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Ref: O25-0218
Date: 07-Apr-25

Dear Stakeholder,

Subject: Funding Facility for Stabilization

Quarterly Progress Report

I am pleased to submit herewith the Quarterly Progress Report for Funding Facility for Stabilization.

The report summarises the project's progress as of 30 September 2024 and provides an overview of the achievements, challenges, lessons learned, interim financial status, and way forward.

I thank you for your contributions to UNDP and look forward to strengthening our partnership in support of development in Iraq.

Signed by:

851F4174E3124F5...
Auke Lootsma
Resident Representative
UNDP Iraq

Attached:
Funding Facility for Stabilization Progress Report

QUARTERLY PROGRESS REPORT

**United Nations Development Programme
Iraq**

Funding Facility for Stabilization 00089459 (Output ID 00095684)

July – September 2024



Sewerage employees testing a SCADA system on Baiji Sewerage Plant, September 2024. (photo credit, UNDP Iraq)

Reporting Period	01 July 2024 to 30 September 2024											
Donors	Belgium, Germany, Iraq, Italy, Netherlands, Norway, Poland, Republic of Korea, Sweden, United Arab Emirates, United States of America.											
Country	Iraq											
Project Title	Funding Facility for Stabilization											
Project ID	00089459											
Outputs (Project ID and Description)	<p>Output ID 00095684</p> <p>Output 1: Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons.</p> <p>Output 2: High impact medium-sized infrastructure projects are rehabilitated to sustain stabilization gains (FFES)</p> <p>Output 3: Exit Strategy is drafted in consultation with the Government of Iraq, for the liberated governorates</p>											
Strategic Plan and/or CPD Outcomes	CPD 2020-2024 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.											
Implementing Partner(s)	UNDP											
Project Start Date	May 2015											
Project End Date	December 2026											
2024 project budget	\$45,853,051											
Revenue/Resources received	<table border="1"> <thead> <tr> <th>Funding source/donor</th> <th>Amount received (USD)</th> <th>Expenditure</th> </tr> </thead> <tbody> <tr> <td>Multiple donors</td> <td>\$ 1,520,694,627.57</td> <td>\$1,451,720,749.81</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Funding source/donor	Amount received (USD)	Expenditure	Multiple donors	\$ 1,520,694,627.57	\$1,451,720,749.81			
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Table of Content

1. EXECUTIVE SUMMARY 3

2. BACKGROUND 5

3. PROGRESS REVIEW: 5

3.1 PROGRESS TOWARDS PROJECT OUTPUTS..... 5

3.2 DESCRIPTION OF RESULTS..... 7

3.3 ACTIVITIES TO PROMOTE GENDER INTEGRATION 15

4. FACTORS AFFECTING THE ATTAINMENT OF RESULTS 21

5. CROSS-CUTTING ISSUES 22

5.1 GENDER RESULTS:..... 22

5.2 PARTNERSHIPS: 22

5.3 ENVIRONMENTAL CONSIDERATIONS:..... 23

5.4 MONITORING THE ENVIRONMENTAL AND SOCIAL PROTECTION PLAN 23

6. PROJECT RISKS AND ISSUES 24

6.1 PROJECT RISKS 24

7. PROJECT ISSUES/CHALLENGES AND ACTIONS 26

8. LESSONS LEARNED 27

9. CONCLUSIONS AND WAY FORWARD 28

10. FINANCIAL STATUS 28

ANNEX..... 28

ANNEX 1: MEDICAL EQUIPMENT DELIVERED AND INSTALLED IN BA’AJ GENERAL HOSPITAL 28

ANNEX 2: COMMUNICATION IMPACT 30

ANNEX 3: PROJECT RESULTS FRAMEWORK 34

1. Executive summary

Despite the liberation from the Islamic State of Iraq and the Levant (ISIL), the five governorates of Anbar, Nineveh, Salahaldin, Kirkuk, and Diyala resulted in large scale destruction of socio-economic infrastructure and basic service delivery system for services such as water, healthcare, electricity and education, shelter, and impacted roads, bridges, and in the loss of livelihood/income for the people. In response, the United Nations Development Programme (UNDP), in collaboration with the Government of Iraq (GoI) and other development partners, has implemented the Funding Facility for Stabilization (FFS) to provide a strategic framework for reconstruction and development in the five newly liberated governorates.

The project has contributed to improved service provision for citizens, revival of local economic activities and fostered collaboration and trust among diverse communities and ethnic groups. “Overall, the FFS largely contributed to the ultimate return of 4.8 million IDPs to their places of origin and functioning of essential facilities and public infrastructure such as water, electricity, bridges, roads, school, and hospitals – all of which were identified as contributing to restoring a sense of normalcy.” (FFS Summative Evaluation, 2024).

FFS focused on the rehabilitation of critical public infrastructure, such as schools, hospitals, water and sanitation facilities, and electrical networks and promoted social cohesion and community resilience. During the reporting period, the project completed 17 infrastructure projects (6 in education, 4 in health, 6 in municipality, and 1 in sewerage sectors) under output 1, which brings the total of projects completed since inception to 3,817, exceeding the initial target of 2,800. To ensure sustainability, the project enhanced the capacity of 1,218 (271 women) government officials through 56 training courses in sustainable development and environment management, climate change & desertification; agricultural sector management, irrigation technology; e-governance; project management; engineering design, and management; Geographic Information System (GIS) + AutoCAD & Urban planning; engineering design & construction software; machinery maintenance; financial and accounting analysis; surveying instruments; survey engineering; electrical networks; O&M of the sterilization and autoclave; O&M of water treatment plants; and using ArcGIS during the quarter

Under output 2, two high impact medium-sized infrastructure projects were rehabilitated to sustain stabilization gains which brings the total of projects completed since inception to 133, against a target of 150.

The FFS Exit Strategy (2024-2026) has been finalized, focusing on sustaining stabilization gains and ensuring a smooth handover to the Iraqi Government by December 2026. Key highlights include:

- **Handover of stabilization infrastructure:** ensuring infrastructure is operational, maintained, and meets technical, safety, social, and environmental standards.
- **Government capacity building:** identifying capacity gaps and developing curricula for a smooth transition.
- **Support for IDPs:** addressing the needs of the final caseload of IDPs, particularly from Al Hol and other camps.
- **Transfer of data management system:** finalizing and handing over data management tool; PRISM, to the Government.

The revised strategy has been shared with stakeholders for review and feedback, with final approval pending. The FFS Summative Evaluation report 2024 noted that FFS efforts to ensure sustainability

of the stabilization effort were late and do not clearly lay down steps and processes to ensure transition as the transition plan was put forward late in 2022.

These initiatives collectively contributed to enhancing the conditions for return of IDPs and promoted income security and decent work for vulnerable populations, aligning with the Country Programme Document (2020-2024) 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.

The project faced the following challenges, namely:

- Delays in the delivery of specialized Linear Accelerator bunker doors due to pending approvals from the Ninewa Governor's office. The project is maintaining active communication with the Ninewa Governor's office to expedite delivery.
- Discrepancies in lead shielding thickness recommendations from the Radiation Center, affecting radiation protection areas. The project secured formal endorsement from the Ministry of Health for lead shielding thickness to avoid further delays.
- Delays in the procurement of heavy electrical and mechanical equipment caused by fluctuating market prices and exchange rate policies, along with delays in medical equipment delivery from the Ministry of Health. The project tracked equipment orders, coordinated with suppliers, and worked with the Ministry of Health to ensure timely delivery and avoid post-installation adjustments.
- Lack of essential details for medical equipment from Ministry of Health, which impacted infrastructure integration. The project requested detailed catalogues and technical specifications from the Ministry of Health to ensure proper integration of medical equipment.
- A design change request for the Linear Accelerator bunker capacity caused a 1.5-year delay. The project coordinated with various stakeholders to finalize the Linear Accelerator bunker capacity decision and ensured civil work was completed for immediate installation.
- Prolonged processing times for approvals and exemptions required to import specialized medical equipment from both the Federal and Kurdistan Regional Government (KRG) authorities. The project engaged with Federal and KRG authorities to secure a special exemption, streamlining the importation and transfer of medical equipment.

The key lessons learned during Q3 2024 are as follows:

- Maintaining robust communication at all levels (project team, contractors, and end users) proved invaluable in the timely identification and mitigation of risks.
- Regular strategic meetings with the end-user representatives and contractors enhance proactive management of scope variations and streamline decision-making, reducing delays and disruptions.
- A comprehensive and well-structured project specific planning that anticipates all project contingencies and reflects the client's requirements is paramount. While the UNDP project design was largely effective in meeting the project's needs, challenges arose when certain specifications from the end users remained unclear, resulting in delays. Proactive engagement of subject-matter experts with end users is essential in minimizing bottlenecks. These insights underscore the importance of alignment, flexibility, and agility in delivering complex infrastructure projects.

As of 2024, the cumulative project expenditure reached \$1,451,720,749.81.

2. Background

Over the past decade, the GoI has made significant strides in revitalizing the national economy and rebuilding its infrastructure, evidenced by substantial investments across critical sectors such as oil, technology, transportation, and energy. As Iraq advances in its reconstruction efforts, ensuring that development is inclusive and benefits all regions remains a priority.

