



IRAQ CRISIS RESPONSE AND RESILIENCE PROGRAMME

Annual Report 2018



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ACRONYM GLOSSARY

FFS	Funding Facility for Stabilization
GBV	Gender Based Violence
GOI	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
JCC	Joint Crisis Coordination Center of the Kurdistan Regional Government
JCMC	Joint Coordination and Monitoring Center of the Government of Iraq
KRI	Kurdistan Region of Iraq
KRG	Kurdistan Regional Government
LPAC	Local Project Appraisal Committee
MOHESR	Ministry of Higher Education and Scientific Research
NLA	Newly Liberated Areas
PSS	Psychosocial Support Services
PVE	Preventing Violent Extremism
RRP	Recovery and Resilience Programme
SGBV	Sexual Gender Based Violence
UNDP	United Nations Development Programme



Photo Credit: UNDP Iraq/2018

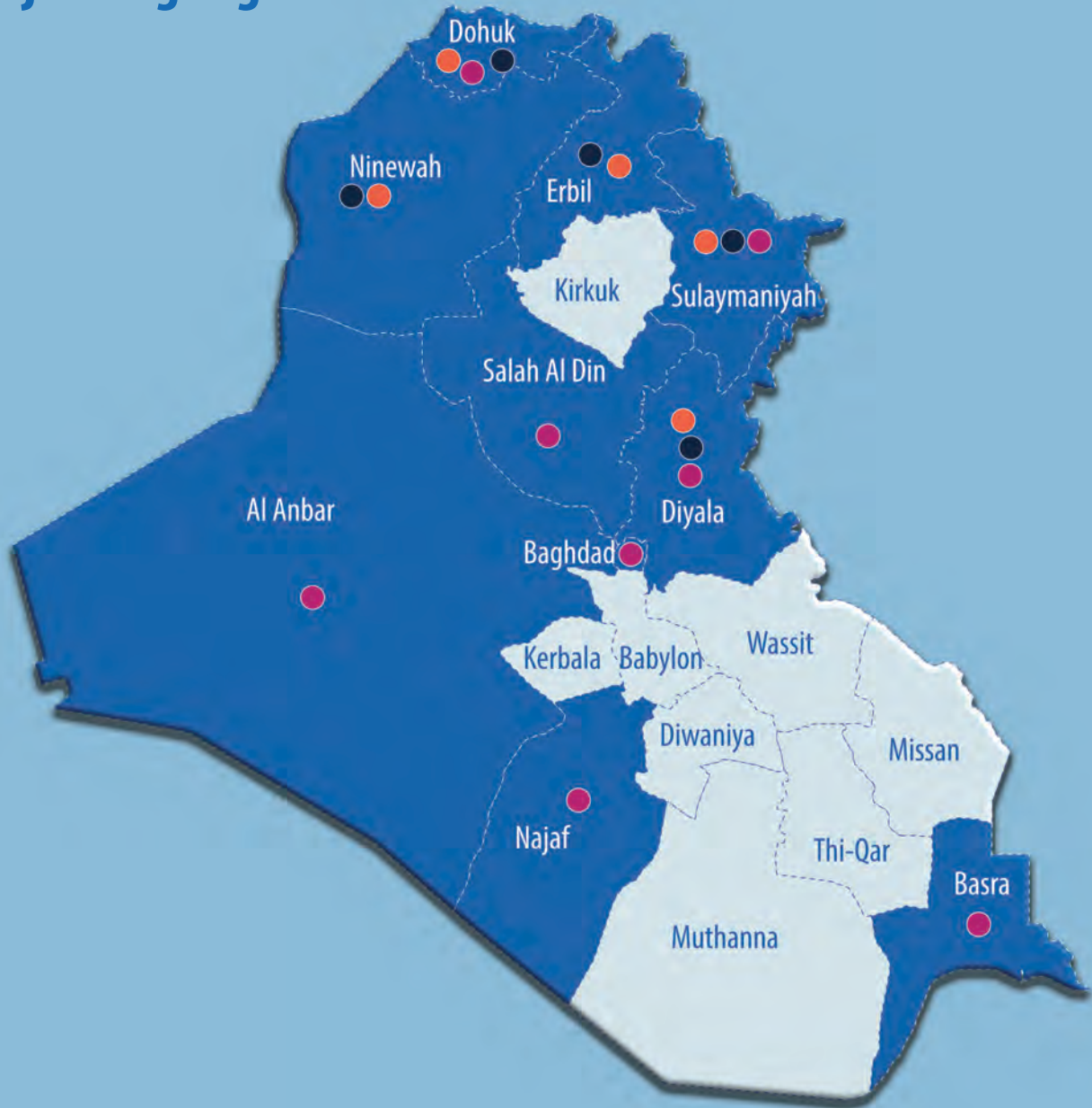


2018

A YEAR IN REVIEW

Photo Credit: UNDP Iraq/2018

Project Highlights








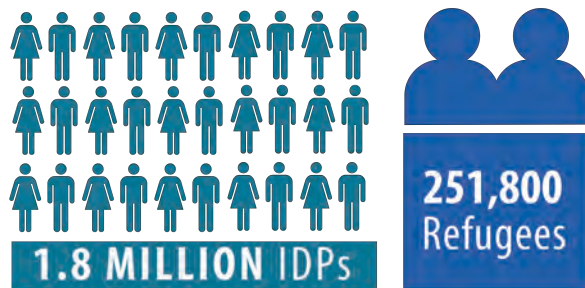
<p>CRISIS PREVENTION & RESPONSE</p>  <p>Cross-cutting</p> <p>strengthening the institutional capacity of governments</p>	<p>BASIC SERVICES COMPONENT</p>  <p># of beneficiaries 1,149,591</p>	<p>LIVELIHOODS COMPONENT</p>  <p># of beneficiaries 2,145</p>	<p>PROTECTION</p>  <p>Cross-cutting</p> <p>strengthening protection mechanisms for vulnerable communities (women & youth)</p>	<p>SOCIAL COHESION</p>  <p># of beneficiaries 8,568</p>
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Photo Credit: UNDP Iraq/2018



The Iraqi context in 2018

As a result of the large-scale humanitarian, political and security crisis that began in 2014 with the occupation of Iraqi territory by the Islamic State of Iraq and the Levant (ISIL), over 1.8 million Internally Displaced People (IDPs) - who still remain in protracted displacement, and an estimated 251,800 Syrian Refugees continue to face challenges in returning to their homes². Today, 62% of IDPs are living outside of displacement camps, in

a governorate or district other than that of their own.

Host communities – mostly in the Kurdistan Region of Iraq (KRI) – are experiencing scarcity of resources and a multiplicity of social challenges – exacerbated by tensions resulting from the hosting of IDPs and refugees. On-going competition for housing, employment and public services continues to add to the hardships experienced in host communities, by both host community members and the displaced population. In addition, the security situation in areas of displacement hasn't fully recovered and despite the success of security and military operations, 'hit and run' style attacks were experienced throughout 2018 and are likely to persist due to remaining ISIL cells - particularly in Kirkuk and Salah al-Din governorates.

The efforts of UN agencies, NGO's and government to address these and other post-conflict concerns

² International Organization for Migration, Displacement Tracking Matrix, November 2018

have rendered significant progress, however, political volatility, social unrest and climate related disasters resulted in numerous new crises in 2018.

In May, during the federal elections, political unrest intensified – with episodes of minor violence – following as well, the annulled Kurdistan Referendum for Independence (September 2017). This fluidity in the political environment also created uncertainty around the governments’ position on critical areas of concern for ICRRP and other UNDP programmes. However, with the formation of a new government in December 2018, a clearer direction is expected to be forthcoming.

In addition, due to the growing demand of returnee populations for sustainable recovery, the ICRRP had to expand its geographical focus in Newly Liberated Areas (NLAs), in order to provide essential recovery support in coordination with the Funding Facility for Stabilization (FFS).

Additionally, other areas affected by crisis, such as the southern governorate of Basra, in which thousands of people required emergency health services following the contamination of drinking water in mid and late 2018. Since the pollution of Shatt-al-Arab river, a major source of livelihoods for fishing communities, the governorate has struggled financially. As a result, the Governor of Basra was given authorization to expedite projects to improve water filtration and purification, rehabilitate water pipeline networks and extend new pipelines.

UN led Iraq Recovery and Resilience Programme (RRP) and ICRRP

The UN’s Recovery and Resilience Programme (RRP) for Iraq was launched in February 2018, during the Iraq Reconstruction Conference held in Kuwait. The aim of the RRP is to support Iraq in fast-tracking the

transition from stabilization to recovery; with an emphasis upon strengthening the social dimensions of the recovery process.

Envisioned as a two-year nexus framework, RRP builds on the work that has been done by humanitarian partners to support displaced and host families, as well as on the efforts of the Government and UNDP - through programmes like FFS and ICRRP, to stabilize the cities and districts newly liberated from ISIL. The RRP helps to lay foundations in the social sectors and at the community level, that will allow Iraq to reach the objectives set out in the country’s Vision 2030 and the Government’s National Framework for Reconstruction and Development.

The RRP includes nine components:

- Preventing Violent Extremism
- Revitalizing Communities
- Restoring Agriculture and Water Systems
- Promoting Sustainable Returns
- Decentralizing Basic Services
- Supporting Survivors
- Expanding Political Participation
- Engaging Youth

In order to promote Community Revitalization under the framework of the RRP, ICRRP received financial support (EUR 500,000) from the Government of France, for use in improving access to income-generating opportunities for 200 vulnerable returnees in Sinjar and Hamdaniya – where returnee numbers are high. This will be done through small business grants and saving schemes, as well as professional training programmes. The project will be implemented through the ICRRP platform, between January-December 2019.

ICRRP Strategy

As Iraq transitions from humanitarian response to recovery, UNDP's programming efforts are shifting towards socio-economic resilience-building for sustainable development.

Whilst ICRRP was initially set-up to provide immediate support to IDPs, Syrian refugees and host communities in the KRI, the increasing number of returnees to NLA's and the protracted displacement of individuals facing security challenges or a lack of livelihoods opportunities, has resulted in a geographic and strategic shift, shaped by a need for greater self-reliance amongst target communities.

As a result, in 2016/2017 ICRRP began responding to critical needs in NLAs, working in coordination with FFS to ensure access to basic services, contribute to local economic recovery through livelihoods diversification, promote civic engagement and increase confidence in state institutions.

Given ICRRP's broad thematic scope, in the areas of



1) Crisis Response & Recovery,



2) basic services,



3) livelihood recovery,



4) protection and



5) social cohesion,

programming flexibility has remained key. In 2018, strategies were adapted against the changes in context, including:

An **expansion in geographical focus** (including existing KRI locations, increased emphasis on NLA's and other governorates facing crisis i.e. Basra, Karbala and Babel under select Components);

Continued support to **internally displaced persons, Syrian refugees and host communities**, with a growing focus on **returnees in select locations** - given that the number of returnees surpassed the number of displaced persons as of January 2018³;

A special emphasis on **women and youth**; and identification of support requirements for particularly vulnerable groups (i.e. minority groups, victims of GBV etc.);

Work in support of **federal and regional government** efforts to prevent and respond to crises, and play a catalytic role in developing resilience against shocks stemming from renewed violence, natural disasters and/or instability;

Piloting the **Area based Recovery Approach** to cater for the highly diverse situations in affected communities. Using a geographic "area" as the entry-point for more effective interventions, assistance is provided to a variety of different community-identified groups.



