of access to meaningful employment is a driver of social tensions in communities hosting as high number of IDPs and refugees remain unemployed.

- **Emergency livelihoods** – Creating immediate income (employment) opportunities including cash for work and asset replacement.
- **Local economic recovery for medium-to long-term employment** – Providing vocational and skills training including Micro, Small and Medium Enterprise (MSME) grants, business development skills for recovering enterprises and on-the-job training.
- **Long-term employment creation** – Capacity building support to MoLSA to facilitate the expansion of small enterprises and monitoring of the labour market.

Key Achievements

Activity 3.1 Provide immediate livelihood stabilization through emergency employment opportunities for internally displaced persons, returnees, and host communities.

Short-term employment opportunities created through Cash-for-Work interventions

ICRRP created 3,528 short-term employment opportunities through cash-for-work interventions to address the immediate income needs of protracted IDPs and refugees following the ISIL crisis, as well as those who faced secondary displacement. Out of the total number of beneficiaries, 1,208 and 1,650 were women and youth, respectively, and 432 were people with disabilities.

All cash-for-work projects were selected in coordination with local authorities, following findings from needs assessments conducted prior to project interventions, to address the communities' priorities. As a result, community and local government infrastructure in Agriculture, Education, Health, Public Works and Water, Sanitation and Hygiene (WASH) sectors were rehabilitated.

The beneficiaries for the cash-for-work opportunities were identified through a competitive and participatory selection approach based on the established eligibility criteria. ICRRP ensured the inclusion of a minimum of 30 percent women among the selected beneficiaries. The selection criteria (socio-economic profiling) included household income level, women-headed households, people with disability, and unemployment among others.

Activity 3.2 Support sustainable livelihood opportunities for IDPs, host communities, returnees

Asset recovery

The findings from the Rapid Market Assessments conducted in 2021 generated evidence to understand the most promising business ideas with potential for growth. Accordingly, ICRRP designed a mandatory training package for the potential beneficiaries of start-up business grants, asset recovery and scale-up business grants. 952 (398 women, 371 youth, 137 PWD) persons in addition to those trained in 2021 participated in the business development training. The training was delivered in collaboration with MoLSA's Vocational Training Centres and selected private sector stakeholders (e.g., Smithson Training and Consultancy). The training curriculum covered eight topics, namely i) characteristics of successful businesses and start-ups, ii) how to develop a business plan, iii) customer service, iv) sales, v) marketing and branding, vi) accounting and bookkeeping, vii) management skills, and viii) legal requirements for establishing a business.

Based on a vulnerability criterion, and an assessment of the feasibility and sustainability of the proposed business plans, the ICRRP awarded grants to 2,918 (1,236 women) persons.

- 678 (272 women, 216 youth and 50 PWD) persons received asset recovery support.
- 1,501 (767 women, 740 youth and 168 PWD) persons received grants to start-up a business.
- 739 (197 women, 292 youth, 54 PWD) received support to scale up an existing business.

Regular monitoring and mentorship support was provided for the grant beneficiaries to ensure they have the required support to establish their business.

UNDP provided asset recovery support under the enterprise support package. The enterprise support was provided for existing businesses who lost their assets. Each beneficiary received either an in-kind toolkit or a cash grant worth US\$ 1200 to purchase the assets required for business.

Vocational and On-the-Job Trainings

To address the skills gap identified in RMAs and VCAs, ICRRP designed and delivered vocational trainings to 679 (312 women, 472 youth, 72 PWD) persons. The selection of vocational trainings was carried out with special focus on trainings that could encourage women's participation.

Job Placement

ICRRP created an online database with information on employers willing to host trainees for on-the-job training and job placement. As a result, 743 (315 women, 397 youth and 42 PWDs) persons were selected for job placement based on their vulnerability and eligibility scores, including skills match with the sectors identified for placement.