Despite the liberation from ISIL, the five governorates of Anbar, Nineveh, Salahaldin, Kirkuk, and Diyala continue to require targeted support. These regions, heavily impacted by conflict, present both challenges and opportunities. While the task of rebuilding and rehabilitation is extensive, these areas have the potential to significantly contribute to Iraq’s overall development, provided they receive adequate resources and support.

As of August 2024, Iraq has made significant strides in addressing displacement, with a 37% reduction in internally displaced persons (IDPs) and a 15.7% increase in returnees since 2019. Specifically, the number of IDPs decreased from 1,744,980 in 2019 to 1,098,913 in August 2024 with significant decreases in project targeted governorates due to camp closures and voluntary return programmes, while returnees increased from 4,211,982 to 4,871,916 during the same period. (1) The findings from the Return Index highlight the ongoing challenges faced by returnees, including limited access to basic services, inadequate infrastructure, and concerns about safety and social cohesion. (IOM, 2024) (2) These challenges underscore the necessity for sustained efforts in infrastructure rehabilitation and social cohesion initiatives to support the reintegration of returnees and promote stability in Iraq.

3. Progress Review:

3.1 Progress towards project outputs

Project output 1: Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons

Summary achievement against project targets

Indicator	Cumulative Output Target (Year 2024)	Cumulative Summary achievement	Status
Indicator 1.1. % of early needs assessments carried out in FFS targeted liberated areas Baseline (2015): 0	100%	100%	Achieved in 2021
Indicator 1.2. # of infrastructure projects for basic services (water, health, education, electricity, housing, roads)	2,800	3,817 Q3 Achievement:	Achieved

(1)International Organization for Migration (IOM), Dec 2024. DTM Iraq — Report — Round 132. IOM, Iraq.

2 https://iraqdtm.iom.int/images/ReturnIndex/20241017520927_IOM_DTM_RI_22.pdf

Indicator	Cumulative Output Target (Year 2024)	Cumulative Summary achievement	Status
and bridges, sewage and municipal services) which have been restored ⁽³⁾ in target areas Baseline (2015): 0		17 infrastructure projects completed	
Indicator 1.3. # of houses rehabilitated in liberated areas Baseline (2015): 0	30,000	37,998	Achieved in 2023
Indicator 1.4. # of immediate livelihood opportunities created for individuals, including women and youth in the target areas Baseline (2015): 0	53,000 (7,000 women; 22,000 youth)	49,830 (8,444 women; 648 youth)	Not achieved
Indicator 1.5. # of business grants provided in the target areas (gender disaggregated) Baseline (2015): 0	8,000 (3,100 women)	4,389 (3,015 women)	Not achieved ⁽⁴⁾
Indicator 1.6. # of small grants provided to women-headed households Baseline (2015): 0	10,000	6,618	Not achieved ⁽⁵⁾
Indicator 1.7. # of training opportunities and/or job placement created for individuals, including women and youth in the target areas Baseline (2015): Limited	8,000 (2,400 w)	1,437 (646 women)	Not achieved ⁽⁶⁾
Indicator 1.8. # and type of technical advisory support capacities in place to support authorities in the target areas to plan and execute stabilization activities	Area Coordinators and Stabilization Advisors in place to support projects planning and communications; 10 Municipal	3 Area Coordinators and 2 international Stabilization Specialists in place.	Achieved

⁽³⁾ 'Restored', includes renovation/rehabilitation and/or provision of equipment and furniture officially accepted by the Government of Iraq counterparts.

⁽⁴⁾ This activity was completed even though the target was not achieved.

⁽⁵⁾ This activity was completed even though the target was not achieved.

⁽⁶⁾ This activity was completed even though target was not achieved.

Indicator	Cumulative Output Target (Year 2024)	Cumulative Summary achievement	Status
Baseline (2015): Limited	Stabilization Advisors (MSAs) embedded	5 Transition Strategy Implementation Coordinators. ⁽⁷⁾	
Indicator 1.9. # of capacity building opportunities created for government officials and employees (gender disaggregated) Baseline (2015): Limited	3,000 (900 women)	23,032 (5,370 women) Q3 Achievement: 1,218 (271 women)	Achieved ⁽⁸⁾
1.10) # of participants of social cohesion activities (gender disaggregated) Baseline (2015): 0	40,000 (16,000 women)	90,831 (37,105 women)	Achieved
Overall status			Not Achieved

3.2 Description of Results

1.1 Needs assessments carried out in target areas.

FFS carried out needs assessments during the early years of implementation that informed the design of activities. FFS continues to maintain and update a tracker of pipeline projects in consultation with the governorates. No needs assessment was conducted during the reporting period.

1.2. Basic service infrastructure projects restored

Seventeen (17) infrastructure projects were completed during the reporting period, including 9 rehabilitation projects, 6 supply initiatives, 1 capacity building, and 1 specialized vehicle repair spanning key sectors such as health, education, sewage, and municipal services shown in the table below.

Rehabilitation projects	Governorate	Sector	Supply projects	Governorate	Sector
1. Full Rehabilitation of Irrigation Systems and Drainage Pipeline in the College of Agriculture in Anbar University - Stage II	Anbar	Education	1. Provision of Sewer Jetting Trucks for Anbar Governorate	Anbar	Municipality

⁽⁷⁾ UNDP replaced the services of MSAs with Transition Strategy Implementation Coordinators who provide technical advisory services related to planning, coordination, and communication during the implementation of transition strategy.

⁽⁸⁾ There are more capacity building initiatives being undertaken to be completed in Q4 2024.

2. Rehabilitation and Extension of History Department in The College of Education for Girls in Anbar University	Anbar	Education	2. Provision of Different Capacities of Garbage Compactors (6M3, 8M3, and 10M3) for Municipalities of Anbar Governorate	Anbar	Municipality
3. Full Rehabilitation of Stormwater Lift Station - Phase 2- Jubail district - Fallujah - Anbar-Iraq	Anbar	Sewage	3. Supply and Install Various Equipment and Materials for Dijail VTC	Salahaldin	Education
4. Full Rehabilitation of Medical Staff Accommodation Building in Fallujah Teaching Hospital - Falluja - Anbar	Anbar	Health	4. Supply of Furniture for Nursing and pharmacy Building, Nineveh university, East Mosul	Nineveh	Education
5. Rehabilitation and Expansion of the Low Voltage System in Fallujah Teaching Hospital - Fallujah - Anbar	Anbar	Health	5. Supply and installation of medical furniture for Al-Batool Maternity Hospital	Nineveh	Health
6. Maintenance Works and repairs in Tikrit Teaching Hospital, Salahdin Governorate	Salahaldin	Health	6. Supply and install 3 ton/hr. machines for yellow corn flour equipment in Hawija	Kirkuk	Municipality
7. Rehabilitation and Supply Furniture to Al Ayadhia Al Ola Primary School for Boys-Al	Nineveh	Education			

Ayadhia- Nineveh Governorate					
8. Rehabilitation and supplying furniture for Al-Izza Primary school for girls	Nineveh	Education			
9. Construction of Zummar Judicial complex building	Nineveh	Municipality			
Training Projects	Governorate	Sector	Repair Projects	Governorate	Sector
1. Operation and maintenance of Water Treatment Plants	Salahaldin	Municipality	1. Repairing the specialized vehicles of the Hawija Civil Defense Center	Kirkuk	Municipality

These efforts were distributed across the education (6), health (4), municipality (6), and sewage (1) sectors, with notable project implementation in Anbar (7), Salahaldin (3), Nineveh (5), and Kirkuk (2) as reflected in the summary table below. According to FFS Summative evaluation (2024), ‘UNDP FFS was considered as one of the top three stakeholders doing rehabilitation work, alongside the GoI, Reconstruction Fund for Areas Affected by Terroristic Operations (REFAATO), and NGOs. FFS was effective in addressing needs and priorities for critical services, rehabilitating infrastructure, promoting economic growth, and encouraging stability.’ This comprehensive rehabilitation effort supports the increasing number of returnees and their reintegration into their communities, ensuring access to essential services and contributing to the broader goals of stability and recovery in the target governorates.

Education sector infrastructure: During quarter three, FFS improved access of 6,280 learners to education through the rehabilitation and supply of six educational/learning facilities namely: Anbar University (4,400 beneficiary), Al Ayadhia Al Ola Primary School (360 students), Al-Izza Primary School (720 girls’ student), and Dejai Vocational Training Center (800 beneficiary). The focus on rehabilitation of educational institutions is intended to increase literacy and skill levels thus enhancing economic participation breaking the cycle of poverty.

Health sector infrastructure: During this quarter, FFS contributed to improved access to health care for 1,000,000 people through rehabilitation of health facilities including: Fallujah Teaching Hospital (medical staff accommodation building) and Tikrit Teaching Hospital (maintenance works and repairs). The enhanced Heating, Ventilation, and Air Conditioning (HVAC) system ⁽⁹⁾ in Tikrit Teaching Hospital reduced power consumption by increasing the system's efficiency in improving indoor air quality and humidity control. The enhanced access to medical services contributes to improved diagnosis and treatment of infectious diseases thus improving living conditions.

⁽⁹⁾ The HVAC system is the cool and heating system (Heating, Ventilation, and Air Conditioning), while its efficiency was weak, and UNDP enhanced the system by adding another mechanical system.