Photo Credit: UNDP Iraq/2018

Project Resources

Based on the approvals of the Project Board, the ICRRP Project Document was revised to reflect an extension of the implementation time-frame until 31 December 2019 and to reflect substantive updates to the Results and Resources Framework.

The project evaluation will be conducted in 2019.

Human Resources

In keeping with the Project Board's approval, the ICRRP human resource structure was revised in order to address identified gaps.

In 2017 several gaps in ICRRP Monitoring and Evaluation (M&E) procedures and tools were identified, with the Project Board making a request to revise and revamp M&E in the Project Board meeting in July of 2018. As a result, ICRRP brought on board a dedicated M&E specialist in August.

Between August and September, ICRRP also welcomed new staff members into communications, reporting, finance and technical support roles, and in October, a new Programme

Manager was brought on-board. Efforts to ensure a smooth transition for new and existing team members were made to ensure minimal effect on project implementation.

ICRRP also continued to be operationally supported by UNDP Iraq's Service Center.

Financial Resources

As of December 2018, ICRRP had mobilized an estimated USD130,000,000 million.

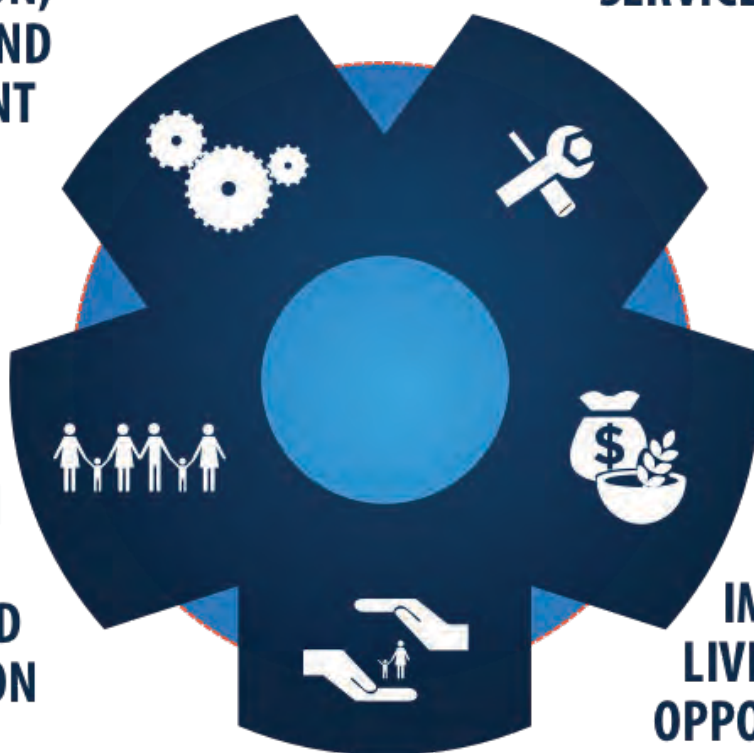
Three new funding contributions were signed in 2018 from the Governments of Japan, France and Germany.

Refer to Annex III for more details.

UNDP IN IRAQ AND ICRRP

**IMPROVE CRISIS
RESPONSE
COORDINATION,
PROCESSES AND
MANAGEMENT**

**IMPROVE ACESS
TO BASIC
SERVICES**



**STRENGTHEN
SOCIAL
COHESION AND
RECONCILIATION**

**IMPROVE
LIVELIHOODS
OPPORTUNITIES**

**PROTECT
VULNERABLE
COMMUNITIES**



Photo Credit: UNDP Iraq/2018

Since 2014/2015, UNDP has supported the Government of Iraq's stabilization, crisis response and recovery efforts through the Funding Facility for Stabilization (FFS) and ICRRP; with ICRRP serving as the platform through which medium-term programming is designed to support early recovery and resilience building.

The concept of resilience rests on the idea of **"build back better"**, using the opportunity of restoration and recovery to shape a sustainable environment and equip communities to better manage future crises. Such a holistic, integrated and community-driven approach sets the stage for full recovery, prevents further deterioration of post-crisis situations and rebuilds peoples' lives.

In order to promote a resilience-oriented approach, the ICRRP is committed to:

- **Engaging Iraqi Civil Society Organizations** (where relevant and suitable) to empower and strengthen their capacities to lead community level processes for policy advocacy, and peace-building in the longer term, and to serve as Responsible Parties, implementing defined activities;
- **Focusing on short-term interventions** during emergency situations, **while adopting medium-term interventions** to support meaningful recovery processes and building community resilience in order to lay a strong foundation for the sustainable development of Iraq.
- **Ensuring community engagement** across all components, to serve as a platform which links the community with other stakeholders, such as local authorities, private sector, academia and other development organizations etc;



Photo Credit: UNDP Iraq/2018

PROGRESS UPDATE

Component 1: Crisis Prevention and Response

Given the key role that governments play as first responders to crisis, and importantly, their part in fostering community recovery and development, strengthening the institutional capacity of the Government of Iraq (GoI) and the Kurdistan Regional Government (KRG) has remained priority for ICRRP in 2018, as well as before.

Iraq has a complex socio-economic, political and natural environment, and any new natural disasters or human-induced crises emanating from this context could adversely affect the post-conflict recovery efforts. We know that Iraq is particularly vulnerable to disasters such as droughts, floods, sandstorms, earthquakes and health epidemics⁴, having experienced several shocks between late 2017 and in to 2018; including earthquakes and flash flooding and a health epidemic caused by water pollution in Basra. In each case, these events resulted in a loss of life and the displacement, and damage of personal and public property, highlighting the need for improved government management and coordination during crisis.

As the principal technical partner of the Joint Crisis Coordination and Monitoring Centre (JCMC) in Baghdad and the Joint Crisis Coordination Centre (JCC) in Erbil - since their establishment in 2014 - ICRRP continued to support both centres in 2018, through training, technical advisory, mentoring and material support for their organizational development, addressing identified gaps in order to improve crisis response and prevention capacities.

ICRRP's institutional and capacity building efforts target the two institutions holistically to incorporate the normative level (policies and legislation), the strategic level (harmonized planning to manage crises), and the operational level (enhancing effectiveness and efficiency in the actual response

across governorates).

Key activities and results achieved in 2018:

- i. In total, 82 JCC staff (41 women) and 85 JCMC (14 women) staff were trained on several areas related to crisis response and project management, including: disaster risk communication, post-disaster needs assessment, planning and time management, problem analysis, project design, results-based management, information management, monitoring and reporting, response planning, needs and gaps analysis, crisis and recovery coordination, and leadership and team management.

Each of the 85 staff of JCMC participated in three training events, including basic, intermediate and advanced level learning around each area of expertise, thus totalling 255 participants for 15 courses.

- ii. In the KRI, capacity for effective Crisis Management was bolstered through the establishment of a dedicated Crisis and Disaster Response Operations Room at JCC headquarters - with a dedicated duty officer for 24/7 situation watch; as well as the drafting of a new Crisis Management Law - which was developed with intensive stakeholder participation and consultations.

The draft law was finalized in October and submitted for approval from the KR-I Council of Ministers. A strategy for the establishment of a Kurdistan Crisis Management Training Institute was also developed.

⁴ National Disaster Management Strategy in Iraq, November 2015



A team of dedicated staff join the newly established multi-ministerial Crisis and Disaster Response Operations Room at JCC headquarters in Erbil.

Photo Credit: UNDP Iraq/ 2018



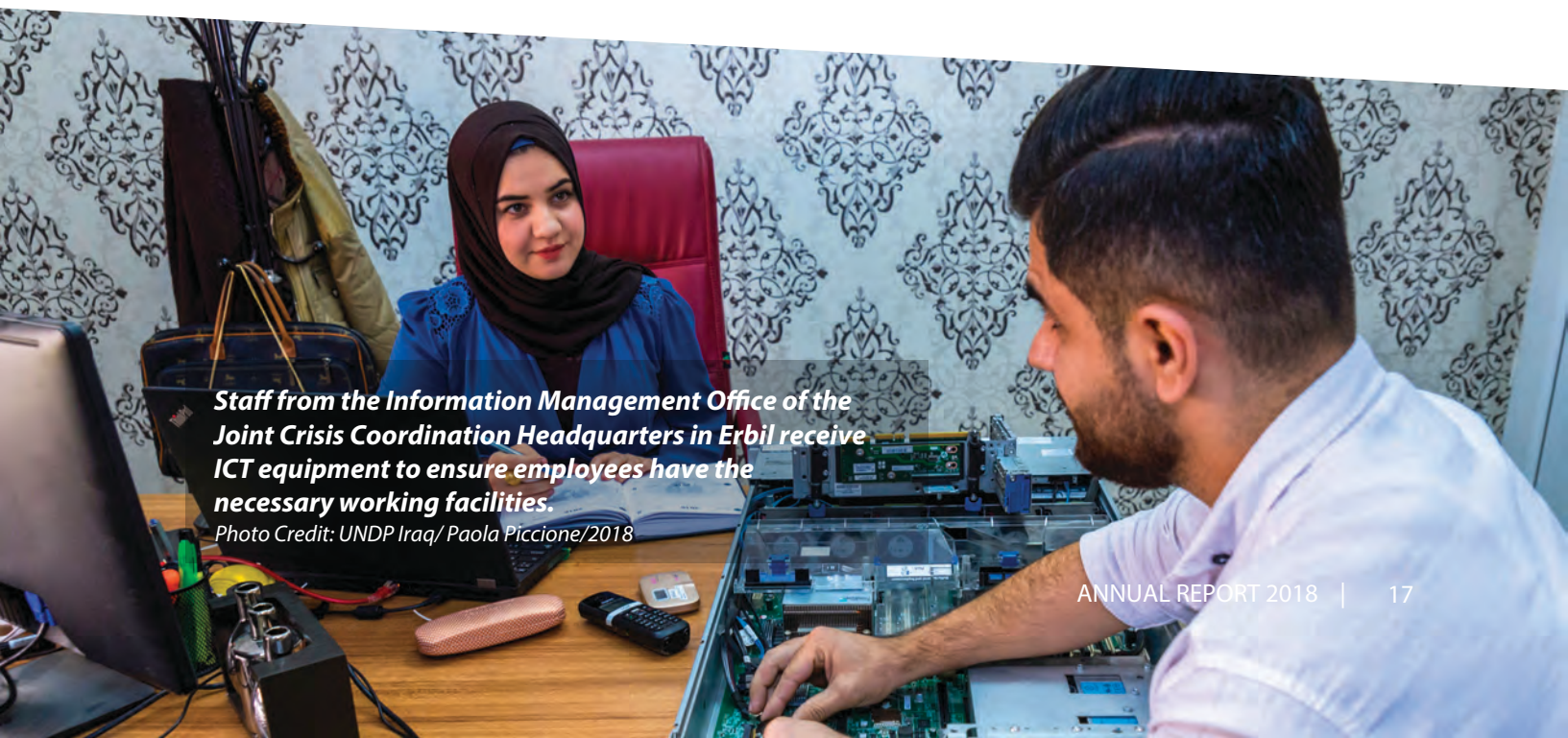
Photo Credit: UNDP Iraq/2018

- iii. JCMC and JCC Officials completed study visits to:
 - the Asian Disaster Preparedness Centre (ADPC) and the Regional Multi-hazard Early Warning System (RIMES) in Bangkok,
 - the Bangladesh Cyclone Preparedness Programme (CPP)
 - the Turkish Disaster Management Authority (AFAD)
 - the Armenian Civil Protection Agency
 - the Singapore Civil Defense Force (SCDF)
- iv. Mentoring and technical advisory support to JCMC and JCC focused on Information management, Monitoring and Evaluation Systems, organizational management and the operationalization of the JCC Strategic Plan;
- v. ICT equipment was provided to JCMC and JCC headquarters and governorate offices to ensure basic working capacities;
- vi. ICRRP identified the need for a stronger focus on gender in crisis prevention and response, to ensure equal consideration for the needs of women and men boys and

girls. As a result, a Gender and Safeguarding Analysis of the JCMC and JCC was completed, identifying the extent to which gender and protection issues were integrated into the policies, plans, strategies, organizational structure, staff learning and knowledge products.