Further, ICRRP launched a new project aimed at creating an enabling environment for resilient economic growth in Sinjar. This will be achieved through:

- a. Skills development and grants for start-ups, small scale farmers, micro-and medium agriculture businesses, and existing non-agriculture businesses,
- b. Increasing employability through vocation training, on-the-job training, and access to grants/in-kind kits, and,
- c. Establish service provision centres run by community cooperatives and actors under the different targeted value chains.

Activity 3.3: Capacity of public/private stakeholders developed to support livelihood recovery in the target locations.

The Ministry of Labour and Social Affairs (MoLSA) offers support and development services for small enterprises through its two main sections: i) the Micro-Credit Fund for Small Enterprises, and ii) Business Incubators. Additionally, MoLSA has a section that is responsible for employment and survey functions, supporting the monitoring of labor market dynamics and the decision-making process related to labor market issues.

In 2021, ICRRP entered into an agreement with MoLSA to provide technical support aimed at creating an enabling environment for small enterprises in Iraq. The areas of technical assistance and capacity building for MoLSA were identified in consultations with their relevant departments, including Business Incubators, Micro-Credit Fund, and Employment and Surveys. The areas of support included institutional capacity assessment for the relevant sections to identify capacity gaps, as well as the development of Standard Operating Procedures (SOPs) for monitoring and follow-up of MoLSA-supported businesses.

In 2022, ICRRP implemented the following activities as part of the overall technical support to MoLSA:

- An institutional capacity assessment was conducted in coordination with MoLSA, specifically focusing on the Business Incubators and Micro-Credit Fund Sections. The assessment identified gaps and provided recommendations for improving the institutional performance of these two units. Recommendations from the assessment included, among others, i) review?) of the organizational structure, ii) re-engineer major business processes to improve service quality,

iii) develop a Human Resources (HR) development plan, and iv) enhance internal and external coordination. The SOPs Manual on Monitoring and Follow-Up was developed for the operations of the Business Incubators and Micro-Credit Fund Sections. The SOPs were developed in consultation with MoLSA and will enable the two sections to ensure consistent and effective monitoring of businesses that received loans and/or business incubation services from MoLSA. The SOPs will enable the two sections document the current state of processes for supporting and monitoring small enterprises and propose suggestions for improving the effectiveness and efficiency of service delivery.

- ICRRP designed and delivered seven Capacity Building Programs, benefiting 272 (218 men and 54 women) MoLSA employees from the Business Incubators and Micro-Credit Fund Sections. The capacity building and training programs aimed to improve skills in: i) Effective and efficient monitoring of small enterprises that received loans from MoLSA, ii) Identifying innovative and best practices from regional and international arenas for replication,

iii) Implementing the SOPs manual and templates effectively, iv) Reviewing and evaluating the feasibility of proposals submitted by entrepreneurs, v) Managing business incubator models, vi) Designing and delivering training programs on assessing the feasibility of small enterprises, vii) Understanding the basics of labor market supply and demand projections, indicators, and reporting, viii) Understanding the basics of occupational classification.

Partnership with Private Sector for Vocational Training and Employment Opportunities

UNDP collaborated with Toyota Iraq to facilitate youth employment support for unemployed persons including youth. The vocational training program encompassed apprenticeships and on-the-job training within the automobile industry. Upon completion of the training, participants were employed by Toyota Iraq and other private sector employers. In 2022, a total of 15 (4 women and 11 men) vulnerable beneficiaries successfully completed their training at the Toyota facility in Erbil. Among them, eight participants (4 women) received training in customer services, while the remaining seven participants (all men) were trained as car mechanics.