Municipal infrastructure:

The completion of municipal infrastructure projects, such as civil defense centers, waste management, and street cleaning, is crucial in improving living conditions in urban environments thus facilitating social and economic growth.

By rehabilitating such infrastructure, FFS contributed to effective waste management systems which reduced pollution, improved sanitation, and contributed to prevention of

diseases such as Cholera. Additionally, well-functioning municipal services contribute to
PROVISION OF 33 GARBAGE COMPACTORS FOR MUNICIPALITIES OF ANBAR GOVERNORATE, SEPT 2024

environmental sustainability by managing resources more efficiently and reducing the strain on natural ecosystems.

The rehabilitation of 3,817 basic service infrastructure projects since 2015 has had a transformative effect on the lives of communities across Iraq. These improvements have gone far beyond enhancing living conditions, they have been pivotal in promoting long-term socioeconomic development by fostering healthier, better-educated, and economically productive populations. Access to basic services are essential for rebuilding local economies and supporting social stability, creating a sustainable environment, ensuring that returning populations have the resources which contribute

Governorate	Education	Health	Municipality	Sewage	Grand Total
1-Anbar	2	2	2	1	7
2-Salahaldin	1	1	1	0	3
4-Nineveh	3	1	1	0	5
5-Kirkuk	0	0	2	0	2
Grand Total	6	4	6	1	17

to Iraq’s broader recovery and future prosperity.

1.3 Houses rehabilitated

Housing rehabilitation plays a crucial role in facilitating the return of IDPs and in preventing secondary displacement. During the reporting period, five procurement cases were initiated for the rehabilitation of 750 houses that were partially damaged. The project will benefit more than the 4,500 direct beneficiaries including 2,440 females. Cumulatively, the FFS rehabilitated 37,998 housing units. “Over two-thirds of surveyed housing rehabilitation beneficiaries showed high levels of satisfaction from the quality of the housing, with rehabilitation efforts taking place shortly after the beneficiaries returned. However, housing rehabilitation remains highly needed as it is one of the main reasons for delaying some IDPs return. Identified challenges to rehabilitation efforts include restricted funds, the restricted scope of rehabilitation, IDPs’ lack of registration documentation,

disputes over land ownership, and power dynamics involving negotiations with local political actors.” (FFS summative evaluation, 2024).

1.4 Immediate livelihoods opportunities created

While there was no immediate livelihood opportunities created during Q3 2024, the project has cumulatively generated 49,830 livelihood opportunities¹⁰ in newly liberated areas since its inception against a target of 53,000. Among these, 8,444 women and 17,938 youth benefited. This initiative addressed immediate challenges for return of internally displaced persons as the FFS Summative Evaluation 2024 reports that FFS has largely contributed to return of IDPs. While FFS offered initial funding through Cash for Work (CfW) initiatives that facilitated immediate earnings for returnees and allowed for the return of economic activity, the project was criticised by the summative evaluation for favouring short-term projects over longer-term economic development, lacking efforts towards serious economic revival, including in the agriculture sector. (FFS Summative evaluation 2024).

1.5 Business Grants provided

During this reporting period, FFS did not disburse any business grant. The project cumulatively provided 4,389 business grants (3,015 women benefited) since its inception, against its planned target of 8,000. This shortfall was due to budget constraints. These grants supported vulnerable people to start and grow their businesses plus asset replacement, contributing to their economic recovery thus addressing immediate challenges for return of internally displaced persons. The support to business startups and business expansion was a driving force to attract IDPs to return to their places of origin. According to the FFS summative evaluation, the project offered seed grants to revitalize small enterprises which facilitated immediate earnings for returnees and allowed for the return of economic activity.

1.6 Small grants provided to women-headed households

In addition to business grants, the FFS project has provided 6,618 small grants to women-headed households against a planned target of 10,000 since project inception. This shortfall was due to budget constraints. The provision of immediate income addressed immediate challenges for return of internally displaced persons allowing vulnerable households to recover and participate in the local economy improving their living conditions. There were no grants disbursed by FFS during this reporting period. Details of this intervention have been reported in the previous reports.

1.7 Training opportunities created

In addition to skills training offered by UNDP through ICRRP and BREP, FFS provided skills training for 1,437 people to address immediate challenges for return of internally displaced persons, including 646 women against a target of 8,000 since its inception cumulatively. This shortfall was due to budget constraints. Training opportunities to returnees equipped them with employability skills that were needed for them to participate in the local economy and enhance their livelihoods. Additionally, the training opportunities attracted IDPs to return to their areas of origin.

1.8 Technical advisory support capacities provided to support authorities to plan and execute stabilization activities

¹⁰ Livelihood opportunities refer to number of people that participated in Cash for Work for 40 or more paid labor days in various rehabilitations.

During the reporting period, UNDP phased out the services of Municipal Stabilization Advisors (MSAs) and deployed 5 Transition Strategy Implementation Coordinators for technical advisory services related to planning, coordination, and communication. As part of the transition strategy, UNDP shifted its focus to Operation and Maintenance (O&M) capacity development and deployed 26 O&M Capacity Development Advisors to provide on-the-job O&M training. This technical advisory support capacities facilitated the planning and execution of stabilization activities especially in expediting the remaining activities for a smooth handover and transition.

Governorate	# of Training Courses	# of Trainees	# of Male	# of Female
Anbar	23	522	443	79
Salahaldin	9	188	162	26
Diyala	10	244	171	73
Ninewah	9	166	133	33
Kirkuk	5	98	38	60
Grand Total	56	1,218	947	271

NUMBER OF TRAINEES BY GOVERNORATE

1.9 Capacity building opportunities created for government officials and employees

During this reporting period, the project created capacity building opportunities for 1,218¹¹ (271 women) for government employees to address immediate challenges for the return of internally displaced persons. As a result of capacity building opportunities, government officials and employees were better equipped to plan for and address challenges faced by returnees and those hindering the return of IDPs. A total of 56 training courses were organized in the five liberated governorates including Anbar, Diyala, Salahaldin, Kirkuk and Ninewa in different sectors such as water, electricity, health, education, sewage and municipality. Cumulatively, capacity building initiatives reached 23,118 including 5,380 women since 2015. This contributed to improving Iraqi’s capacity including civil society and communities, particularly women, to lead, participate in and contribute to the design and delivery of equitable and responsive services. “Although capacity-building opportunities for public servants surpassed the initial target output, Funding Facility for Stabilization (FFS) respondents expressed the need for more specialized and advanced training.” FFS Summative Evaluation, (2024).



TRAINEES IN SHIRQAT WATER TREATMENT PLANT ON-SITE TRAINING, JULY 2024

Although capacity-building opportunities for public servants surpassed the initial target output, Funding Facility for Stabilization (FFS) respondents expressed the need for more specialized and advanced training.” FFS Summative Evaluation, (2024).

¹¹ Capacity building opportunities refers to total number of people trained in various training courses. This number does not guard against double counting as one government official may benefit from more than one relevant training course.

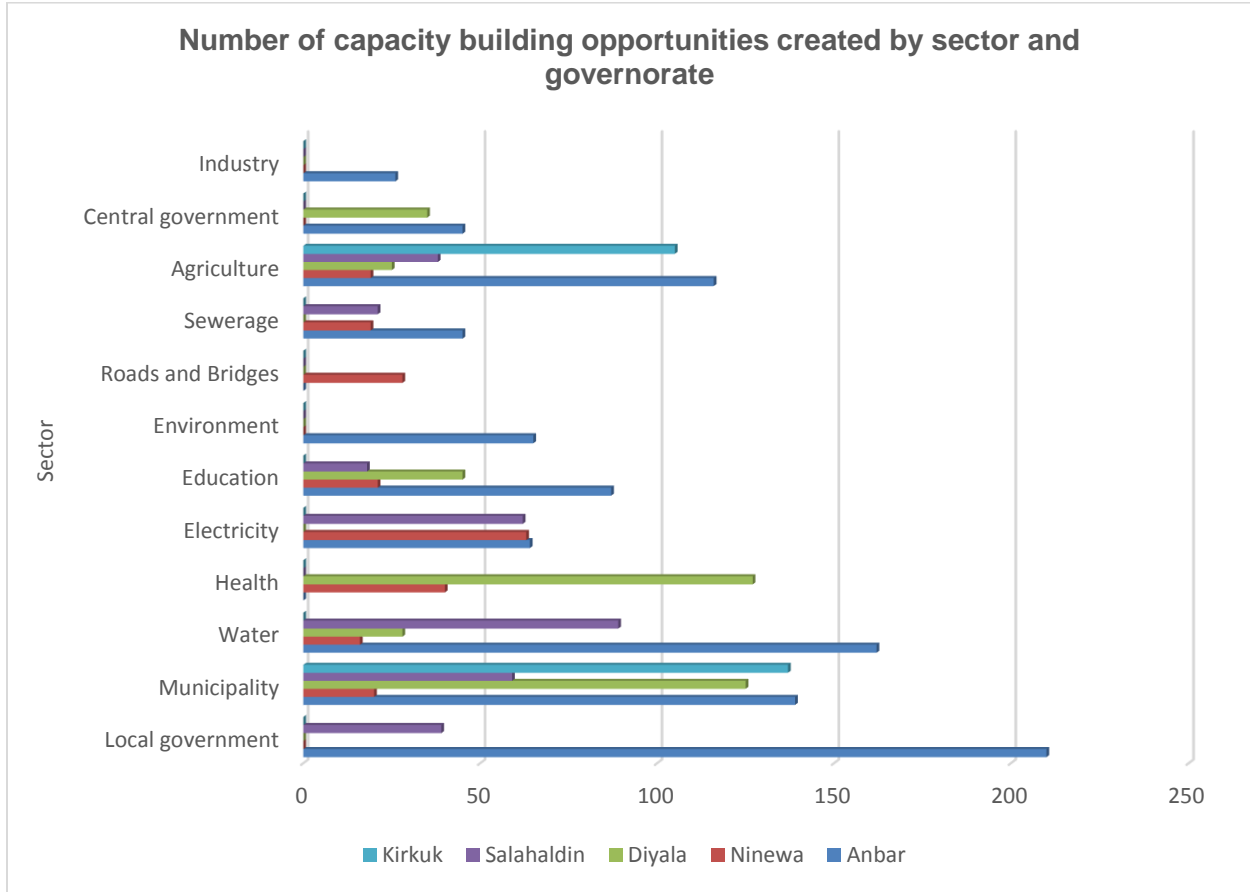
The training programmes contributed to enhancing the sustainability of FFS interventions through equipping end-user government officials, including engineers, and technical and medical employees, with the skills required to effectively operate and maintain the electrical and mechanical equipment and infrastructures rehabilitated under FFS.