In order to address identified gaps, 23 JCC and 12 JCMC staff (14 women) were trained on mainstreaming gender throughout the organization's systems and activities. A gender policy was drafted for the JCC which was later revised for adoption by the Ministry of Interior (Mol). Finally, the job descriptions of JCMC staff were revised to integrate clauses on gender;

- vii. As a means to determine the increasing capacity development needs, 15 JCMC Governorate Offices were subject to a comprehensive assessment by a Governorate Coordination Specialist. Based on the assessment, the Coordination Specialist has proposed priority actions that need to be taken to strengthen JCMC governorate offices, to enable them to perform their functions effectively.



Staff from the Information Management Office of the Joint Crisis Coordination Headquarters in Erbil receive ICT equipment to ensure employees have the necessary working facilities.

Photo Credit: UNDP Iraq/ Paola Piccione/2018

Component 2: Basic Services

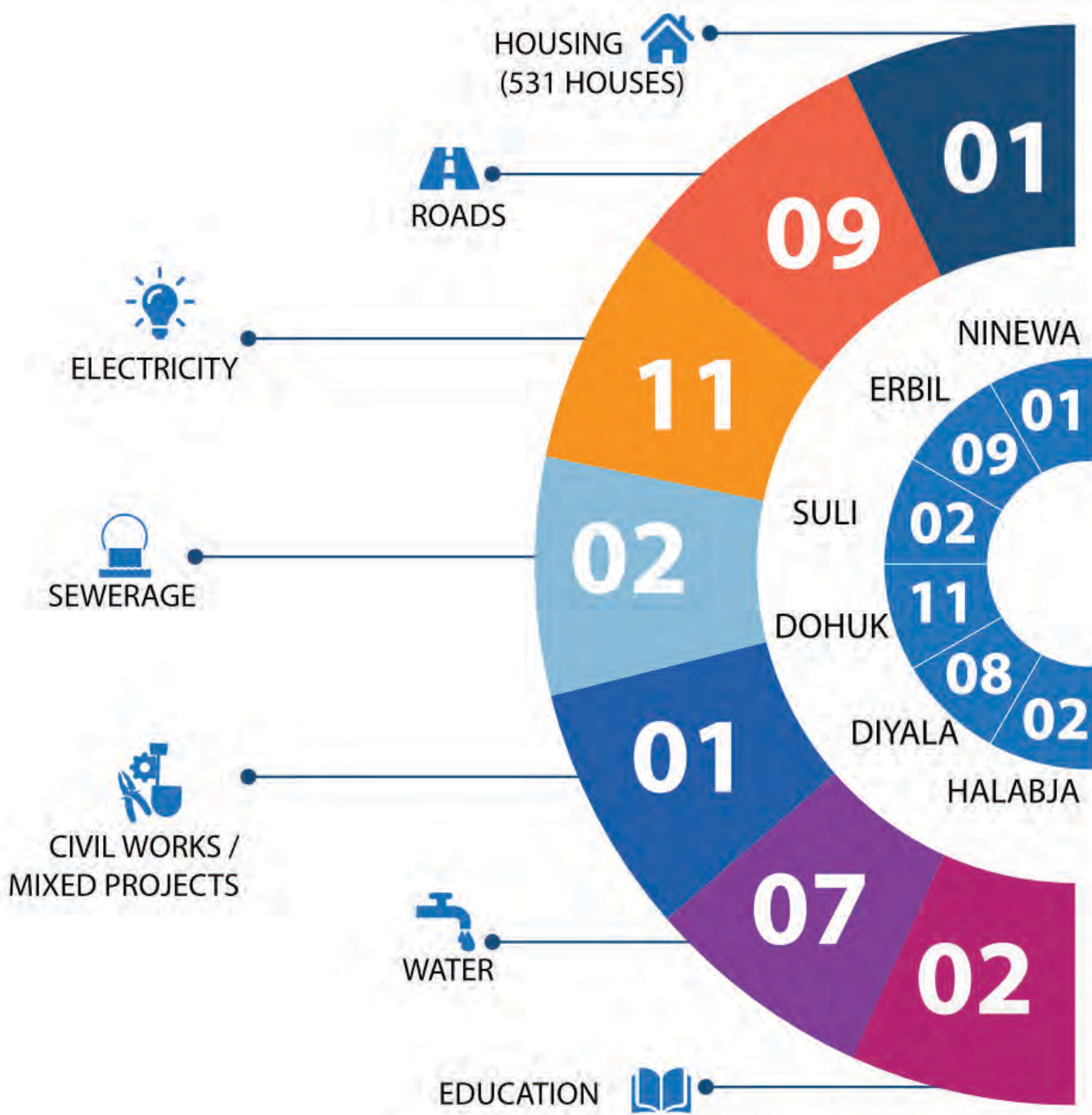
Pressure to meet an increased demand for basic services continued throughout 2018. The financial crisis that negatively impacted the KRI in 2017 and 2018 diminished the government's financial capacity to maintain, improve and /or expand infrastructure needed to provide basic services for the estimated 1.8 million IDPs and Syrian refugees being hosted in the Region.

Realizing that access to basic services is critical to achieving stability post-crisis, a total of 24 community infrastructure units were rehabilitated in the KRI in 2018, resulting in improved access to basic services for 767,639 people in 30 communities. An additional 14 projects were on-going as of December 2018, to be completed in 2019.

The sharp increase in the number of returnees has also compounded pressure on existing infrastructure in Newly Liberated Areas (NLAs), such as water and electricity, with much having been damaged and, in some cases, destroyed during ISIL occupation.

ICRRP provided support for the rehabilitation or maintenance of nine infrastructure units in NLAs, including rehabilitation of 531 houses in Sinjar, Ninewa Governorate. In Diyala, ICRRP rehabilitated four internal roads in Al-Muqdadiya and Balad-ruz districts, five water complexes in Al Khalis and Al Muqdadiya districts and rehabilitated the electricity networks of Al-Khalis District. In addition, ICRRP provided 80 Transformers to rehabilitate the electricity sector and networks in several districts and sub-districts throughout Diyala Governorate. In total, access to basic services has been restored for 370,000 people in 29 communities across Iraq (excluding KRI). 27 projects remain on-going in the

NLAs, and an additional 7 new projects in Ninewa and Diyala Governorates were contracted in late December, to be completed in 2019.





Shahad and her younger sister are IDPs from Baghdad.
Photo Credit: UNDP Iraq/Marley Tinnock/2018



CASE STUDY: Basic Services & Livelihoods

Cash-for-Work project in Halabja paves a safer and easier road to school for local children

42 host community members, IDPs and refugees were employed to restore roads and walkways that will enable safe access to schools and markets for families in Halabja.

To neighbours in the communities of Azadi and Sirwan, in northern Iraq, paved roads mean much more than improved accessibility for cars. Once loose dust and rock, the road network connecting homes and markets posed a hazard for children during period of heavy rainfall in the region. “They had to put plastic bags over their boots, which made it especially difficult for [the kids] to walk to school,” described 15-year-old Shahad, an IDP from Baghdad.

“Especially in winter we have a high rate of rainfall here. And the land was agricultural before – so when it rains, it becomes mud, also posing health-hazards for pedestrians,” added Mr. Omed Noori Hama-Salih, Supervising Engineer, Municipality of Sirwan Subdistrict.

In 2018, ICRRP supported a project that enabled the Governorate of Halabja to restore this essential basic service. Following its launch in September, 42 individuals were given temporary employment opportunities, working on the project as engineers, labourers and administrative support.

IDPs, refugees and host community members worked together to improve the road and walkway networks for the benefit of all 9,331 community members. “In the past years, this became mud. Children could not go to school easily and people could not do their errands and visit market. Now, when it’s paved, it will ease our lives,” said Mr. Othman Aziz, a resident since 1978. “We consider this a new life because then our kids can go to school easily and our families will have an easy and nice access road to go and run their daily lives.”

Since 2014, Halabja Governorate has become host to more than 653 refugees and 7,177 IDPs, leaving their homes to find safety and security. Today, the pressure to ensure the provision of basic infrastructure and services is intensified by severe financial crisis, ultimately affecting the quality of life for host communities in Halabja, as well as the IDPs and refugees they host.

Key infrastructure like this road network, continue to be rehabilitated with the support of UNDP, to try and relieve some of the strain. “It has a very positive impact and serves both the host community and the IDPs as well,” commented Kazhin, a civil engineer from Halabja, completing the land surveying and supervising the process of the project.

Kazhin joins 1,275 others who benefitted from the temporary employment opportunities made possible by 28 cash-for-work projects implemented in the KRI in 2018,

“ It has a double benefit. It provides a service, but it also creates jobs for people. ”



Mr. Othman Aziz, resident of Sirwan Village, Halabja

Photo Credit: UNDP Iraq/Marley Tinnock/2018



Kazhin (left) is a civil engineer surveying and supervising the road construction in Sirwan village.

Photo Credit: UNDP Iraq/Marley Tinnock/2018

Component 3: Livelihood Recovery

ICRRP's third component is designed to diversify livelihood opportunities for IDPs, refugees and host community members in the KRI. In 2018, activities expanded to Hamdaniya in Ninewa Plains and Northern Diyala⁵ to support the returnees through strengthened livelihoods – enabling individuals to financially contribute to meet the needs of their families, learn new skills and help to rebuild the local economy. ICRRP's three track approach to providing livelihood support aims to build sustainable employment and encourage healthy economies in Iraqi communities.