*A female trainee gains exposure to auto servicing through ICRRP.
Photo Credit: UNDP Iraq/2021*

CHALLENGES AND LESSONS LEARNED

CHALLENGES

In 2022, the key implementation challenges faced include:

Increased Demand for Job Opportunities

- As a result of the COVID-19 pandemic and an increased number of returnees, with no additional jobs available in the labour market, there was an increased demand for cash-for-work opportunities, while UNDP had only a limited target number. To avoid complaints and beneficiary dissatisfaction, UNDP made sure to strengthen its selection criteria, coordinate with different actors to avoid duplications and targeted the most vulnerable groups of people through different public and official channels.
- Despite making remarkable progress towards gender and women empowerment, we encountered various challenges. One of which is limited access to women due to security concerns, deeply ingrained patriarchal attitudes, and cultural norms. Furthermore, high levels of gender-based violence and discrimination remain significant obstacles.
- Another crucial challenge is the limited institutional capacity of government and partners to engage with women and girls, understand their needs and priorities, and develop their leadership potential. This lack of capacity makes it difficult to prioritize, design, and implement interventions with a gender lens. The absence of adequate data and research on gender-related matters also poses significant challenges to women's meaningful participation in Iraq.

LESSONS LEARNED

In 2022, some of the key valuable lessons that can inform future UNDP project design and implementation include:

- The design of future livelihood programs should follow a sustainability-based approach. This can be achieved through providing each beneficiary with either demand-driven vocational training or business support packages. In the case of cash-for-work for activities, they should be followed with access to business or vocational training since CfW approach is short term by nature.
- The design of future livelihood programs should include upstream support (e.g., improving the capacity of the key national and local stakeholder to create an enabling environment for growth).
- Conflict sensitivity should be integrated throughout the implementation of activities. A conflict analysis should drive the design of the action plan. The conflict analysis should be assessed regularly to undertake immediate preventive or mitigating measures.
- UNDP notes the limited participation of women in ICRRP activities and recommends that gender should be mainstreamed throughout the programme duration. A gender analysis should be conducted at the project's inception. The action plan should be designed based on the gender analysis to ensure the project designs cash-for-work interventions that provide opportunities for women in a culturally sensitive manner.

- UNDP recognizes the importance of building the capacity of local institutions to deliver projects for resilient communities. The local institutions include government entities at the local level and civil society. Engagement with the communities and their representatives at the local level enhances community ownership. With improved capacity, the CSOs could play the role of collaborating with the government which maintains the infrastructure.

UNDP notes that robust monitoring and evaluation mechanisms are crucial for assessing the effectiveness and impact of its projects, including infrastructure, livelihood, and social cohesion projects. Regular monitoring allows for timely adjustments, identification of challenges, and learning from both successes and failures. Independent project evaluations help determine the project's outcomes, identify best practices, and inform future interventions.

- UNDP notes that knowledge sharing, and replication of lessons learned, best practices, and successful models from its project implementations, including cash-for-work activities is important for scaling up and replicating successful initiatives in different contexts.
- Commitment by the end user to provide staff and ensure operational capability of rehabilitated infrastructure should be secured prior to initiating infrastructure rehabilitation works.
- Platforms can facilitate the exchange of experiences and enable learning from other implementation experiences.



RECOMMENDATIONS

WAY FORWARD

UNDP notes that robust monitoring and evaluation mechanisms are crucial for assessing the effectiveness and impact of its projects, including infrastructure, livelihood, and social cohesion projects. Regular monitoring allows for timely adjustments, identification of challenges, and learning from both successes and failures. Independent project evaluations help determine the project's outcomes, identify best practices, and inform future interventions.

In this regard, ICRRP will:

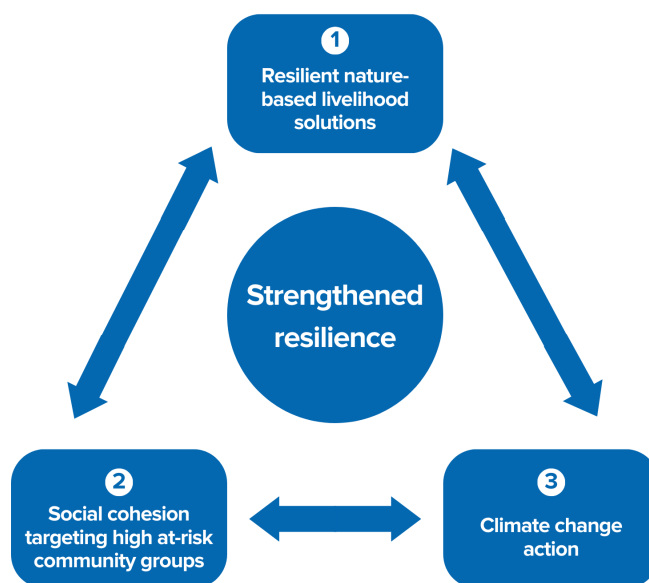
- strengthen local government capacities for inclusive green economic development; support innovative solutions through public-private partnerships that stimulate local economic development; provide income and employment opportunities for vulnerable groups and promote social cohesion and environment-friendly business practices, especially in growth-promising economic sectors that have a high impact on employment creation. UNDP will support both the central level and underserved regions, especially those liberated from ISIL, southern governorates and the Baghdad belt.
- support resilient, low-emission, development pathways to cope with climate change and environmental risks and exposures. Key elements will include prompting sustainable water governance, sustainable practices of wastewater and solid waste management; improving access to clean and renewable energy; and strengthening resilient climate smart agriculture and biodiversity.
- support accountable, transparent, efficient institutions able to deliver basic services, through support to policies and actions for inclusive, participatory and responsive planning, budgeting and decision-making

processes that reflect the needs and priorities of vulnerable groups.

The project will continue to focus on vulnerable Iraqi populations, including internally displaced persons, returnees, and disengaged former fighters, and host communities, with a special emphasis on women and youth; and identify the support requirements for particularly vulnerable groups (i.e., minority groups, victims of gender-based violence etc.).

Geographically, the project will target all governorates of Iraq, with a special emphasis on the most vulnerable localities in each governorate. ICRRP will tailor the response to address the needs of the people of Iraq based on identified shocks, assets (human, social, financial, natural, and physical), institutional capacities and processes and available opportunities in target communities.

To this end, ICRRP will work on three integrated and multi-dimensional thematic areas of focus with various sub-targets and components to strengthen resilience:



The project will continue to focus on persons in the most vulnerable situations, including internally displaced persons, returnees and host communities, with a special emphasis on women and youth.

Geographically, the project will target all governorates of Iraq, with a special emphasis on the most vulnerable localities.

Protection activities will continue to be mainstreamed across all programming, with strengthened efforts to increase awareness of Sexual and Gender Based Violence (SGBV) and the associated risks and opportunities for women participating in economic and social life underlined for all new projects. The role of community members as ‘agents of change’ – and their contribution to sustainability - will be highlighted through the systematic integration of more robust gender and community analysis. Institutional awareness and response will also be a continued focus, strengthened through programming that is designed to improve the knowledge and skills of government partners.

ANNEX I. RESULTS MATRIX

The below indicators and targets were agreed upon by the ICRRP Project Board on 28 January 2019. Additional targets were developed as a result of the signature of new donor agreements and identified priority needs in the target areas:

Intended Outcome as stated in the United Nations Development Assistance Framework (UNDAF)/Country Programme (2016-2020) Results and Resource Framework:

Country Programme Outcome 3: Conditions improved for the safe return of internally displaced persons in newly liberated areas.

Outcome Indicators as stated in the Country Programme (2016-2020) Results and Resources Framework, including baseline and targets:

Increase in percentage of internally displaced persons returning to liberated areas. Baseline: 10%. Target: 80%. Source: Joint Coordination and Monitoring Centre. Frequency: Annual.

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

UNDP Strategic Plan (2018-22) Outcome 3: Strengthen resilience to shocks and crises.

UNDP Strategic Plan (2018-22) Output 3.1.1: Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities.

Output Indicators:

- 3.1.1.2. Displaced populations benefitting from durable solutions, disaggregated by target groups.
- 3.1.1.3. Number of individuals benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics.