The end users were equipped with skills including sustainable development and environment management, climate change & desertification; agricultural sector management, irrigation technology; e-governance; project management; engineering design, and management; Geographic Information System (GIS) + AutoCAD & Urban planning; engineering design & construction software; machinery maintenance; a financial and accounting analysis; surveying instruments; survey engineering; electrical networks; Operation & Maintenance of the sterilization and autoclave; Operation & Maintenance of water treatment plants; and using ArcGIS.



TRAINING COURSE ON MAINTENANCE OF LABORATORY EQUIPMENT FOR ENVIRONMENT EMPLOYEES IN RAMADI, AUGUST 2024

To ensure the sustainability of project investments, UNDP will continue to focus on enhancing the capacity of government counterparts for the efficient operation and maintenance of infrastructure rehabilitated under the FFS in quarter 4, 2024.



1.10. Social cohesion activities promoted

The project's efforts to foster community-based reconciliation and reintegration have yielded significant results. Despite facing challenges related to varying levels of community preparedness across different governorates, the project has successfully engaged a total of 96,844 individuals (40,718 women) in social cohesion activities cumulatively since project inception. While this falls short of the initial target of 110,000 participants due to budget constraints, it represents substantial progress. Key activities undertaken previously include:

- Community reconciliation initiatives
- Community and Religious Leaders' dialogues
- Peacebuilding, Conflict Sensitivity, Women and Youth empowerment initiatives
- Establishment and operationalization of Local Peace Councils
- Community consultations with local authorities, security officials, and community leaders
- Capacity Building for the promotion of Social Cohesion
- Prevention of Violent Extremism and Reintegration initiatives

No social cohesion interventions were conducted during Q3. However, the progress made in previous quarters demonstrates the project's positive impact in fostering reconciliation and reintegration within communities which addressed immediate challenges for the return of internally displaced persons.

3.3 Activities to promote gender integration

During the reporting period, FFS focused on combating violence within communities, particularly addressing violence against women and girls, who are often the most vulnerable population. This was achieved through a comprehensive training program for community leaders and couples. Eleven-session community leaders training spread over six days was conducted in Saqlawia, Anbar governorate, aimed at equipping participants with essential skills and knowledge to become active agents of change, fostering community development and contributing to peace-building efforts. A total of 15 influential individuals nominated by local authorities, with gender consideration to ensure diverse representation, participated in the training.

In addition, a 17-day couples' curriculum training centered on family values, targeting 10 couples, was conducted in the same area under BREP project to complement FFS interventions. The objective of this training was to promote healthy living among couples, enabling them to manage their anger and triggers, handle their financial lives effectively, and raise their children in a nurturing environment. A significant emphasis was placed on empowering daughters and female relatives to pursue their education and achieve their dreams.

Through these initiatives, UNDP aims at creating a supportive framework that enhances both individual and collective well-being in the community, ultimately contributing to sustainable development and peace.

Project Output 2: High impact medium-sized infrastructure projects are rehabilitated to sustain stabilization gains (FFES)

Summary achievement against project targets

Indicator	Cumulative Output Target 2024	Summary cumulative achievement	Status:
Indicator 2.1) # of medium-size infrastructure projects implemented in the newly liberated areas Baseline (2015): 0	150	Q3 achievement: 2 Cumulative achievement: 133	Not achieved
Overall status			Not Achieved

2.1 Medium-size infrastructure projects implemented in the newly liberated areas

Since its inception and up to the reporting period, the FFS has completed **133** medium and large-sized infrastructure projects for basic services under the Funding Facility for Expanded Stabilization (FFES) against the target of 125 projects. These projects covered the rehabilitation of two roads, 19 bridges, two universities, 19 secondary schools, 37 primary schools, one technical college, 12 hospitals, three sewerage networks, and one water treatment plant. During Q3, there were two medium and large-sized infrastructure projects for basic services and one support to prevention of the spread of COVID-19 project completed as detailed below.

1) Medical equipment for Baaj General Hospital

As part of its ongoing support to Iraq, UNDP’s FFS has played a pivotal role in restoring critical healthcare infrastructure across the country. One such key project was the rehabilitation of Ba’aj General Hospital, which involved two key sub-activities. The first, sub-activity, focused on the rehabilitation of the hospital itself, which was successfully completed in 2022. The second sub-activity encompassed the supply and installation of 64 pieces of medical equipment, furniture, and IT infrastructure, whose installation was completed in Q3 2024. (see list of equipment in annex 1). With the completion of both sub-activities, the full rehabilitation of Ba’aj General Hospital has now been realized. The delay in the delivery of medical equipment was due to complex negotiations surrounding exemption laws between the Iraqi and Kurdistan Regional Governments. This project underscores the critical role of coordinated support in rebuilding Iraq’s healthcare infrastructure and ensuring the provision of essential services for communities in need.



Operation Table



Blood Donation Chair



Microcentrifuge

2) Prevention of the spread of COVID-19

In response to the COVID-19 pandemic, UNDP played a vital role in supporting healthcare facilities across Iraq with critical medical supplies and equipment to aid in the recovery from the outbreak in 2020 and 2021. While there are currently minimal active cases of COVID-19, these healthcare facilities continue to serve an essential function in addressing other respiratory infections. During Q3 2024, key activities were completed, including the installation of 40 ventilators—20 each at Muthanna and Al Rumaitha City—complementing the 60 ventilators delivered in Q2 2024 to Babel, Diwaniya, and Erbil, bringing the total to 100 ventilators.

Additionally, a CT scan was installed and operationalized at Hillah Hospital in Babel governorate, enhancing diagnostic capabilities. While the hospital management has yet to provide specific patient data, the installation represents a significant step in improving healthcare infrastructure. Alongside this, a range of infection control items and personal protective equipment (PPE) were procured and distributed across Anbar, Dohuk, Erbil, Muthanna, and Diwaniya Governorates (see annex 2 for details). The project successfully rehabilitated and established two 20-bed isolation wards, one at Al Rumaitha City in Muthanna and the other at Hillah Hospital in Babel. Furthermore, fire safety measures were implemented at the COVID-19 isolation ward at the burns and plastic surgery hospital in Duhok, enhancing the safety and preparedness of these critical healthcare facilities.

The project provided priority medical equipment and support to establish isolation centers, as shown in the table below.

S/N	Medical equipment and support	Number	Health facilities
1	Sucker machine aspirators	60	Al-Hussein Teaching Hospital in Muthanna
2	Patient monitors	60	
3	Defibrillators and glide scopes, ECMOs	3	Al-Diwaniya Teaching Hospital in Diwaniya
4	Ventilators	100	
5	Medical furniture, including mechanical beds, overbed tables, bedside cabinets and IV holders	Assortment	Baharka Hospital in Erbil
6	Next-Generation Sequencer Machine	1	Central lab in Duhok
7	PSA Oxygen Generator	3	Hillah Teaching Hospital in Babel Al-Diwaniya Teaching Hospital in Diwaniya Al-Hussein Teaching Hospital in Muthanna

These efforts, which initially supported the fight against COVID-19, are now integral to the healthcare system's ongoing capacity to manage respiratory infections, ensuring robust healthcare provision for Iraq's population.



REHABILITATED STORMWATER LIFT STATION PHASE 2, JUBAIL DISTRICT, FALLUJAH, SEPTEMBER 2024

3) Jubail (Fallujah) District Sewage and Rainwater Network

This project had six sub-activities, of which five were completed and reported previously. During Q3, the last sub-activity 2.5 - Increasing the capacity of the stormwater lift station was completed.

The rehabilitation of the sewage and rainwater network in Jubail District, Fallujah, has significantly improved drainage, sanitation, and stormwater management, contributing to better public health and environmental conditions. These enhancements are expected to reduce flooding risks in an area home to over 550,000 people, supporting the well-being of the local population and strengthening the district's resilience to future challenges.