In the KRI, emergency livelihood support in the form of 14 labour-intensive cash-for-work infrastructure projects, created opportunities for 1,151 people (64 women). The projects completed in the KRI contributed to the restoration of critical infrastructure across the region, facilitating basic service provision under Component 2, and enabling IDP's (502), refugees (33) and host community members (560) to earn a basic income through both skilled and unskilled labour; including maintenance, engineering, administration and project implementation support – for a minimum of



⁵Kifri, Jalawla, Muqdadiah, Sadiya

40 days. An additional housing project in Sinuni provided emergency livelihood support for 65 returnees (1 woman).

This approach, encouraging community solidarity, is used to foster dialogue and a better understanding between IDPs and host communities by providing a space for mutual benefit through cooperation.

Additionally, 487 individuals (136 women) were able to benefit from small and medium enterprise (SME) development services, including 337 recipients of emergency asset replacement or business grants to grow their businesses – including beekeeping, small store holders, tailoring and barbering; and 150 individuals (40 women) who benefitted from business development training. Monitoring reports on small grant distribution in Northern Diyala and the KRI revealed that the majority of respondents were able to increase their asset value by an average of 1.4 million IQD – including access to education, housing, livestock and home appliances, whilst maintaining an

average monthly income of 316,000 IQD.

Across the KRI, Northern Diyala and Ninewa Plains, 442 individuals (496 women) from across host community, refugees, IDPs and returnee communities were able to benefit from sustainable livelihood support, including 195 individuals that were supported to find permanent employment⁶ in the KRI and Ninewa Plains, and language, literacy and vocational training courses offered to 222 individuals (40% women) in Erbil, to help boost their employability.

New interventions for potential business development were identified in 2018 – specifically cooperatives. ICRRP partner, Oxfam Iraq, completed an assessment in the KRI titled ‘Saving Behaviours and Financial Services in Northern Iraq’. The report explored the potential for cooperatives or family and friends associations known as ‘Slfa’ to contribute to reducing unemployment levels and boost inclusive savings by more easily enabling female participation.



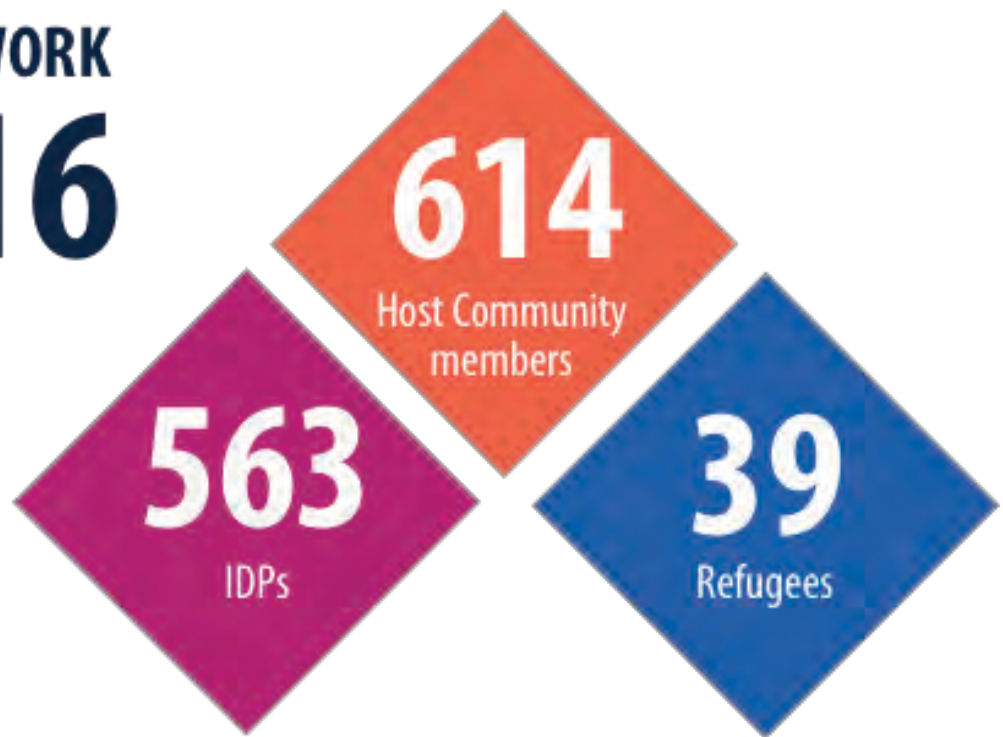
A team of cash-for-work beneficiaries join site engineers for a team photo in Sirwan village, Halabja.

Photo Credit: UNDP Iraq/Marley Tinnock/2018

⁶ Permanent employment is defined by the Emergency Livelihoods Cluster to be at least 6 months full-time employment at market salary rate.

CASH FOR WORK

1,216



JOB PLACEMENT

195



VALUE CHAIN SUPPORT

25



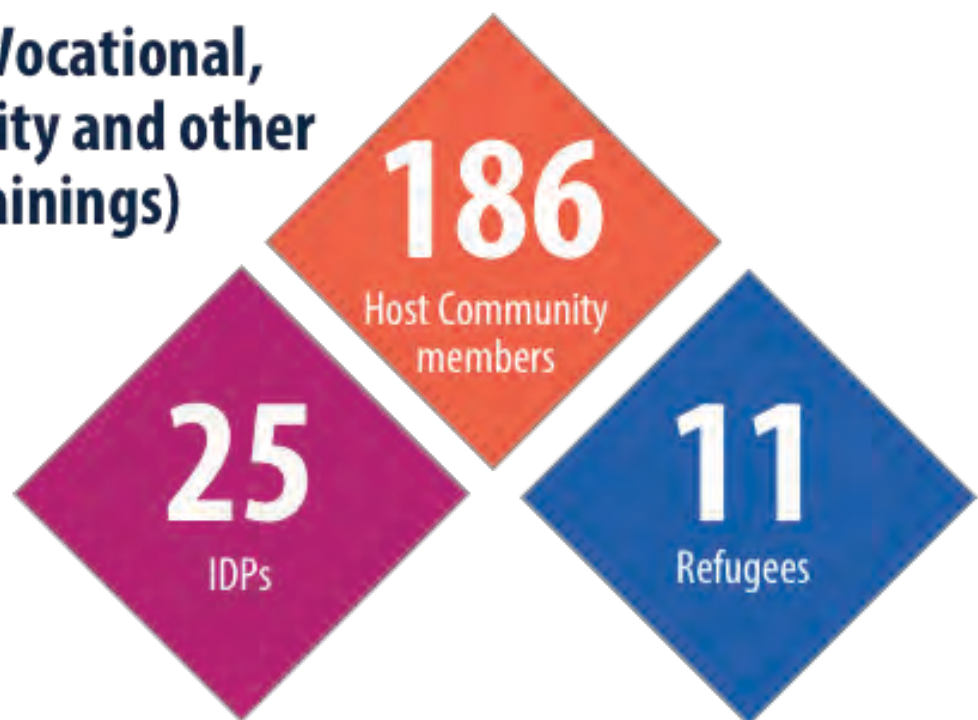
SMALL & MEDIUM ENTERPRISE SUPPORT SERVICES

487



TRAINING (Vocational, employability and other relevant trainings)

222





OPEN KING BARBER

Photo Credit: UNDP Iraq/2018



Photo Credit: UNDP Iraq/2018



Photo Credit: UNDP Iraq 2018



CASE STUDY: Livelihoods

Randy & his barbershop: Reviving a family business with asset recovery support

Randy was forced to flee when ISIL invaded his home town, forcing he and his family to live as IDPs for three years in Erbil. When he returned to Bartella, Ninewa, Randy accepted odd jobs and worked as an electrician but struggled to earn a steady and reliable income. He dreamed of being a business owner.

Having worked in his uncle's barbershop prior to being displaced, Randy, who is a member of the Bartella Christian community, began to save to reopen the business. Upon receiving a cash grant of USD 1,200 from ICRRP in October 2017, he wasted no time buying the necessary equipment and materials. *King Barber* was up and running just over a month later in late November 2017 and Randy became the youngest barbershop owner in Bartella.

“

Before ISIL I was called the King because I gave the best haircuts,” he explained, “so I thought I should call it King Barber.

”

Randy has a new child on the way with his wife, for which the income from the barbershop is crucial to support a growing family. His best friend, Ayaat, who is 21 years old and a Shabak Muslim, is Randy's only employee, with the shop also ensuring that he can earn a steady monthly wage.

Component 4: Protection

As a guiding principle of ICRRP's work, gender and protection continued to be mainstreamed across all activities in 2018.

Gender Based Violence (GBV) and Sexual Gender Based Violence (SGBV) remain wide spread in Iraq, with particularly high instance in IDP and refugee communities across all governorates, and disproportionately affecting women and girls. Violence directed at women and girls is often normalized and legitimized by survivors, perpetrators and communities through reference to cultural and religious norms, with survivors regularly subject to severe consequences or repercussions, including honour killing⁷.

Women are also often excluded from accessing jobs and services, particularly in poor rural areas, with women-headed households especially effected and often experiencing high levels of poverty.

ICRRP activities are designed to develop women's capacity to have meaningful participation in peacebuilding and recovery processes (which contribute to the country's path to development), focusing on bridging gaps, reducing gender inequality, improving wellbeing and creating economic opportunities. Engaging men and boys is also key in order to challenge cultural gender norms and to advance gender equality and women's empowerment.

Government commitment to inclusive hiring

In 2018, gender was a primary focus for training under Component 1: Crisis Response and Prevention, including the completion of a gender assessment of JCC policies and procedures and staff training on safeguarding and gender in Disaster Risk Reduction.

As a result, a draft gender mainstreaming policy was developed with the support of ICRRP's Gender

Specialist, to be formalized and implemented in 2019. This policy was designed to encourage inclusive hiring practices and ensure equal benefits for women and men employed under the Ministry of Interior.

Renewing the focus on safe spaces for women and children

Within the 28 cash-for-work projects in 2018, notable gaps in the participation and empowerment of women were reported. Work opportunities were primarily comprised of labour-intensive employment such as construction of roads, housing and electricity and water networks, which limited the number of women beneficiaries to just 64 from 1,216 workers.

The type of infrastructure selected for restoration and construction was led by governorate offices and as a result, which may have contributed to the gap in consideration for women's needs. In 2018, the primary focus was on community infrastructure such as electricity, water and sewerage, which serve women, men and children. However, infrastructure more specifically serving vulnerable groups (women and children) such as health and child care facilities and community centers, that can serve as safe spaces for women to meet and socialize, where lacking. A renewed focus on women's participation and safeguarding is expected in 2019, beginning with provision of a number of schools in Diyala and Ninewa.

Addressing the psychosocial impact of conflict

Despite liberation from ISIL in December 2017, Iraqi women are still among the first to feel the impact of asymmetric violence and conflict, and the long-term psychosocial impacts. SGBV remains at high levels, particularly among IDPs and Syrian refugees, (and especially young women), often particularly

⁷ UNFPA, The GBV Assessment (2016)

disempowered due to lack of freedom of expression, challenges in access to education, employment opportunities, and the traditional and religious norms assigned by communities. These circumstances, have also been linked to the development of extremist ideologies, particularly amongst youth in communities experiencing protracted poverty.