Project Title and Atlas Project Number:

Iraq Crisis Response and Resilience Programme (ICRRP)/ 00085156

INDICATORS	TARGET 2022	PROGRESS/RESULTS IN 2022	COMMENTS
Output 1: Crisis response, recovery, preparedness, and prevention structures strengthened			
1.1 Improve national and regional management of sustainable returns, recovery and IDPs			
(a) Joint coordination mechanism at regional level in place	N/A	N/A	Activity not planned for 2022
(b) # of participating government departments, CSOs and groups across 10 governorates ¹⁶	N/A	N/A	Activity not planned for 2022
(c) Types and frequency of key information products developed and disseminated by the JCMC and JCC to relevant stakeholders	N/A	N/A	Activity not planned for 2022
(e) # of staff from JCMC and JCC trained in identified priority areas	N/A	N/A	Activity not planned for 2022
(f) # of government offices equipped with ICT equipment N/A		N/A	Activity not planned for 2022
1.2. Advance early warning and response services available to at-risk and affected communities			
(a) Response capacities and needs identified for Gol and KRG	N/A	N/A	
(b) Early warning strategy for Gol and KRG developed	N/A	N/A	Not planned for 2022
(c) # of Government staff trained on early warning and response	N/A	N/A	
1.3 Strengthen legislative, institutional, and risk-information systems for crisis prevention and resilience building			
(b) Measures taken to develop the crisis management law and implement the National Disaster Management Strategy in Iraq in a gender-sensitive manner	N/A	N/A	Activity not planned for 2022
(c) Crisis management law for the Kurdistan region approved by the Government	N/A	N/A	Activity not planned for 2022
1.4 Increased participation of civil society including women, youth and professionals in crisis recovery, response, and prevention processes			
(a) # of members of civil society organizations oriented by Iraqi Civil Defence and Iraqi Red Crescent on preparedness and response skills (from 2019 onwards)	N/A	N/A	Not Planned for 2022
(b) # of women, men and youth registered as volunteers in KRI and trained in crisis management, recovery, and crisis prevention skills.	N/A	N/A	Activity not planned for 2022
Output 2: Basic service delivery improved Internally displaced people, returnees, host communities and Syrian refugees, through rehabilitated community infrastructure			
2.1 Design and rehabilitate priority infrastructure to enable			
(a) # of communities engaged in basic service needs assessments	N/A	N/A	Activity not planned for in 2022

¹⁶ Output indicator in 2019 revised prodoc is # of government departments and civil society organizations and groups participated in returns, recovery and IDP management process coordinated by JCMC and JCC