Some of the ongoing initiatives

1) Oncology and nuclear medicine hospital, Al-Shifaa complex

The rehabilitation of the Oncology and Nuclear Medicine Hospital at Al-Shifaa Complex is nearing completion, with 91% of the work finished. Upon finalization, the hospital will serve over 135,000 patients annually. Significant progress has been made across various works: Civil works are 90.75% complete, with ongoing tasks such as the installation of leaded doors for iodine rooms and gypsum plastering. Electrical works have reached 91.5% completion, with wiring and installation of power cables continuing in multiple areas. Mechanical works stand at 89.5%, with installation of medical gas pipes and ductwork progressing in the linear accelerator building. Once completed by Q1 2025, the fully rehabilitated hospital will significantly enhance healthcare services in the region, particularly in oncology and nuclear medicine, strengthening the country's capacity to treat cancer and other critical health conditions.



Chiller rooms Mechanical piping, Oncology and Nuclear Medicine Hospital, Al-Shifaa Complex, Nineveh Governorate, September 2024



Hospital building from Backside, Oncology and Nuclear Medicine Hospital, Al-Shifaa Complex, Nineveh Governorate, September 2024

2) Rehabilitation of Fallujah Teaching Hospital

Building on phase 1 rehabilitation of Fallujah Teaching Hospital (completed in 2019), this project aims to ensure that the hospital fully resumes operations through the installation of a range of medical and laboratory equipment and implantation states. While the rehabilitation and expansion of wastewater treatment plant was completed in 2023, the construction of medical staff accommodation building and rehabilitation and expansion of the low voltage system in Fallujah Teaching Hospital have been completed in Q3 2024.

The supply and installation of medical equipment and the full rehabilitation of the 3-way valves and control panel for air handling units are still ongoing and are expected to be completed by Q3 2025. Once completed, the rehabilitation Hospital will significantly enhance its capacity for service delivery, leading to improved access to healthcare services within its catchment area. Additionally, through a collaborative engagement of government structures, the Hospital Management Team, and the UNDP Global Procurement Unit (GPU), the project has contributed to building the governorate’s capacity to establish a direct participation mechanism for civil society engagement. This intervention is crucial for ensuring that the healthcare improvements are sustainable and that the services provided are aligned with the needs of the community, ultimately fostering a more inclusive and effective healthcare system.

Project Output 3: Project Output 3: Transition Exit Strategy is drafted and finalized in consultation with the Government of Iraq and development partners for the liberated governorates

Summary achievement against project targets

Indicator	Cumulative Output Target 2024	Summary cumulative achievement	Status:
Indicator 3.1) Exit Strategy for post-FFS stabilization and development work in the liberated governorates drafted Baseline (2020): 0	Transition strategy drafted and finalized	Transition strategy drafted and under stakeholder review	Delayed
Overall status			Delayed

3.1. Transition Strategy for post-FFS stabilization in the liberated governorates drafted and finalized

Following FFS' extension until December 2026 by FFS Steering Committee in 2023, FFS undertook revision of its Transition Strategy (2024-2026) in Q2 2024. Driven by the overarching goal of sustaining the stabilization gains achieved since 2018, the FFS Transition Strategy (2024 – 2026) broadly outlines the proposed transition process. The Strategy focuses on the handover to the Government, ensuring sufficient capacity while acknowledging the importance of coordinating with the national and international partners operating in the Humanitarian, Development, and Peace (HDP) Nexus. The Strategy also outlines the Transition Action Plan with clear milestones towards the December 2026 deadline to complete the handover to the Government.

Objectives of the Transition Strategy include:

- Finalizing and handing over large (“extended”) stabilization infrastructure and ensuring it is operational (staffed and equipped), maintained and compliant with technical, safety, social and environmental standards.
- Ensuring the handed over and rehabilitated infrastructure is (a) built to technical, safety, social and environmental standards (if not, ensure the standards are met through retrofitting) and (b) operational, appropriately staffed, and its equipment used and maintained.
- Based on detailed assessments (throughout 2024 and the first semester of 2025), identify Government capacity gaps and develop curricula to ensure appropriate Government expert-level and institutional capacity for a smooth handover, after which the Government can reasonably be held accountable.
- Supporting the last and most challenging caseload of IDPs, particularly those from Al Hol and other camps in Syria and Iraq.
- Developing capacity and handing over PRISM and other FFS tools to the Government.

During Q3, FFS shared the revised Transition strategy with its key stakeholders including donors and government of Iraq for their review and approval. FFS is yet to receive their feedback and final approval.

3.2: An online database (PRISM) designed, and migration of stabilization data

Since its establishment in 2015, the UNDP FFS has made significant strides in strengthening its Monitoring and Evaluation (M&E) capacity. Initially, an Excel database was used to track and manage data, but as the number of projects grew, challenges related to data integrity, scalability, and security became apparent. In response, UNDP launched PRISM, an online monitoring and reporting system, in January 2023. PRISM greatly improves upon the Excel-based system by offering enhanced data management, security, and monitoring capabilities. By Q3 2024, PRISM reached 94% completion, with efforts focused on finalizing the dashboard framework to ensure data accuracy. Additionally, the development of the uploading mechanism plan commenced in Q3, with active participation from all M&E teams. This effort is aimed at initiating document uploads to PRISM while identifying and preparing essential tools for organizing data related to stabilization projects. UNDP conducted multiple meetings with the programming firm to refine system requirements, ensuring better alignment with project objectives. The system is expected to be fully operational in Q4 2024, providing more reliable and timely reporting of stabilization progress.

4. Factors affecting the attainment of results

Due to delays in fulfilling commitments by GOI, the activities under two BMZ Agreements, originally set to conclude by December 31, 2024, will require an extension.¹²

Key government commitments include the procurement of three linear accelerators, armored doors for the linear accelerator rooms, medical equipment and furniture, as well as shielding for 11 rooms with radioactive iodine, the radiology department rooms, and the CT scanner. This



FOCUS GROUP DISCUSSION ORGANIZED IN SAQLAWIYA- ANBAR GOVERNORATE, JULY 2024

extension will provide the necessary time for the government to properly test the linear accelerators, complete the installation of equipment and furniture, and secure government approvals for the final handover to end users. The anticipated completion and handover are now projected for Q1 2025.

¹² At the time of finalizing this report the respective NCEs until 30 September and 31 December 2025 had been approved.

5. Cross-cutting issues

5.1 Gender results:

In alignment with the AWP 2024 a comprehensive array of initiatives has been implemented to support women's empowerment, enhance gender equity, and improve living standards for women and girls across sectors. Since January 2024, a total of 583 women employees have benefited from capacity-building programs, with 271 of these women receiving training focused on economic empowerment and self-sufficiency. These training courses, covering areas like entrepreneurship, vocational skills, and health education, empower participants to contribute actively to their families and communities, advancing women's roles in economic development and public health.

Infrastructure developments have furthered this progress by enabling women to participate more actively in the workforce. Improved educational and healthcare services support women in pursuing employment opportunities without the barriers traditionally posed by family health needs and childcare responsibilities. For instance, the completion of school rehabilitation in Nineveh in the third quarter of 2024 has positively impacted 720 girls, providing a safe learning environment that encourages female enrollment and retention, thereby equipping young women with skills essential for their futures.

Educational infrastructure initiatives at Anbar University have also brought substantial benefits to women and girls. Projects like the upgraded irrigation system at the College of Agriculture and expansion of the History Department directly supported 4,595 women, enriching their educational experience and advancing their empowerment. Additionally, the establishment of accommodation facilities for female doctors in Fallujah has not only improved healthcare access in the region but also fostered a supportive environment for women in medicine, promoting gender equity within the healthcare sector. CPD- Outcome 1.

Additionally, the housing rehabilitation initiatives have focused on supporting displaced women and their families. The procurement process initiated during this reporting period aims to restore 750 homes that suffered partial damage, benefiting over 4,500 individuals, including 2,440 women, this effort not only provides stability but also minimizes the risk of secondary displacement. CPD - Outcome 2.

These combined initiatives highlight a comprehensive approach to women's empowerment and community development, illustrating how integrated support across education, health, infrastructure, and economic participation can yield societal benefits and promote gender equity at both local and national levels.

5.2 Partnerships:

- 1- To rehabilitate health facilities, UNDP-FFS collaborated with local authorities, civil society, private companies, the Ministry of Health, hospital management teams, and the UNDP Global Procurement Unit (GPU). This collaborative approach promotes sustainable healthcare delivery and community engagement. The partnership work with the end user- Ministry of Construction, Housing, Municipalities, and Public Works in implementing the Jubail (Fallujah) District Sewage and Rainwater Network was a strategic move that yielded significant benefits.

- **Enhanced project efficiency:** Direct communication with end users streamlined the project processes, reducing delays and misunderstandings.

- **Improved customer satisfaction:** By involving end users from the initial stages, solutions were tailored to their specific needs, leading to higher satisfaction.
- 2- The project is funded by KfW and implemented in collaboration with the GoI's MoH, the Governorates of Ninewa (Oncology Hospital), Babil (Hillah Teaching Hospital), Erbil (Baharka Hospital), Muthanna (Al-Hussein Teaching Hospital) and Diwaniya (Diwaniya Teaching Hospital). The GOI committed to providing three linear accelerators, medical equipment, furniture, and human resources.
 - 3- UNDP is collaborating with the Global Response Management (GRM) organization to explore options to upgrade the hospital systems and develop the capacity of the technical and medical staff working at the Oncology Hospital in Mosul and other cancer hospitals in Iraq.