In 2018, in Arbat, Sulaimaniyah, ICRRP led a project under Component 5: Social Cohesion through which a community centre was supported to provide psychosocial support services (PSS) and legal support to GBV and SGBV survivors and their families. The centre also hosted awareness sessions and trainings on SGBV, targeting communities and local civil society networks. In total, 287 people (52%

women) benefitted from psychosocial support and community-based services while 176 people (65% women) developed their skills in mediation capacities⁸.

Integrating gender in the Area Based Recovery Approach

In October 2018, the ABRA Pilot launched in Misureek, Dohuk, comprising of both livelihoods and social cohesion outputs. The project also integrates two workshops on Protection against sexual exploitation and abuse (PSEA) and GBV, hosted by external expert trainers, as well as the facilitation of GBV and psychosocial support services by UNDP's implementing partner, GOAL.

“ before receiving the psychological assistance...I did not have any hope in life. Now, I love my life and I feel better every day. After each PSS session, I feel I am again the person I used to be before... even stronger than before

- Chia

Chia, 22, received Psychosocial support in the Arbat Community Centre.



⁸ See Component 5 for further details.

Component 5: Social Cohesion

In the context of Iraq, ICRRP defines social cohesion as a general condition for stable co-existence within communities, in which IDPs, refugees, returnees and host community members accept social differences, have equitable access to socio-economic and other community resources, and feel safe and secure in their homes.

Despite the Iraqi government declaring victory over ISIL in December 2017, the social pressures exacerbated during the period of ISIL control remain prevalent today. Demonstrations of sectarianism, extremism and repeated waves of violence have been fueled by long-standing and deep-rooted tensions. This makes ICRRP efforts to promote trust and confidence between community members

through participatory peace initiatives more vital, to ensure recovery efforts aren't met with the same challenges and threats in future.

In 2018, ICRRP's geographic focus for social cohesion activities included the Governorates of Dohuk, Sulaymaniyah, Najaf, Diyala, Baghdad, Anbar, Mosul, Basra and Salah Al Din, and included three key areas of work: Conflict and Development Analysis, Peace Education and Community Based Interventions.

Conflict and Development Analysis

In order to better tailor interventions and best address protracted social tensions, two assessments



on the social stability and conflict dynamics in Diyala were completed, in partnership with local NGOs. The assessments focused on Khalis, Muqadadiya, Kifri and Baladrooz districts, locations with historically volatile social contexts. The first study was based on insights from over 300 people, including activists, state and non-state security actors, tribal/ religious leaders and IDPs, and the second study was completed with the participation of 1,856 persons (28% women).

These assessments revealed how social tensions are perceived by the local population and considered ways in which coexistence could be promoted with the involvement of key groups such as local governments, community leaders, civil society and the Federal Government, as well as the international community.

The same NGO, Sanad Iraq, supported the creation and promotion of peaceful co-existence through the development of a community peace agreement in Yathrib, Salah al Din. Fear stoked by the ISIL conflict resulted in intra-tribe tensions, with certain tribes accusing others of affiliation to extremist groups.

The agreement, signed by Shia and Sunni Arab tribes, after a process of intra-community dialogues and meetings, involved 199 people (11% women). Local actors, including 38 tribal leaders, committed to supporting security agencies and the rule of law, supporting victims and preventing retaliation and collective punishments to ensure the realization of sustainable social cohesion in the area.

As a result of the agreement, 200 families (1,000 individuals) from Albo Izba clan - a Sunni Muslim tribe - were able to return to Yathrib, with the number of returnees expected to grow. The ongoing use of community dialogue to address new or persisting tensions, was ensured by the establishment of a committee – comprised of imams, community members, government actors and NGO's – that was designed to meet regularly to resolve conflict peacefully.

Peace Education

Another key area of work under Component 5 is the promotion of peace education, with an emphasis on the higher education system in Iraq. Building on the foundation laid in 2016 through ICRRP partnership with New York University, Center for Global Affairs, the first Iraqi National Universities Consortium was established in 2017 – with support from UNDP, which was endorsed by the Ministry of Higher Education and Scientific Research (MOHESR) in 2018.

In 2018, capacity building for peace education entailed both strengthening the knowledge and skills of Iraqi academics and youth and developing tools that would contribute towards longer-term changes. Accordingly, the first-ever Arabic language Peace Lexicon was developed as a strategic tool for peace education in Iraq.

Furthermore,

- 24 academics (50% women) from the University of Mosul and University of Duhok enhanced their peace skills through participation in three intensive academic trainings on conflict assessment, mediation and reconciliation conducted by the New York University and University of Duhok.
- 15 academics (36% women) from the University of Mosul enhanced their facilitation skills through an intensive training course;
- 79 students (50% women) from the University of Mosul were then engaged in two workshops on conflict assessment and mediation held by the trained academics;

And, a further 118 youth (46% women) participated in a 5-day training on conflict assessment and analysis, dialogue skills and reconciliation to develop a plan for Prevention of Violence and Extremism (PVE).



Participants in Youth Training on PVE and conflict transformation break the ice with team building activities.

Photo Credit: Iraqi Al-Amal/2018

Logo of the Ministry of Higher Education and Scientific Research of Iraq

Logo of the Iraqi Al-Amal Association

Logo of UNDP

Empowered lives. Resilient nations.

مركز تنظيم السلام في نظمة الامم المتحدة

ورشة الشباب الاول

We have a big job, but we are very young and we can change things – we can learn and we can make peace!

- Ahmed



22 yr-old Ahmed believes the youth of Iraq can build peaceful communities.

Photo Credit: UNDP Iraq/Marley Tinnock/2018



جمعية الأمل العراقية
Iraqi Al-Amal Association



“ Peace starts with how we communicate with each other. If we want peace to spread, we have to learn how to talk about it with each other. ”
- Rosa, 18 years old

ورشة الشباب الثالثة
Third Youth Workshop



Photo Credit: UNDP Iraq/Marley Tinrock/2018



Young men and women conclude their 5-day workshop with Iraqi Al-Amal, taking away new skills in conflict assessment, advocacy and peace building.

Photo Credit: Iraqi Al-Amal/2018





CASE STUDY: The First Arabic Peace Lexicon



In 2018, 11 academics and experts (4 from Iraq, and 7 from the middle east region) came together to develop the first-ever Arabic language Peace Lexicon. The lexicon serves as a strategic tool for peace education, with over 263 key terms relating to peace and conflict, that enables academics to

share common ground when communicating about peace and conflict in Iraq.

The process of developing the Lexicon was coordinated by local NGO, Iraqi Al Amal Association, with a technical support team led by Dr. Amr Abdalla - Senior Fellow on Conflict Resolution and Senior Advisor on Policy Analysis and Research at the Institute for Peace and Security Studies (Addis Ababa University). The entire drafting, review and revision process was supported by the team of 11 academics and experts – before being validated by 27 Iraqi academics and Deans (4 women) from Baghdad, Anbar, Tikrit, Kufa, Karbala, Mosul and Dohuk Universities and a representative of the MOHESR.

This lexicon will function as a foundational tool in the development of a Practitioner Diploma, being drafted with the support of the Iraqi National Universities Consortium for Peace Studies, MOHESR, the University of Innsbruck (Austria), and facilitated by ICRRP partner Iraqi Al Amal Association. The Diploma is expected to be endorsed in January 2019 and piloted in October.

“

Peace studies is a multi and inter disciplinary science. This means that each term might be understood in a different way from science to science - for example 'conflict' is different though the lens of psychology compared with sociology. It is very important that such a project – the development of the Peace Lexicon - collected these terms for the growth and development of peace studies in Iraq.

Dr. Ali Taher al-Hamoud, University of Baghdad.

”

Community-based Interventions

At the community level, 3,892 people (38% women) participated in community-based activities in Diyala (Jalawla, Khanaqeen and Baquba), including sports, theater, music and festivals, arts, marathon running, swimming, cleaning and first aid. A further 1,481 people were engaged during International Peace Day & 16 days Activism Against Gender Based Violence events, which included awareness raising campaigns, art and music showcases, market stalls and games. People from different religious, gender and ethnic backgrounds, including Iraqi Arabs (Shia and Sunni), Kurds (Sunni and Fali) and Turkmen participated in a range of activities, with the key takeaway for most being an improved understanding and tolerance of different groups.

Additionally, civic engagement and civic participation promoted through six dialogue sessions focusing on the role of youth in decision making processes as well as the role of the local police to secure peace and co-existence were conducted in Jalawla, Khanaqeen, and Baquba districts, engaging approximately 120 people, with the support of local NGO, Al Mesalla.

In Basra, UNDP and local NGO, Al-Firdaws, hosted 12 dialogue sessions were in 5-mile IDP camp, Basra Church and Al-Ashtar District, in order to best identify the needs of both IDPs and host community members. Following this, individuals were asked to submit ideas for community-based activities, with 11 being selected to receive support grants. Activities included art, theatre and sports, and brought together 2,534 community members (1,060 IDPs). One such event was the 'Peace Operetta' organised by a local youth art group and which involved Christian and Muslim performers singing for a 100+ audience of IDP's and host community members.

Similarly, in Arbat, Sulaymaniyah, a community centre received support from ICRRP to provide language courses, sports and recreational initiatives

– in addition to psychosocial and legal support and awareness and training on SGBV. The Arbat centre served to improve social cohesion amongst people from different ethnic and religious backgrounds, the centre was run by international and national non-governmental organizations with UNDP support, before being handed over to the Directorate of Art and Culture of the Ministry of Youth and Culture in mid-2018, to ensure the sustainability of operations.



A volunteer theatre group perform a 'Peace Operetta' for guests, at a public hall in Basra.

Photo Credit: UNDP Iraq/2018



A volunteer theatre group trains a group of IDP and Host Community children to demonstrate the values of peaceful coexistence through art.