INDICATORS	TARGET 2022	PROGRESS/RESULTS IN 2022	COMMENTS
(b) # of communities (districts/sub-districts) in project target locations have basic service restored/rehabilitated	3 communities have basic service restored/rehabilitated	2 communities in Basrah - Al Midaina - Basra	Partially achieved 1 WTP in Shat Al-Arab still under pipeline
(c) # (and type) of basic socio-economic service infrastructure projects rehabilitated	4 basic socio-economic service infrastructure projects rehabilitated 4 water projects in Basra	A total of 3 basic socio-economic service infrastructure projects 3 water projects in Basra	Partially achieved 1 WTP in Shat Al-Arab still under pipeline
(d) # of people benefitting from basic service rehabilitation	558,000	541,000 people benefitted from basic service rehabilitation (292,140 men, 248,000 women)	1 WTP in Shat Al-Arab still under pipeline
Output 3: Internally displaced people, returnees, vulnerable host communities and Syrian refugees benefit from improved livelihood opportunities			
3.1. Immediate livelihood stabilization through Emergency employment for internally displaced people, refugees, returnees, and host communities			
(a) # of men and women benefiting from cash for work (CfW)	2,285	3,528 (1,207, women) benefited from cash-for-work	Exceeded target
(b) # of men and women benefiting from emergency asset recovery.	363	678 (272 women) benefited from Asset recovery grants	Exceeded target
3.2. Support sustainable livelihood opportunities for IDPs, host communities, returnees, and Syrian refugees			
(a) # of livelihoods assessments carried out and used to define project design options	N/A	N/A	Activity not planned for 2022
Additional indicators			
# of people provided with business training and SMEs grants, disaggregated by gender	438	755 (324 women) benefited from business training and SMEs grants (startups and scaleup grants)	Exceeded target
# of people provided with vocational training, apprenticeship, and technical skills development, disaggregated by gender.	492	679 (312 women) benefited from vocational training, apprenticeship, and technical skills development	Exceeded target
3.3 Capacity of public/private stakeholders developed to support livelihood recovery in the target locations			
(a) # and type of public/private institutions benefiting from capacity development support	1	1- MoLSA 1 An institutional capacity assessment was conducted. 2 Standards Operating Procedures Manual on Monitoring and Follow Up was developed. 3. Seven Capacity Building Programmes attended by 272 MoLSA employees (218 men and 54 women) were conducted.	Achieved
Output 4: Protection mechanism strengthened for vulnerable communities specifically women and youth			
4.1. Expanded legal and psychosocial support services to the affected communities			
(b) # of people who benefit from legal aid services under the programme	N/A	N/A	Activity not planned for 2022
(c) # of people who have received the Sexual and Gender based Violence (SGBV) awareness	N/A	N/A	Activity not planned for 2022

INDICATORS	TARGET 2022	PROGRESS/RESULTS IN 2022	COMMENTS
(d) # of SGBV victims and other vulnerable people benefit from psychosocial support services	N/A	N/A	Activity not planned for 2022
Output 5. Strengthened Social Cohesion among local actors and communities.			
5.1. Increase stakeholder knowledge on conflict sensitivity, and strengthened			
(c) # of youth trained to monitor triggers of conflict	N/A	N/A	Activity not planned for 2022
(d) # of civil society organizations (CSOs) trained to conduct conflict and development analysis studies.	N/A	N/A	
5.2 Enhance national capacities to promote peace education			
(a) # of Iraqi public universities engaged in promoting a culture of peace	N/A	N/A	Activity not planned for 2022
(b) # of peace centres established in Iraqi public universities	N/A	N/A	Activity not planned for 2022
(c) # of academics and university students from Iraqi public universities trained in peacebuilding skills, include dialogue, tolerance and to promote peaceful coexistence	N/A	N/A	Activity not planned for 2022
5.3 Improve social cohesion among/within target communities through implementation of community-based initiatives			
(a) # of community platforms for dialogue established	N/A	N/A	Activity not planned for 2022
(b) # of community centres supported to maintain their operations and serve as the base for social cohesion interventions in target locations	N/A	N/A	Activity not planned for 2022
(c) # of young volunteers mobilized for promotion social cohesion (SC) identified	N/A	N/A	Activity not planned for 2022
(d) # of civil society organizations (CSO) strengthened to lead the process of social cohesion in target locations	N/A	N/A	Activity not planned for 2022
(e) # of people engaged in community-based project initiatives	N/A	N/A	Activity not planned for 2022
(f) # of advocacy campaigns and community solidarity activities and/or events organized for the host, communities and displaced population	N/A	N/A	Activity not planned for 2022
(g) # of analysis of community perceptions relating to the value/ usefulness of the community-based initiatives conducted	N/A	N/A	Activity not planned for 2022

ANNEX II. FINANCIAL OVERVIEW

In 2022, ICRRP activities were funded by Germany, Japan, and USAID. The table below provides an overview of the 2022 budget, commitments, expenditure and total utilization.