5.3 Environmental considerations:

UNDP designed the Jubail (Fallujah) District Sewage and Rainwater Network project considering multi-environmental requirements. UNDP observed the effects of the lagoon's formation by the stormwater. Thus, establishing an effectively managed stormwater network supported by lift stations has positively impacted the environment. Beyond enhancing community health infrastructure, rehabilitating sewage and stormwater systems is critical in protecting local ecosystems. By treating wastewater before it enters natural waterways, the project prevents pollutants from contaminating rivers, lakes, and other water sources. This proactive approach safeguards water quality. Preventing untreated water from flowing into natural water bodies helps protect aquatic habitats, reducing harm to fish and other wildlife that rely on clean water. Stormwater networks also divert stormwater for groundwater recharge, contributing to sustainable water management.

As part of the Fallujah Teaching Hospital rehabilitation, UNDP incorporated advanced techniques recommended by the Ministry of Health to manage medical waste responsibly and minimize environmental impact. This ensured that infectious, pathological, sharps, chemical, pharmaceutical, Cytotoxic, and radioactive waste were effectively managed to avoid groundwater and waterways pollution, thereby protecting aquatic life and agricultural irrigation systems.

The design and reconstruction of the Oncology and Nuclear Medicine Hospital, Al-Shifaa Complex Hospital considered multi-environmental requirements. For example, the project has constructed properly managed stormwater and sanitary sewerage networks at the Oncology Hospital. Unplasticized polyvinyl chloride (UPVC), polypropylene, and polypropylene random copolymer pipes (PPR) have been installed. This is intended to prevent untreated water (from the hospital) from flowing into natural waterways with pollutants which would contaminate water systems and damage aquatic ecosystems and wildlife. The hospital once it starts operating, will maintain clean and healthy environments. This is because UNDP has channeled water away from urban areas and directed it to treatment plants to reduce pollutants entering natural water bodies. The installed stormwater networks will divert stormwater for recharge, contributing to sustainable water management.

5.4 Monitoring the environmental and social protection plan

UNDP's Social and Environmental Standards (SES) underpin UNDP's commitment to mainstreaming social and environmental considerations to support sustainable development. Given the nature of this project, two standards, which form the foundation of an Environmental and Social Protection Plan (ESPP), were monitored in the reporting period.

1. Community Health, Safety, and Working Conditions

Following the incident in the Oncology site that occurred on 5th September and a site visit by KfW and UNDP, all work on-site was immediately halted to allow for a comprehensive reassessment of all electrical fixtures, wiring, and boards. Upon recommendation by the donor, UNDP is conducting an electrical assessment and deploying a dedicated OHS resource to develop and implement a health and safety system that will safeguard the security of workers on the site. The rectification of the electrical system is now in its final stages. Once a specialized consultant electrical engineer completes the necessary safety checks and improvements, UNDP plans to resume work on-site safely.

2. Pollution Prevention and Resource Efficiency

During Q3, there was no major pollution at the construction site. The rubble created from construction was transferred to the dump site according to the local municipality's directives.

Project monitoring

During Q3, four UNDP monitoring missions and one KfW emergency safety monitoring mission were conducted. The objective of the missions was to identify gaps and take necessary collective actions after the fatal accident that had occurred. The main observations were around critical safety weaknesses that resulted in a fatal accident at the construction site. Recommendations were issued to strengthen the occupational health and safety (OHS) system and capacity, to update the safety and security system, and to enforce its implementation.

6. Project risks and issues

6.1 Project Risks

Risks	Mitigation Measures
<p>1. Delay in equipment procurement (heavy electrical and mechanical equipment): delays in procurement due to market price fluctuations post-COVID and exchange rate policies from the Central Bank of Iraq may affect the timely delivery and installation of critical equipment such as elevators, AHUs, generators, chillers, boilers, transformers, and firefighting pumps.</p>	<p>UNDP will implement a rigorous monitoring system to track all equipment procurement schedules, ensuring timely delivery. This includes real-time coordination with suppliers and contractors to proactively identify and resolve any potential bottlenecks and leveraging strategic procurement practices to mitigate delays caused by market price fluctuations and currency volatility. Continuous risk assessment will be conducted to minimize any impact on the installation timeline.</p>
<p>2. Delays in delivery of GOI commitments: delays in the Government of Iraq's commitments, such as the supply and installation of Linear Accelerator Bunker doors, may impact the final project completion.</p>	<p>UNDP will intensify communication and coordination with GOI, specifically the Governor's office, to accelerate the delivery of critical equipment, such as the Linear Accelerator Bunker doors. UNDP will formalize clear delivery timelines and ensure alignment of GOI's commitments with the overall project schedule, providing transparency and ensuring no disruption to the project's completion.</p>

<p>3. Discrepancies in lead shielding thickness recommendations: variations in recommended lead shielding thickness from the Radiation Center (4mm, 6mm, 8mm) may delay the finalization of iodine chambers and radiation protection areas.</p>	<p>UNDP will expedite the endorsement process with the Ministry of Health (MOH) to finalize lead shielding specifications, ensuring no further delays. A formal variation order will be issued for additional quantities of lead shielding, and the installation process will be fast-tracked for the remaining materials. UNDP's proactive engagement will ensure the timely completion of iodine chambers and radiation protection areas, thus avoiding any bottlenecks.</p>
<p>4. Unclear details for medical equipment from MOH: lack of clear details from the Ministry of Health regarding the medical equipment needed for infrastructure integration (e.g., ducts, cables, electrical trenches) could result in delays in fitting and installation.</p>	<p>UNDP will maintain an ongoing, proactive dialogue with the Ministry of Health (MOH) to ensure all required technical specifications and catalogues for medical equipment are received on time. Design modifications will be requested promptly to accommodate medical equipment needs before finalizing construction works. Additionally, UNDP will work closely with the MOH to obtain a comprehensive list of equipment and ensure timely procurement and integration, preventing delays related to post-installation adjustments.</p>
<p>5. Linear accelerator (LA) bunker capacity and internal design: a change in design for the linear accelerator from a 15 MVA capacity to a 25 MVA capacity (the largest in the world) requested by the Department of Health caused a delay of 1.5 years in decision-making and project implementation.</p>	<p>UNDP will accelerate decision-making through continuous coordination with the Ministry of Health, the Governor's office, and other stakeholders to confirm the final design and capacity requirements for the Linear Accelerator bunkers. UNDP will ensure the completion of all civil works for the LA bunkers in advance, allowing for immediate installation once the equipment arrives. Detailed engagement with the Linear Accelerator supplier will also expedite the provision of necessary specifications and internal designs, while clear delivery timelines will be sought from the Governor's office.</p>
<p>6. Variation orders and scope changes: scope changes, particularly related to lead shielding, have resulted in cost and time overruns, adding complexity to the project timeline.</p>	<p>UNDP will enforce a structured review and approval process for all variation orders, ensuring that scope changes are fully aligned with the Ministry of Health's requirements and do not lead to unnecessary delays. A comprehensive balance sheet will be maintained to monitor any changes, track their financial impact, and manage timelines efficiently, providing transparency and</p>

	preventing scope creep that could jeopardize the project's schedule and budget.
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7. Project issues/challenges and actions

Project issue/challenge	Action taken
Supply and installation of LA bunker doors: the installation of specialized doors for the LA bunkers is pending delivery by the Ninewa Governor's office.	To expedite this, UNDP has maintained active communication with the Governor's office to secure a clear delivery plan and avoid any disruption to the project's progress.
Lead shield thickness and radiation protection: Discrepancies in lead shielding thickness recommendations (4mm, 6mm, 8mm) from the Radiation Center, caused delays in finalizing iodine chambers and other radiation protection areas.	To resolve this, UNDP sought formal endorsement from the Ministry of Health (MOH) to finalize and standardize the lead shielding requirements, ensuring no further delays in project completion.
Delay in equipment procurement (heavy electrical and mechanical equipment): The delivery of certain equipment such as elevators, AHUs, generators, RMU, chillers, boilers, firefighting pumps, electrical panel boards, transformers and other heavy equipment, was delayed due to post-COVID market price fluctuations and exchange rate policies from the Central Bank of Iraq. Delays in medical equipment delivery from MOH also posed a risk to operational timelines.	UNDP has taken the following actions: <ol style="list-style-type: none"> 1. Monitored all equipment orders with a detailed delivery schedule, ensuring most of the equipment is now on-site. 2. Coordinated closely with suppliers and contractors to prevent delays and proactively identify potential bottlenecks. 3. Engaged MOH to secure a detailed equipment list, avoiding post-installation adjustments. 4. Followed up with MOH to ensure the timely supply of medical equipment and effectively utilize the one-year defects liability period.
Unclear details for medical equipment from MOH: Uncertainty surrounding the specifics of medical equipment from MOH, which are essential for infrastructure integration (ducts, cables, electrical trenches, etc.), posed a risk of delays in installation.	UNDP maintained regular communication with MOH to obtain detailed catalogues and technical specifications, ensuring smoother integration of medical equipment and avoiding installation issues. UNDP also proactively requested necessary design modifications to accommodate the medical equipment ahead of finalizing construction work.
Linear Accelerator (LA) Bunker capacity and internal design: A change in design from a 15 MVA Linear Accelerator to a 25 MVA model, as requested by the Department of Health, caused a delay of 1.5 years in finalizing the decision.	UNDP coordinated several meetings with MOH, the Governor's office, and the Department of Health, reaching a decision to move forward with 18 MVA bunkers in writing. Furthermore, UNDP has pushed for the supplier of the Linear Accelerator to provide catalogues and internal designs of bunkers, while also requesting an official delivery timeline from the Governor's office. To ensure readiness, civil work for the LA bunkers is being prioritized, allowing

Project issue/challenge	Action taken
	immediate installation once equipment arrives.
<p>Prolonged processing time for Approvals and Exemptions for Specialized Equipment Import: The importation of specialized medical equipment faced significant delays due to the lengthy approval process from both the Kurdistan Regional Government (KRG) and the Federal Government.</p>	<p>UNDP engaged with federal and KRG authorities to expedite approval and exemption procedures. As a result, both governments have granted a special exemption, streamlining the importation and transfer of medical equipment across regions, which has significantly accelerated the process.</p>

8. Lessons Learned

In the course of implementing critical infrastructure rehabilitation projects, several key lessons have emerged, underscoring the importance of proactive governance, comprehensive planning, and robust risk management.