Photo Credit: UNDP Iraq/2018

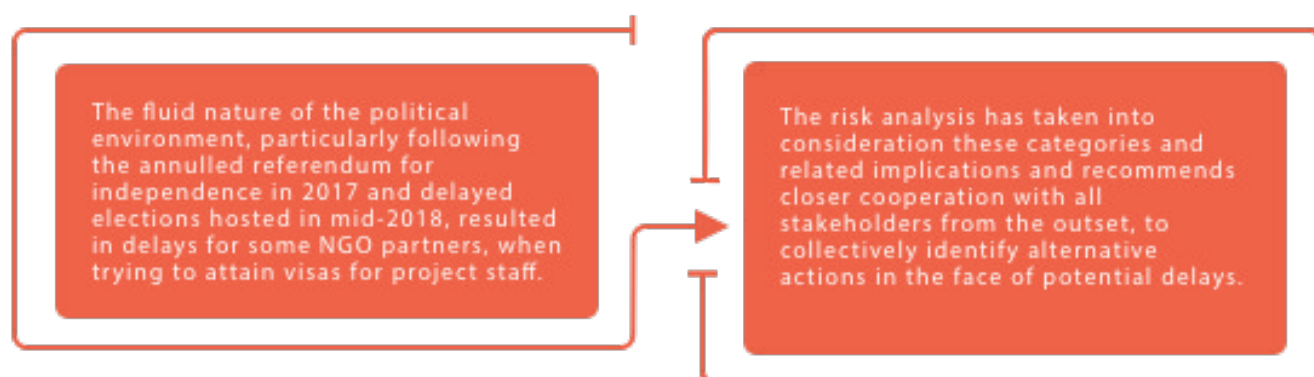
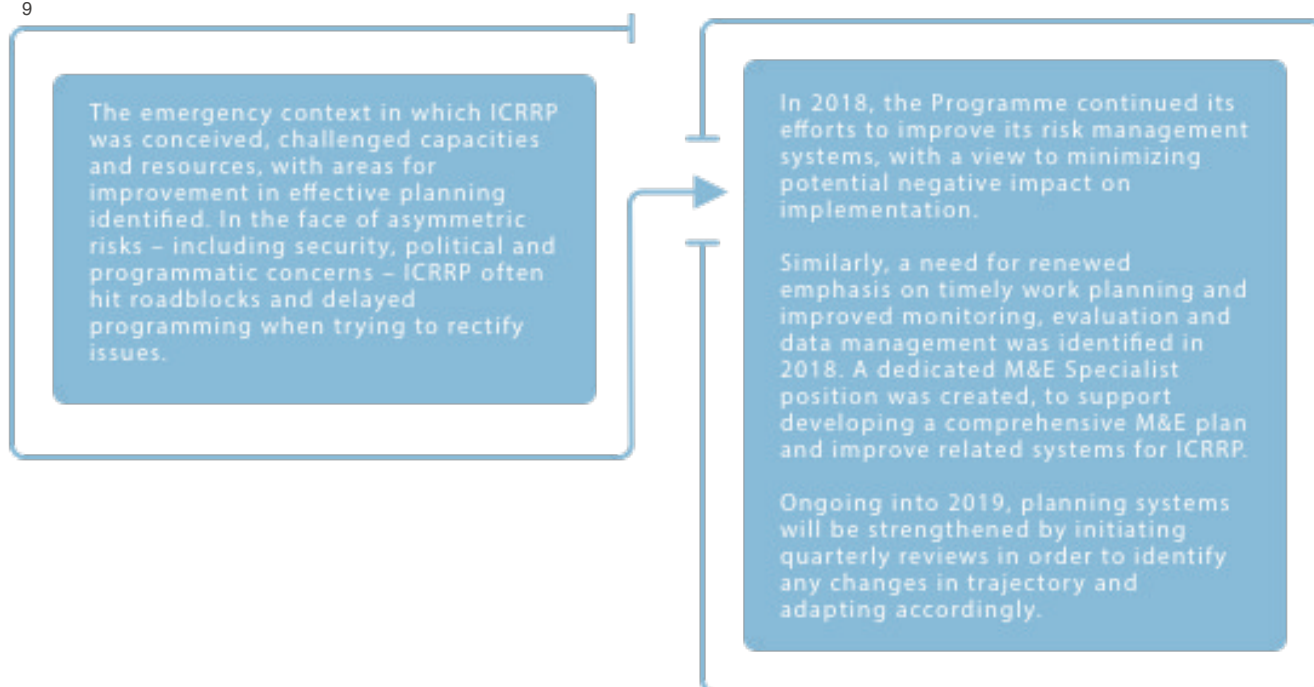
CHALLENGES AND LESSONS LEARNED IN 2018

Amidst the multitude of challenges faced in 2018 – contextual, programmatic and administrative – the year also yielded many valuable lessons that will guide future programming and project

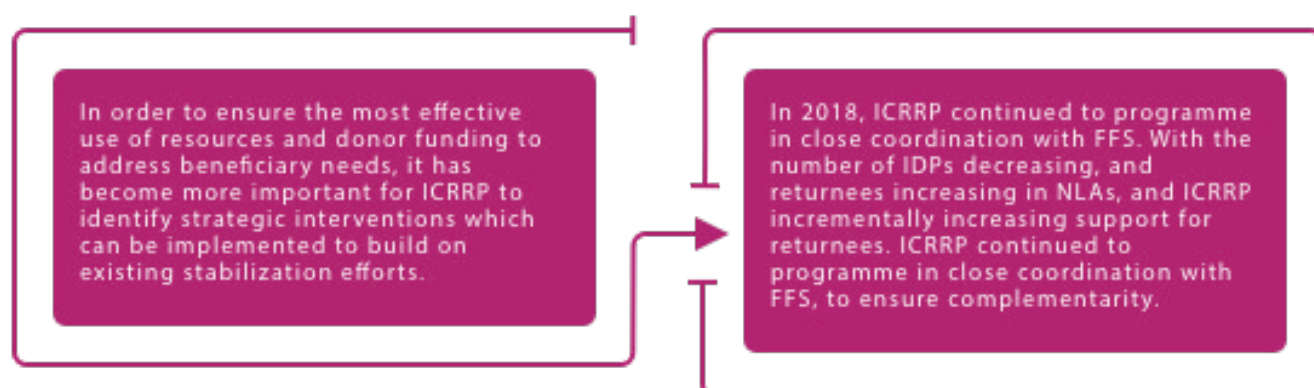
management decision making for the remaining duration of ICRRP.

ADAPTING TO A CHANGING CONTEXT: ENSURING EFFICIENCY, SPEED AND QUALITY OF IMPLEMENTATION





EFFECTIVE PROGRAMMING THROUGH COLLABORATION



9 By the time of finalizing the Annual Report, the ICRRP Project Board had approved a further time-extension until 31 December 2021, at the Board meeting held in January 2019

IMPROVING DATA COLLECTION & ANALYSIS

What has already been highlighted in 2018, was the gaps in data disaggregation, including gender. This resulted in visual underrepresentation of vulnerable groups in reporting and communications, and this had the potential to impact beneficiary selection processes, due to the lack of accountability built in to partner-agreements, and in ICRRP's M&E systems. A lack of effective data collection tools and guides contributed to this deficit.

M&E capacities in ICRRP were enhanced by late 2019. Additionally a reporting templates were revised to strengthen data disaggregation was explicitly built in to all monitoring and evaluation activities, was completed. An emphasis on the provision of gender disaggregated data was made and complemented by the development of a communication and visibility guideline with a gender sensitivity clause.

PROJECT MANAGEMENT: IMPROVED CAPACITY & PROCESSES

UNDP requires the systematic and regular financial and management assurance, including auditing of its Responsible Parties, as a tool for supporting institutional capacity strengthening of partners.

In 2018, within the framework of the Harmonized Approach to Cash Transfer (HACT), spot-checks were initiated by a qualified third party, to support UNDP and the Responsible Parties to ensure their use of Project Management systems is in keeping with established procedures, rules and regulations, and Project resources are used in keeping with the signed agreements. Auditing of Responsible Parties continued in keeping with UNDP's Rules and Regulations.

With regard ICRRP's Human Resources, 2018 was a year of transition largely due to the number of staff departing and many being welcomed to existing and new roles

All staff positions were however in place, by September 2018, to deliver on ICRRP's vision and priorities.

WAY FORWARD IN 2019

In 2019 ICRRP will undertake its Project Evaluation, with an independent evaluation team assessing ICRRP's performance as of end 2018. This will inform development of the Projects exit strategy and the next Phase of recovery support for Iraq, aligning with UNDP's new Country Programme, which comes in to effective in 2020.

This imperative has heavily influenced the design of the 2019 Annual Work Plan, and the financial and technical resource allocation that will support this goal. Again, a strong focus on basic infrastructure for communities effected by ISIL conflict – both NLA's and IDP hosting communities in the KRI, will dominate the ICRRP programme budget allocation. Livelihoods recovery will also be a strong focus financially, due to a series of delays in programming

for 2018, which adversely effected the programmes ability to reach annual targets.

Social Cohesion programming will continue to build on the work completed in 2016-2018, as the development and implementation of a Peace Education Curriculum – with the support of MOHESR and the Consortium of Iraqi Universities for Peace Studies – continues in to late 2019.

Notably, 2019 will be a year with boosted support – both financially and technically – for Component 4: Protection, with both the ABRA pilot integrating GBV training, and a greater investment in the reporting and analysis of gender disaggregated data.



Photo Credit: UNDP Iraq/2018

Annex I: 2018 Results Matrix¹⁰

Indicator	Target 2018	Progress/Results in 2018	Comment
Output 1- Crisis response, recovery, preparedness and prevention structures strengthened			
Number of JCMC and JCC staff benefitting from learning opportunities	100 JCMC and JCC staff trained (20 % women)	<p>A total of 167 staff (45 women) from JCMC and JCC trained on several areas related to crisis response and project management, including: Disaster Risk Communication, Post-Disaster Needs Assessment, planning and time management, problem analysis, project design, results-based management, information management, monitoring and reporting the summary:</p> <p>(a) JCC: 82 staff (41 women, 41 men);</p> <p>(b) JCMC: 85 staff (4 women, 71 men)</p> <p>The learning assessment conducted, particularly for JCMC headquarter's staff and representation offices in Governorates showed that new knowledge and skills obtained throughout the training courses have helped improving JCMC's work. The training courses have enabled the JCMC to better understand their role in improving crisis response in the different ways through: (i) creating a database of crises and disasters; (ii) manage crisis and make critical decisions; (iii) assign roles and tasks to the team; (iv) deal with media, communicate with communities, and deliver positive messages; (v) apply leadership skills in the work.</p>	Achieved: 167%
Government decision to streamline crisis management system in Iraq by national legislation	Authorization to the JCC by the SG ComSec for drafting of the Crisis Management Law	Text defining mandate of the proposed JCC Operations Room for Crisis and Disaster Management and Response drafted and sent to the Kurdistan Regional Government (KRG) Council of Ministers for approval and the Operations Room established. Initially three staff assigned to work in the Operations Room. The Operations Room will be a multi-ministerial set-up at the JCC Headquarter.	Partially achieved due to delayed implementation
Existence of legislation, strategies, and road-maps towards developing a government-wide crisis management system in the KRG.	Law on crisis and disaster management system in KRG	<ul style="list-style-type: none"> ▪ The Crisis Management Law for the Kurdistan Regional Government has been drafted and three stakeholder consultations were held to review the draft and seek feedback. The draft law was finalized by 31st October and submitted for approval from the Parliament of the KRI; ▪ Draft of the JCC Gender Policy prepared and submitted for review by the JCC Gender Task Force; 	Partially achieved due to delayed implementation

¹⁰ The target indicators listed are for the period for 2018-2019

Strategy to transform the KR- Civil Defense Institute into Crisis Management Academy	<ul style="list-style-type: none"> ▪ The strategy for transformation of the Civil Defense Institute of KR-I, into a Crisis Management Training Institute (CMTI) was prepared through stakeholder consultations, finalized and submitted to the KRG by JCC for approval. ▪ JCC and Civil Defense Institute conducted a study visit to Armenia where they visited the Armenia Civil Defense Academy to learn about the training programmes of Armenian Academy and potential for cooperation between the Armenian Civil Defense Academy and KR-I Civil Defense Institute 	Partially achieved due to delayed implementation
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Output 2: Basic service delivery improved Internally displaced people, returnees, host communities and Syrian refugees, through rehabilitated community infrastructure