2022 BUDGET (USD) (A)	TOTAL COMMITMENTS (B)	2022 EXPENSES (USD) (C)	TOTAL UTILIZED (USD) (D=B+C)
\$21,316,120.06	\$323,584.21	\$22,351,977.63	\$22,675,561.84

Component	2021 Expenses	Commitments As of 31-Dec-2021
Basic Services	\$ 1104602.76	\$285,024.00
Crisis Response and Coordination	\$0.00	\$0.00
Livelihoods	\$20,134,520.80	\$0.00
Social Cohesion	\$0.00	\$0.00
PROJ MGT	\$1,112,854.07	\$38,560.21
Grand Total	\$22,351,977.63	\$323,584.21

ANNEX III. RISK MATRIX

Number	Description	Type	Probability
1	Continued anti-government protests causing political and social instability which is hampering project implementation.	Political security	P=3 I=5
2	Tension between returnees and host communities in in ICRRP target areas adversely impact project implementation.	Security	P=3 I=4
3	Lack of programme ownership by national partners may impede project activities and reduce the sustainability of project results.	Strategic operational	P=2 I=4
4	Lack of environmental safeguards in project interventions resulting in damage to natural habitats	Strategic Environmental	P=3 I=4
5	Security conditions preventing UNDP staff, consultants and responsible parties from working in the target locations	Operational	P=4 I=4
6	Women's participation in the labour force is limited due to social cultural locations		P=3 I=3

COUNTER MEASURES / MANAGEMENT RESPONSE	MONITORED BY	DATE IDENTIFIED/ STATUS
Regularly monitor ongoing political situation	Programme Manager, Livelihood Team 28,608,479.08	Date identified: Q4- 2019 Status: Unchanged Political events unfolding and situation continues to be volatile.
Evolve appropriate strategies to deal with the changing context		
Maintain close contacts with provincial and local authorities in the target areas.		
Carry out needs assessments in affected areas throughout the project duration using different means	Programme Manager Livelihood Team	Date identified: Q1-2018 Status: Reduced The situation differs from location to location. In some locations issues exist. The programme targeted all segments of society (IDPs, returnees and host communities) in order to minimize tensions.
Ensure a strong focus on social cohesion in all project components by maintaining a balance in beneficiary selection across different social segments		
Promote community participation through the engagement of civil society.		
Use conflict analysis during the planning, implementation and monitoring of activities.		
Ensure close dialogue and consultation with the government and other partners to mobilize and maintain support for project interventions.		
Closely involve government partners (Gol and KRG) throughout the project implementation.	Programme Manager	Date identified: Q-1-2018 Status: Reduced The project continues to ensure that all project interventions are identified with active participation of national stakeholders
Make the authorities accountable for project results and achievements through participation of decision making on identification and prioritization of interventions and support implementation	UNDP Senior Management	
Conduct social and environmental screening for each component of ICRRP	Programme Manager	Date identified: Q1- 2018 Status: Reduced The Engineers and Basic Service Team continues to ensure the environmental screening checklist are applied from BBQ stage, procurement phase to implementation
Environmental screening checklists and safeguards to be factored into all construction/ rehabilitation work that will be undertaken.		
Design livelihood activities which support sustainable practices and protection of natural resources		
Address triggers of social conflict related to natural resources under the social cohesion activities		
Work closely with respective government partners, NGOs and responsible partners to ensure timely implementation and achieve project objectives.	Programme Manager Component Leads	Date identified: Q1 -2018 Status: Reduced The security situation in the target governorates remains relatively stable, despite the ongoing political turmoil in other parts of the country
Regular monitoring of security situation in each implementation location		
If required, identify the need for 3rd party monitors, to supplement for monitoring efforts		
Develop a gender mainstreaming strategy to integrate gender across all interventions of the ICRRP.	Programme Manager Gender Officer	Date identified: Q1-2018 Status: Reduced Technical capacity for providing gender advisory. has been reinforced with the recruitment of a Gender Support Assistant, as well as the regular sensitization of the Project Team.
Conduct regular gender analysis and reviews of the progress on gender equality and women's empowerment in programming.	Programme Manager Livelihood Team	
Sensitize the partners and responsible parties to take into account gender considerations		



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