1. Prioritization of infrastructure development by GoI

The delays and reluctance of the GOI in fulfilling critical commitments, such as the procurement of medical equipment and furniture, highlight the urgent need for both local and central governments to prioritize infrastructure development. Infrastructure is fundamental to economic growth and societal well-being, impacting everything from household quality of life to broader economic stability. UNDP must actively advocate for the GOI's increased investment in infrastructure, urging the government to take a leading role in its rehabilitation. By committing to allocating the necessary resources, the GOI can significantly improve public services, stimulate economic growth, and enhance the quality of life for its population.

2. Establishment of clear agreements with GOI:

To mitigate delays in critical infrastructure projects, it is imperative to establish clear agreements with the GOI regarding the roles and responsibilities of all stakeholders, including exemption approvals. Formalizing these agreements through signed Memoranda of Understanding (MOUs) and outlining specific schedules for each role before project initiation will enhance accountability and ensure the timely delivery of essential services.

3. Conducting comprehensive risk and safety assessments:

The delays and challenges encountered in large-scale infrastructure projects, particularly those related to construction and specialized equipment procurement, underscore the critical importance of conducting comprehensive risk and safety assessments before project initiation. These assessments help identify potential risks and health and safety threats, ensuring realistic timelines are set and effective frameworks for mitigating unforeseen risks are established. Drawing lessons from past incidents and feedback, it is evident that safety-related risks in complex construction projects require not only solid risk and health and safety systems but also proper allocation of resources for continuous monitoring. Safeguarding the health and safety of workers on-site and the surrounding communities is paramount. UNDP, in close coordination with donors and contractors, is committed to enhancing safety measures and enforcing compliance with established Occupational Health and Safety (OHS) systems. This proactive approach ensures smoother project execution, better preparedness for challenges, and the successful delivery of critical infrastructure rehabilitation efforts, all while prioritizing the well-being of all involved.

These lessons underscore the critical need for proactive governance, comprehensive planning, and robust risk management in infrastructure rehabilitation projects. By implementing these strategies, UNDP aims to enhance the effectiveness and impact of future initiatives, ensuring the delivery of essential services and contributing to sustainable economic growth.

9. Conclusions and way forward

As the project enters its transition phase, UNDP emphasizes the significant strides made in stabilizing and rebuilding the conflict-affected governorates of Iraq, particularly in Anbar, Nineveh, Salahaldin, Kirkuk, and Diyala. Key achievements, such as the reduction in displacement and the reintegration of returnees, are complemented by vital infrastructure improvements and capacity-building initiatives, which have created a foundation for long-term stability and development. However, challenges persist, particularly around the timely delivery on government commitments, procurement delays, and the necessary environmental and safety adjustments in ongoing infrastructure projects.

The upcoming handover in 2026 will require the Government of Iraq to take a leading role in ensuring the sustainability of these efforts. To this end, UNDP urges the continued prioritization of infrastructure rehabilitation, gender equity initiatives, and social cohesion efforts, which remain essential for the successful reintegration of displaced populations and the long-term stability of Iraq. To further support a smooth transition, ongoing collaboration and communication between UNDP, donors, and the Government of Iraq will be key to overcoming these challenges and ensuring the lasting impact of the project on Iraq's stability and development.

UNDP remains committed to assisting the GoI in its journey towards a cohesive, sustainable future, with the shared objective of delivering lasting benefits to the Iraqi people.

10. Financial Status

Annex

Annex 1: Medical equipment delivered and installed in Ba'aj General Hospital.

#	Item name and requested specifications	Quantity Ordered	Quantity Delivered
1	Operation Table Carina, famed	1	1
2	Anaesthesia apparatus with ventilator	1	1
3	Sucker device	13	13
4	Diathermy machine	2	2
5	Defibrillator	6	6
6	ECG (electrocardiogram)	6	6
7	Sphygmomanometer Mercury - or equivalent if possible	13	13
8	Stethoscopes	13	13
9	Obstetric Delivery Bed	2	2
10	Nebulizer	12	12
11	Infant Incubator	2	2
12	Photo therapy /ultraviolet infant therapy with UV light source and timer	2	2

13	Weighing Scale for Infant	2	2
14	Heavy- duty desktop fetal Doppler	1	1
15	CTG fetal monitor	1	1
16	Digital x-ray (500 mA), simple Bucky, chest stand RAD speed MF	1	1
17	Radiographic Units, Mobile	1	1
18	X-Ray Film Viewer SIEMEMS, SHIMADZU, Philips, GE or equivalent.	13	13
19	Portable ultrasound sonar	1	1
20	Steam sterilizers autoclave	2	2
21	Dry heat autoclave / 60 L	2	2
22	Electric blood donation Chair	2	2
23	Blood sachets balance	2	2
24	Cutting and welding blood sachets equipment	2	2
25	Blood refrigerator, capacity (500 L)	2	2
26	Centrifuge	1	1
27	Spectrophotometer- visible	1	1
28	Shaker	2	2
29	Micro centrifuge	1	1
30	Haemoglobin meter	1	1
31	PH Meter	1	1
32	Water bath	1	1
33	Water distillation appliance	1	1
34	Laboratory incubator	1	1
35	Blood gas analysis	1	1
36	Variable volume micropipettes, with all accessories.	20	20
37	Bilirubinometers	1	1
38	Infusion pump, syringe driver for parenteral infusions	4	4
39	Balances- compact balances	1	1
40	Blood warmer with thermostat	2	2
41	Electrolyte Analyzer	1	1
42	Blood glucose monitor	4	4
43	Microscope	3	3
44	Fully automated haematology analyser 3-part diff:	1	1

45	Fully automated chemistry analyser: with UPS 5000KV	1	1
46	Medical pharmaceutical refrigerator, capacity (530 L)	2	2
47	Laboratory refrigerators, capacity (270 L)	2	2
48	Patient transfer chair	6	6
49	Examination couch	13	13
50	Footstep	13	13
51	Screen (Paravan)	13	13
52	Mechanical bed	32	32
53	Paediatric Beds:	4	4
54	Over bed Table	32	32
55	Bed side cabinet	42	42
56	Infusion stand mobile w 2 prongs	46	46
57	Instrument trolley	13	13
58	Stretcher trolley for patient's transport	6	6
59	Adult scale	2	2
60	Otoscope and Ophthalmoscope set (Brand - Spengler)	3	3
61	Digital CR	1	1
62	Patient monitor, brand: Axcent, Schiller, Philips	2	2
63	Electric bed in patient ward	4	4
64	Haemodialysis machine with electrical haemodialysis chair with all accessories	2	2

Annex 2: Communication Impact

During the reporting period, UNDP continued to share compelling content on FFS across various platforms, showcasing the impact of UNDP's work in Iraq's stabilization. Social media engagement, press releases, and web stories remained the core focus to illustrate the impact of FFS projects. The stories and the content provided insights into various projects, from rehabilitating infrastructure to reviving livelihoods to empowering women. Visual content showcasing stabilization projects has been instrumental in delivering the message and drawing attention to garnering support for UNDP's work. Below is a snapshot of key achievements and highlights during the Quarter:

Stories and press releases published on UNDP's website:

Human-centered stories and press releases continue to be powerful tools for engaging UNDP's audience, enhancing its visibility, and contributing to the broader narrative of Iraq's stabilization, these stories not only highlight the challenges faced by individuals and communities but also showcase their resilience and the positive impact of UNDP's initiatives in Iraq. Some notable stories and press releases published during this period include:



Water Flows Again in #Al_Zawiya village in #Haditha #Anbar province!

This initiative, implemented by UNDP and supported by USAID, helped rehabilitate Al-Zawiya water complex, a vital water source for citizens. Fluctuating water levels near Haditha Dam pose significant challenges, affecting water flow and causing Al-Zawiya water complex to adjust water levels to meet increasing demand constantly.

To address this issue, we rehabilitated the intake station and installed three pipe stations. This ensures an uninterrupted water supply to Al-Zawiya.