Number of infrastructure projects rehabilitated/ constructed in KRI	28 projects rehabilitated to restore basic service infrastructure through CFW in KRI	24 projects completed. Among them: 9 electricity projects, 4 water projects, 2 WASH (sewerage) projects, 6 roads projects, 1 education project and 2 civil works (mixed roads, water and sewerage). 14 projects are on-going.	Achieved: 85% due to weather constraints and delayed implementation
Number of infrastructure projects rehabilitated/ restored in NLAs and disputed areas	20 infrastructure projects restored/rehabilitated in the NLAs	Completed 9 projects: A total of 8 completed in Diyala, and 1 in Ninewa. More specifically: (a) 3 water projects completed in Diyala; (b) 2 electricity projects completed in Diyala; (c) 3 road projects completed in Diyala; (d) 1 pilot rehabilitation project (for 531 houses) in Sinuni, Ninewa (UN- HABITAT). 17 projects are on-going	Achieved: 45% due to weather constraints and delayed implementation

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

Number of Cash for work (CfW) opportunities created in KRI and NLAS	2,535 people benefitted from CfW opportunities	A total of 1,216 people (1,151 in the KRI and 65 in Ninewa) benefitted from CfW opportunities. Among them, 64 women.	Achieved: 48% due to delayed implementation A total of 1,384 CfW beneficiaries (emphasize on women beneficiaries and youth) to be completed in 2019.
Number of asset recovery and business grants	2,500 (30% women) in Ninewa, Anbar, Salah al Din, Diyala, Kirkuk, Baghdad, KRI	A total of 337 of IDPs, returnees, and vulnerable host communities benefitted from asset recovery and business grants. Among them, 96 women.	Achieved: 13% due to delayed implementation A total of 2,163 IDPs, returnees, and vulnerable host communities will be supported through the provision of asset recovery and business grants, with a focus on women, in 2019.

Number of permanent job placement ¹¹ (i.e. job creation)	500 (30% women) in Ninewa, Anbar, Kirkuk, Diyala, Salah al Din	A total of 195 IDPs, returnees, and vulnerable host communities benefited from job creation. Among them, 1 women.	Achieved: 39% due to delayed implementation A total of 305 beneficiaries will be placed in permanent employment in 2019.
Number of individuals' capacity enhanced through vocational training, small business development, and other relevant trainings	3,000 (30% women) in Ninewa, Anbar, Kirkuk, Diyala, Salah al Din, KR-I	Total individuals: 468. Among them, 193 women. In details: – A total of 372 individuals enhanced capacity through vocational training, small business development, trainings. Among them, 120 women. – A total of 96 beneficiaries (73 women) received other types of support/ training such as language training, literacy course, supply chains.	Achieved: 16% due to delayed implementation A total of 2,532 beneficiaries will build their capacity through vocational training, small business development and other relevant trainings in 2019.

Output 4: N/A

Output 5: Strengthened Social Cohesion among local actors and communities and promoted long-term personal capacities for peace education.

Number of communities benefitting from consultation and dialogue sessions	4 communities (Arbat in Sulaymaniyah, Jalawla, Khanaqeen and Baquba in Diyala)	A Community Centre in Arbat, Sulaymaniyah Governorate), is providing psychosocial support and community-based services to enhance social cohesion amongst IDPs and host community, serving more than 50,000 people, throughout 2017-2018. In the reporting period, 287 people (52% women) benefitted from psychosocial support and 176 people (65% women) developed their skills in mediation capacities	Achieved: 100%
Number of community members engaged in social cohesion activities	4 communities	– Six community-based activities and six dialogue sessions were conducted in four communities benefiting more than 120 people in Jalawla, Baquba and Khanaqeen of Diyala – 3,892 people benefited from 57 community-based activities in Diyala province – 1,481 people directly participated from 6 events celebrating International Peace Day & 16 days activities combating violence against women in Diyala province 4 communities: Diyala, Jalawla, Baquba and Khanaqeen	Achieved: 100%
	315 students and youth involved in peace education	A total of 479 youth and university students (273 women) involved in peace education. The details of activities and participation of youth and students are presented below: • A total of 197 students (122 women) across Dohuk Governorate participated in a "Science	Achieved: 152%

¹¹ Permanent employment is defined by the Emergency Livelihoods Cluster to be at least 6 months full-time employment at market salary rate.

		<p>for Solidarity Competition” at the University of Dohuk</p> <ul style="list-style-type: none"> • A total of 47 youth (20 women) have strengthened their knowledge on dialogue, social cohesion, peacebuilding, national reconciliation, and proposal writing skills. After successful completion of the trainings, youth have organized a series of events in their communities to promote inter-ethnic coexistence and tolerance amongst displaced people, host community and non-Muslim minorities reaching 193 people in Baghdad, Anbar, and Falluja; • A total of 167 University students (69 women) trained on peacebuilding skills, conflict analysis and reconciliation; • Approximately 118 youth (55 women) from Kirkuk, Najaf, Baghdad, Anbar, Tikrit, Mosul, Basra, Karbala, Nasriya & Diwanya provinces participated in a- 5-day training on conflict assessment and analysis, dialogue skills and reconciliation to develop a plan for Prevention of Violence and Extremism (PVE); • A total of 20 students/youth (7 women) in Al-Albara District trained on mediation, leadership skills, advocacy skills aimed to identify conflicts and resolve disputes through non-violent means, dialogue or mediation skill. 	
Number of academics/lecturers trained in peace skills	55 lecturers trained in peace skills	<p>A total of 62 academics/lectures (34% women) from 7 universities in trained on peacebuilding skills, conflict analysis and reconciliation.</p> <p>More specifically:</p> <p>(a) A total of 24 academics (50% women) from Mosul and Dohuk Universities (50% women) trained on key peace skills, particularly on reconciliation skills. As the results of the training, 54.5% of academics reported feeling more prepared to facilitate workshops on reconciliation in the future with their community;</p> <p>(b) A total of 15 academics (36% women) from the University of Mosul enhanced their facilitation skills through an intensive training course;</p> <p>(c) A total of 23 academics (26% women) from Baghdad, Tikrit, Anbar, Basra, Karbala, Kufa and Mosul universities participated in a-five-day training on conflict assessment/analysis, dialogue, negotiation and facilitation.</p>	Achieved: 112%
Number of universities involved in peace education	7 universities	Overall in 2018, 9 Universities engaged as part of the peace education initiative (Basra, Babylon, Baghdad, Karbala, Kufa, Anbar, Tikrit, Mosul and Duhok), as part of the academia and youth skills development activities.	Achieved: 129%

Number of
community
dialogue
conducted

12 community
dialogues

A total of 12 dialogue sessions targeted for displaced people and host communities were conducted in the following three locations: the 5-mile camp (for IDPs) Basrah Church and Al-Ashar district of Basra Governorate aimed to identify the challenges and needs of both displaced people and host community. A total of 216 people participated (18 people per session).

Achieved: 100%

Annex II: Risk Analysis

SL#	Description	Type	Probability (P) and Impact (I) On a scale from 1 (low) to 5 (high)	Counter Measures / Management Response	Date Identified and Status
1	In the target areas tension between newly resettling/resettled communities (which will receive direct support through the Programme), and resident communities may hamper project implementation.	Security	P- 3 I-4	<ul style="list-style-type: none"> - Carry out needs' assessments in affected areas throughout the project duration, using different means. - Ensure a strong focus on social cohesion in all project components to mitigate tension where possible. - Promote community participation through the engagement of civil society. - Design beneficiary selection criteria in consultation with relevant partners to ensure the project "does no harm" and is conflict sensitive. - 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. 	<p>Date identified: Q1 2018</p> <p>Status: unchanged</p> <p>The situation differs from location to location. In some locations tensions do exist. The Programme has targeted all segments of society (returnee, IDPs, refugees, resident/host communities) in order to minimize tensions.</p>

2	Lack of programme ownership and involvement by national partners may impede or adversely affect project activities as well as reduce the sustainability of project results.	Strategic/operational.	P-2 I-4	<ul style="list-style-type: none"> - Closely involve government partners (Gol and KRG) throughout the project implementation. The Project will build on key national strategic strategies, including the national reintegration strategy. - Make the authorities accountable for project results and achievements through participation in decision making on identification and prioritization of interventions and support to implementation 	Date identified: Q1 2018 Status: Reduced All project interventions are identified with active participation of stakeholders
3.	Lack of environmental safeguards in project interventions resulting in damage to natural habitat in the target location.	Strategic/ Environmental	P-3 I-4	<ul style="list-style-type: none"> - Conduct social and environmental screening for each Component of ICRRP. - Environmental screening checklists and safeguards to be factored into all construction work that will be undertaken. Reflect requirements from the BoQ stage, procurement phase, right through to completion of activities. - Design livelihood activities which support sustainable practices and protection of natural resources. - Address triggers of social conflict related to natural resources under the 	Date identified: Q1 2018 Status: unchanged

					social cohesion activities;	
4	Low delivery of the results under commitments to donors	Strategic /Programmatic	P-3 I-4	<ul style="list-style-type: none"> - Ensure timely planning and implementation of interventions; - Closely monitor the performance of expected results as per donor agreements 	<p>Date identified: Q4 2018</p> <p>Status: Reduced</p> <p>In 2018, implementation was affected adversely, however the Project has fast tracked the implementation. In 2019 the risk is anticipated to be much lower due to effective planning that has been undertaken.</p>	
5	Low quality of service provided by the Responsible Parties (INGOs/NGOs)	Programmatic/Operational	P-3 I-3	<ul style="list-style-type: none"> - Conduct regular project review meetings to discuss with the Responsible Parties the progress, identify challenges and strategies to address them. - Closely monitor the Responsible Parties through desk review and field monitoring 	<p>Date identified: Q3 2018</p> <p>Status: Reduced</p> <p>Effective monitoring has helped to ensure quality. Project has also organized third party spot checks</p>	
6	Security conditions preventing UNDP staff and consultants from working in the target areas.	Operational	P = 4 I = 4	<ul style="list-style-type: none"> - Work closely with respective government partners, NGOs and responsible parties to identify alternative strategies to ensure timely implementation and achieve project objectives. - Regular monitoring of security situation in each implementation location. - If required, identify the need for 3rd party monitors, to supplement monitoring efforts. 	<p>Date identified: Q1 2018</p> <p>Status: Reduced</p> <p>Overall security conditions have improved in the Project target areas.</p>	