Today, with clean water flowing again, over 1,000 Iraqis will benefit from improved access to water, thus helping improve their quality of life.

UNDP and USAID are working together to improve infrastructure sustainability and provide clean water for all Iraqis.

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- [Instagram](#)



In a green area west of #Haditha, between the villages of Al-Khasfa and Al-Maadheed, you can see #Al-Zawiya village in #Anabr province, a thriving community, that was left in ruins after the brutal conflict with ISIL, destroying more than 80% of the village. Residents were forced to flee.

Basic services like electricity and water were destroyed. The destruction of the water treatment station meant residents had to travel long distances daily just for water. Even when the plant partially resumed, it couldn't fully meet the daily needs of the villagers.

Meet Muhanad Hamid who was faced with a scene of utter devastation. Despite the immense challenges, a glimmer of hope emerged with the support of UNDP, funded by USAID, Muhanad and his neighbors began the journey to restore their village.

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- Twitter [EN](#) [AR](#) (3/3)
- [LinkedIn](#)
- [Instagram](#)
- Web story EN: <https://go.undp.org/4zI>
- Web story AR: <https://go.undp.org/4zU>



🌱 Enhancing Agricultural Research and Infrastructure at the College of Agriculture in Anbar University by Rehabilitation of Irrigation Systems and Drainage Pipeline 🌱

We're excited to announce the completion of a vital project aimed at improving the infrastructure of the College of Agriculture!

This initiative involves:

- ✅ Constructing three reinforced concrete water basins for irrigation storage.
- ✅ Installing a pipeline to connect water from the college's main source to the basins.
- ✅ Developing an underground drainage system and a concrete collection basin to address high groundwater issues.
- ✅ Implementing a modern drip irrigation network to support research, student projects, and farmer training programs.

This revitalizes damaged agricultural fields but also supports research and training for students and professionals in the agricultural sector.

Together, we're paving the way for innovative agricultural practices and sustainable growth! 🌱

Over 1,600 Students from different places in #Anbar benefited from this initiative, contributing to regional stabilization and revitalization.

- [Facebook](#)
- Twitter [EN](#) [AR](#)
- [Threads](#)



At UNDP, we work closely with couples to reduce intimate partner violence by addressing its root causes and establishing foundations for modern, violence-free parenting, to raise a well-developed and peaceful generation.

This project is implemented through the UNDP Building Resilience Through Employment Promotion programme, with financial support from the Government of #Germany, these couples have been able to transform their lives, leading their families toward a calmer, healthier future.

The result is children who grow up in a supportive environment, ready to contribute positively to society and turn dreams into reality, through these courses.

- [Facebook](#)
- Twitter [EN](#) [EN](#) [AR](#)
- [Threads](#)
- [Instagram](#)
- Web story EN: <https://go.undp.org/ok3>
- Web story AR: <https://go.undp.org/oko>

Annex 3: Project results framework

Intended Outcome as stated in the UNSDCF (2020-2024)29/Country Programme Document (2020-2024) Results and Resource Framework:

UNSDCF Outcome involving UNDP: 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 Country Programme Document (2020-2024) Results and Resources Framework, including baseline and targets:

<p>CPD (2020-2024) Outcome indicator 1.130. 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 (2019): TBC Target (2024): 10]</p>
<p>Applicable Output(s) from the UNDP Strategic Plan: UNDP 2018-2022 Strategic Plan 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. Tier 2.a Outcome 3: Resilience built to respond to systemic uncertainty and risk.</p>
<p>Project title and Atlas Project Number: Funding Facility for Stabilization (00089459)</p>
<p>Supplementary Outcome Indicators: Increase in percentage of internally displaced persons returning to liberated areas % of returnees that report satisfaction with the improved living conditions (considering the FFS activities across all four windows) in the target areas</p>

OUTPUT 1. Funding Facility for Immediate Stabilization						
Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons.						
#	Output Indicators ⁽¹³⁾	Baseline (Year)	Output	Targets	Progress (Q3/2024)	Update
1.1	% of needs assessments carried out in target areas	0 (2015)	100%		100%	
1.2	# of infrastructure projects for basic services (education, electricity, health, housing, municipal services, roads and bridges, sewerage, and water) restored ⁽¹⁴⁾ in target areas (cumulative)	0 (2015)	3,300		3,817 completed	- projects
1.3	# of houses rehabilitated in target areas (cumulative)	0 (2015)	32,000		38,138	
1.4	# of immediate livelihood opportunities created for individuals, including women and youth ⁽¹⁵⁾ in the target areas (cumulative)	0 (2015)	53,000 [7,500 w] [22,000 y]		49,830 [8,444 w] [17,938y]	
1.5	# of business grants provided in the target areas (gender disaggregated)	0 (2015)	4,500 [3,000 w]		4,389 [3,015 w] [1,623 y]	

⁽¹³⁾ 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.

⁽¹⁴⁾ "Restored" includes renovation/rehabilitation and/or provision of equipment and furniture officially accepted by Government of Iraq counterparts.

⁽¹⁵⁾ Aged under 30.

OUTPUT 1. Funding Facility for Immediate Stabilization						
Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons.						
#	Output Indicators ⁽¹³⁾	Baseline (Year)	Output	Targets	Progress (Q3/2024)	Update
	(cumulative).					
1.6	# of small grants provided to women-headed households (cumulative)	0 (2015)	6,500		6,618	
1.7	# of training opportunities and/or job placement created for individuals, including women and youth, in the target areas (cumulative)	Limited (2020) ⁽¹⁶⁾	1,500 [450 w]		1,437 [646 w]	
1.8	# and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities	Limited (2015)	Area Coordinators and Stabilization Advisors in place to support stabilization planning and communication; minimum of 10 Municipal Stabilization Advisors (MSAs) embedded		2 international Stabilization Specialists and 3 Area Coordinators in place. 7 Transition Strategy Implementation Coordinators embedded with governorates. 26 O&M Capacity Development Advisors (CDAs) deployed.	
1.9	# of capacity-building opportunities created for government officials and employees (gender disaggregated)	Limited (2020)	3,000 [900 w]		23,032 [5,370 w]	
1.10	# of participants of social cohesion activities (gender disaggregated) (cumulative)	0 (2015)	110,000 [44,000 w]		96,844 [40,718 w]	
OUTPUT 2. Funding Facility for Expanded Stabilization						
High-impact, medium-size infrastructure projects are rehabilitated to sustain stabilization gains						
2.1	# of medium-size infrastructure projects implemented in the target areas (cumulative)	0 (2015)	125		133	
OUTPUT 3. FFS Exit Strategy						
Exit strategy is drafted in consultation with the Government of Iraq for the liberated governorates						
3.1	Transition strategy for post-FFS stabilization and	No exit strategy	Transition strategy drafted and finalized		Transition Strategy drafted and approved in	

⁽¹⁶⁾ Similar livelihood interventions have taken place in some liberated areas under other UNDP programmes (e.g. ICRRP) or partner organizations, but it is difficult to determine a baseline for this indicator. FFS coordinates with the Emergency Livelihood Cluster and UN Country Team to ensure that there is no redundancy in target area/beneficiaries when implementing relevant projects.

OUTPUT 1. Funding Facility for Immediate Stabilization
 Iraqi Government in newly liberated areas is supported to address immediate challenges for return of internally displaced persons.

#	Output Indicators ⁽¹³⁾	Baseline (Year)	Output Targets	Progress (Q3/2024)	Update
	development work in the liberated areas is drafted, approved, and implemented	drafted (2020)		NOV/2022.	Under Implementation
3.2	Number of sectoral stakeholders' validation meetings of the transition strategy.	0	3 sectoral stakeholders' validation meetings of the transition strategy	6	
3.3	Number of Institutional Capacity Assessments commissioned (disaggregated by sector).	0	1 institutional capacity assessment commissioned (disaggregated by sector).	0	
3.4	Number of Institutional Capacity Building plans developed and finalized in consultation with GoI (disaggregated by Sector)	0	8	0	
3.5	# of institutional capacity development training provided to GoI (disaggregated by Sector)	0	3,443 (769 women) of institutional capacity development training provided to GoI (disaggregated by sector)	0	
3.6	An online database (PRISM) designed, and migration of Stabilization data completed ⁽¹⁷⁾	0	Online database (PRISM) designed and migration Stabilization data completed	94% completed rate	

#	Output Indicators ⁽¹⁸⁾	Baseline (Year)	Output Targets	Progress (Q3/2024)	Update
3.7	A transition communications and advocacy plan developed and implemented	0	Transition communications and advocacy plan developed and implemented	0	
3.8	Documentation of FFS implementation lessons learned in consultation with GoI, beneficiaries, and development	0	Comprehensive FFS implementation lessons learned documented in consultation with GoI, beneficiaries, and	0	

⁽¹⁷⁾ Database to be handed over to the GOI by 31 December 2026.

⁽¹⁸⁾ 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.

	partners.		development partners	
3.9	Number of stabilization knowledge products documented and approved for guidance for UNDP to implement large-scale stabilization and recovery programme in complex contexts. (disaggregated by themes)	0	8 stabilization knowledge products documented and approved for guidance for UNDP to implement large-scale stabilization and recovery programme in complex contexts (disaggregated by themes)	0