7	Challenges in mainstreaming of gender equality throughout the programme.	Strategic /Program matic	P-3 I-3	<ul style="list-style-type: none"> - Develop a gender mainstreaming strategy to integrate gender across all interventions of the ICRRP - Conduct regular gender analysis and reviews of the progress on gender equality and women's empowerment in programming. - Sensitize the partners and responsible parties to take into account gender considerations 	<p>Date identified: Q1 2018</p> <p>Status: Reduced</p> <p>Gender mainstreaming strategy is in place. Gender equality and women empowerment have been effectively addressed in Government coordination/crisis response, livelihoods, and social cohesion components. It remains a challenge in infrastructure projects.</p>
8	Weakened or lost political interest in supporting the role and function of the JCMC and JCC.	Political	P = 2 JCMC, 1 for JCC I = 4 for JCMC and 3 for JCC	<ul style="list-style-type: none"> - The JCMC is under direct administrative supervision of the Secretary General of the Council of Ministers (COMSEC) who is also the Chief of Staff of the Prime Minister Office. The close links of the JCMC to the senior decision-makers allow for quick government action. - The JCC has a stronger position within the KRG system due to it being under the Minister of Interior. The JCC Director General has direct access to the Interior Minister and the Minister is highly supportive of the JCC. 	<p>Date identified: Q1 2018</p> <p>Status: Reduced</p> <p>Both the JCMC and JCC enjoy strong political support. Indeed, the role of these institutions might be further strengthened.</p>
9	Removal of senior appointees and 'champions' of the institutions from office: For both institutions, there would be a significant impact should key	Political	P = 1 for the next period I = 3 for the JCC and 4 for the JCMC	The Project has been continuously providing mentorship/training to functionaries at all level of the hierarchy of the JCMC, and the JCC and their network offices to	<p>Date identified: Q1 2018</p> <p>Status: reduced</p> <p>Both institutions have become stronger with</p>

	functionaries such as the Minister of Interior of the KRG, the JCC Director General or the head of NOC/JCMC leave or be removed from their positions.			develop managerial and technical competencies at second and third tier of the management, so that even if there is a change the institutions can still function.	the training and mentoring support that has been provide by the project.
10	Failed government prioritization resulting from lack of understanding or appreciation for measures/steps necessary for advancing a national/regional agenda for strengthened disaster and crisis management	Political/ Operational	P = 2 for the next reporting period I = 3	<ul style="list-style-type: none"> - JCMC needs to mobilize support from senior decision makers in order to streamline the national crisis management system. - JCC has been successful in developing a crisis management law which has been submitted to the new cabinet for approval to set up a comprehensive crisis management system in KRG. 	<p>Date identified: Q1 2018</p> <p>Status: Reduced</p> <p>JCMC has some distance to go to achieve the objectives. JCC is closer to achieving its goals.</p>
11	Failed government financing of the operations of JCMC and JCC If the two institutions had no national budget allocation at all, the impact would be high. However, while both institutions are lacking an activity budget, staff salaries (reduced salaries for JCC), rent and bills are covered by the government and therefore their operational costs are partially covered	Financial/ Operational	P = 2 I = 3 (the impact is reduced due to coverage of operational costs)	<ul style="list-style-type: none"> - The project financially supported certain JCMC and JCC activities such as travel and meetings to support their smooth functioning. Both institutions are getting support from different development partners also to implement various activities. - Both institutions are getting financial support from respective governments for operations costs. Project is undertaking advocacy with the respective governments for financing development 	<p>Date identified: Q1 2018</p> <p>Status: unchanged</p> <p>After approval of the KRG Crisis Management Law, the public financing of JCC is expected to improve.</p>

				activities of both institutions.	
12	Delay in delivery of the reconstruction /rehabilitation of basic services by the contractors due to constant rainy and extreme weather	Natural	P-4 I- 4	Advise the contractors to develop and submit a contingency plan for the rainy season.	Date identified: Q4 2018 Status: unchanged Some projects were delayed due to prolonged rains however they will be completed within the donor timeline.
13	After contract co-signed with contractor/ Governorate partner, delay to hand over the site to the vendor due to long process of clearance for land property and usage by the local authorities. Land owner who donated the land refrain from handing it over. End user has no clear lay out/path of roads and electricity	Operational	P-3 I- 4	Ensure that all documentation of land clearances is in place, prior to commence the procurement processes.	Date identified: Q1 2018 Status: unchanged This issue is effectively dealt with by the project engineers
14	Poor performance by contractor, low quality of supplied goods, works and service.	Operational	P-3 I- 3	<ul style="list-style-type: none"> - Release the payments upon certification of satisfactory completion of all works or after successful delivery of supplied equipment with required testing and inspection in place, certified by UNDP. - Project engineers to monitor the quality and quantities of supplied equipment, and the activities on the ground to ensure compliance. - Ensure the Performance Security in the amount of 10% of Contract price is in place, which shall be valid and activated from the date of 	Date identified: Q1 2018 Status: reduced This risk is effectively addressed by project engineers.

				substantial receiving of project.	
				<ul style="list-style-type: none"> - Consider the performance evaluation of the recommended bidder during the evaluation and procurement process, for the previous works performed by the bidder with UNDP. 	
15	Significant delay in receiving the project by the end-user government after completion of all works by UNDP contractor.	Operational	P-4 I-3	Assign the focal engineer to work closely with end-user to ensure all documentation and process are in place within the schedule.	<p>Date identified: Q1 2018</p> <p>Status: reduced</p> <p>This risk is effectively addressed by project engineers.</p>
16	Delay in completion of works or delivery of goods by the supplier by the contract end-date.	Operational	P-4 I-3	<ul style="list-style-type: none"> - Ensure the payments per the contract terms to be released on time upon completion of the corresponding milestone with satisfactory. - Facilitate an improved process of vendor creation and approval in UNDP internal system and find alternative ways to ensure international transfer of payments are processed smoothly and reach to beneficiary more-quicker. - In addition to the liquidated damage clause in the contract, conduct a pre-award meeting where possible to de-brief the selected bidder about UNDP contract terms and special conditions. - Coordinate with relevant 	<p>Date identified: Q1 2018</p> <p>Status: reduced</p> <p>In 2018 delay occurred in few projects, however the Project Manager and the team resolved the bottlenecks by closely coordinating with the contractors.</p>

				government departments to facilitate the timely receiving of UNDP's contractual equipment by completing required shipping documents for clearance on the port/airport or border	
17	The infrastructure rehabilitation projects, supported with CfW opportunities, face challenges with cash transfers.	Operational	P-2 I-3	<ul style="list-style-type: none"> - Provide translation of the SOPs and the LOA in Arabic to the Governorate partners on how project activities and CfW activities are to be implemented - Use quick transfer contract modalities based upon context; e.g. Regular LOA, Direct Payment under LOA, Direct Contract, etc. 	Date identified: Q2 2018 Status: unchanged No challenges have been faced
18	Poor, and out of date project proposals/BOQ received from the counterpart/end user		p-3 1-4	Prior to issuing the go-ahead letter to counterpart, field Engineers shall conduct site visit to projects sites in order to verify the received BOQ in terms of quality and quantity, and the needs of beneficiaries.	Date identified: Q1, & Q2 2018 Status: reduced
19	Lack of coordination of livelihood programming efforts being undertaken by different stakeholders in support of IDPs, Syrian Refugees and host communities, results in duplication of support provision.	Strategic/ Operational	P-3 I-4	Ensure active engagement in the Emergency Livelihoods Cluster to secure information relating to the livelihood programming efforts being undertaken by UN Agencies and civil society organizations.	Date identified: Q1 2018 Status: Reduced UNDP being the cluster lead has successfully coordinated with all UN and NGO stakeholders to avoid duplication of support.
20	Funding from cash for work interventions don't reach the beneficiaries,	Financial/ Operational	P-4 I-4	<ul style="list-style-type: none"> - Obligate the UNDP partners to apply the Standard Operating Procedures on cash 	Date identified: Q1 2018 Status: reduced

	due to the high levels of corruption.			<p>for work programming provided by the EL Cluster.</p> <ul style="list-style-type: none"> - Support documentation to confirm beneficiary identification and verify receipt of cash during monitoring visits. - Select Responsible Parties by taking into account experience of I/NGOs that have conducted CfW activities in Iraq and have established monitoring systems and safeguards. - Follow up calls to randomly selected beneficiaries to verify receipt of cash. - Put in place a complaints management system, that beneficiaries can access to raise concerns. 	This risk has been addressed effectively by following the mitigation measures.
21	Changes in officials within the Ministry of Higher Education, may affect the implementation of the Peace Education initiative adversely.	Political	P- 2 I-4	<ul style="list-style-type: none"> - In collaboration with the NGO partner secure necessary endorsements from the Minister of Higher Education so that there will be minimal disruption to the activities. - Finalize the next phase of support to take the peace education work forward, before formation of a new Government. - Maintain regular dialogue with the Ministry, the partner Universities and the NGO partner, to identify issues/challenges in 	<p>Date identified: Q1 2018</p> <p>Status: reduced</p> <p>Due to the mitigation measures adopted by the team, no adverse effect was experienced.</p>

advance, and collectively find solutions.

22	Short implementation time-frame negatively impacts upon social cohesion programming which requires medium to longer term interventions.	Operational	P-2 I-4	Early design of Terms of References, and early identification of Responsible Parties in order to provide maximum time for implementation in line with the time-frame of donor contributions.	Date identified: Q1 2018 Status: unchanged In 2018, social cohesion projects faced challenges due to shorter time duration. However, the team has worked with partners to identify issues and address them in timely manner.
23	Declining donor funding for social cohesion activities, negatively impacts upon the continuity of some of the social cohesion activities initiated in 2017.	Financial Operational	P-3 I-4	Review the closure phase for each of the social cohesion projects to take stock of transition and handover requirements, with a view to ensuring responsible closure of the projects.	Date identified: Q1 2018 Status: unchanged The ICRRP team has worked closely with partners to ensure responsible closure.

Annex III: 2018 Financial Overview¹²

In 2018, ICRRP activities were funded by the Governments of Japan, Germany, Austria, France and the United Kingdom. The table below provides an overview of the 2018 budget, commitments, expenditure and total utilization.

2018 Budget (USD) (A)	Total Commitments (USD) (B)	2018 Expenditure (USD) (C)	Total Utilized (USD) (D=B+C)	2018 Budget (USD) (A)
48,746,988.00	15,413,076.05	26,637,594.22	42,050,670.27	48,746,988.00

The 2018 budget balance will be rolled over to 2019, in keeping with the requirements of cost-sharing agreements, and UNDP's Financial Rules and Regulations.

Furthermore during 2018, ICRRP received the following funding contributions

Donor	Estimated Contribution	ICRRP Component(s)	Timeline
Government of Japan (Supplementary Budget FY 2017) ¹³	USD 10,000,000	Livelihoods	March 2018 – March 2019
Government of France	EUR 500,000	Livelihoods	January 2019 - December 2019
Government of Germany (KfW) ¹⁴	EUR 5,565,240	Livelihoods	December 2018- December 2021
Government of Austria	EUR 1,000,000	Crisis Prevention and Response, Basic Services, Livelihood Recovery and Social Cohesion	No Cost Extension (December 2019)

¹² Expenses based on Combined Delivery Report. Commitment based on Combined Delivery Report and manual tracking of non-Purchase Order based Commitments.

¹³ Joint Agreement with the Funding Facility for Stabilization.

¹⁴ Joint Agreement with the Funding Facility for Stabilization.



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