

# *Funding Facility for Immediate Stabilization*



**Quarterly Progress Report**  
Q3 - Year 2016

# Funding Facility for Immediate Stabilization

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### Q3 - Year 2016

<b>Project Title:</b>	Funding Facility for Immediate Stabilization (FFIS)
<b>UNDP Project ID:</b>	00089459 (output ID: 00095684)
<b>Project Duration:</b>	May 2015 – December 2018
<b>Project Resources:</b>	Received: 95,043,279 million USD from Australia, Austria, Canada, Czech Republic, Denmark, Finland, France, Germany, Italy, Japan, Korea, the Netherlands, New Zealand, Norway, Slovakia, Sweden, United Arab Emirates, United States of America, the United Kingdom
<b>UNDP Iraq Focal Point</b>	Office of the Prime Minister
<b>UNDAF Outcome(s)</b>	Outcome 1: Government and Communities' resilience to disasters (man-made and natural) strengthened
<b>UNDP Country Program Outcome</b>	Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas
<b>Outputs</b>	Output 1: Iraqi Government is supported to address the immediate stabilization needs in newly accessible areas which allows for the return of IDPs
<b>Implementing Partner</b>	UNDP
<b>Responsible Partner</b>	UNDP
<b>Project Location(s)</b>	Newly liberated areas of Salah al-Din, Anbar, Ninewah, and Diyala governorates

### Contributing Partners



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Significant levels of destruction in Ramadi city

# Executive Summary

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During the third quarter of 2016, UNDP expanded its work to 15 areas in total. With the expansion of stabilization in Anbar governorate, including Fallujah and Karma, the Funding Facility for Immediate Stabilization (FFIS) supported a corridor of stabilization towards Ramadi. This has laid the foundations for returns in this critically important and populous area. In Ramadi city, after delays due to explosive hazards, 39 of 44 Phase 1 projects commenced this quarter, and three projects were completed. In order to bolster confidence among citizens that it is safe to return home, over 450 youth are involved in cash for work projects across the city to clean sidewalks and remove rubble.

FFIS responded much faster in Fallujah and Karma than Ramadi. These cities were only liberated at the end of the last reporting period (Q2 2016). During this period, FFIS undertook two assessment missions, held a prioritization workshop with local authorities, coordinated with UNMAS and Janus Global Operations for EH clearance, finalized the assessment report, and designed and contracted 6.3m USD of projects. Implementation of 15 projects also commenced, including the rehabilitation of five priority schools in Karma, and cash for work for 300 youth in Fallujah and 80 youth in Karma.

Mosul was officially approved as a FFIS location by the Steering Committee on

September 27, 2016. FFIS initiated the pre-positioning of 13m USD of equipment and supplies for rapid response after liberation. This equipment includes electrical (5.2m USD); water (2.6m USD); municipality (3.2m USD); and health (1.8m USD). The list of equipment was identified in consultation with the Provincial Control Cell and the Governor's office, and will be delivered early in the fourth quarter.

Between the 15 June and 15 September an additional 155,952 persons returned to their homes in the newly liberated areas of the four FFIS provinces. The majority of returns were in Anbar: 103,758 people (66% of the total returns), followed by 28,734 in Diyala (18% of the total), 20,796 in Salah al-Din (13%) and 2,664 in Ninewah (2%). This brings the total returns since April 2015 to 910,542 people, 862,062 of which were in the four governorates in which FFIS operates.

Donor countries have pledged over 240 million USD for FFIS. Signed agreements amount to 152 million USD and pledges are in excess of 88 million USD. As of 30 September, 95 million USD had been received. During the third quarter, new contributions were received from New Zealand, Japan, Korea, Austria, France, and USA. At the Washington Conference, donors pledged additional support for the stabilization of Iraq. With many cities remaining to be liberated, including Mosul, the additional resources are essential.

### **Box 1: Key highlights from Q3 2016**

- 155,952 people returned to their homes in newly-liberated areas of the four governorates that FFIS supports. Anbar received the largest number of returns (103,758 people, 66% of total), followed by 28,734 in Diyala (18% of the total), 20,796 in Salah al-Din (13%) and 2,664 in Ninewah (2%).
- Significant progress was made in Ramadi as most FFIS project locations were finally clear of EHs. Out of the 24.6m USD of FFIS projects in Ramadi, 5.0m are complete and 10.3m are under implementation.
- Within three months of the liberation of Fallujah and Karma, FFIS had completed two assessment missions, a prioritization workshop with local authorities, coordinated with UNMAS and Janus Global Operations for EH clearance of approximately over half of FFIS project sites. This included a finalized assessment report and designed and contracted project of 6.3m USD.
- 13m USD of equipment and supplies are being prepositioned for Mosul. The equipment and supplies were identified in conjunction with local authorities and align with the stabilization response plan under the development in coordination with the humanitarian response.
- The FFIS programme team and Service Centre has expanded with the addition of several new staff. This has increased its capacity for rapid stabilization response and preparedness for cities that are expected to be liberated in the coming quarter.

## **Project Background**

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Iraq has been undergoing political, economic, and social turmoil as a result of the conflict with the ISIL. The occupation of approximately one-third of Iraq's territory by the summer of 2014 resulted in the displacement of 3.3 million Iraqis. The Government of Iraq and its security forces have undertaken clearing operations in the governorates of Salah al-Din, Ninewah, Anbar, and Diyala, and have liberated key areas that require stabilization support.

The objective of the FFIS is to support the Government of Iraq's ability to respond to people's needs in areas that have been cleared from ISIL. UNDP is the primary implementing agency of FFIS, though it may partner with UN agencies for specific projects, and contract NGOs and vendors to facilitate multiple activities.

The FFIS Project Document outlines four primary areas of engagement:

- Window 1: Public works and light infrastructure rehabilitation, finances light repairs of key public infrastructure such as clinics, schools, water facilities, power grids, government buildings, access roads, etc.
- Window 2: Livelihoods, finances activities aimed at jump-starting the local economy and generating income for local households, particularly families returning to their homes, including women.
- Window 3: Capacity support, finances technical support for local governments, boosting their immediate response capacity to cope with the challenges arising during stabilization.
- Window 4: Community reconciliation, finances projects that help local leaders and community groups promote social cohesion and dialogue with special attention to local women's groups, and to start a restorative justice process.

The areas of engagement are informed by a needs assessment process conducted in conjunction with local authorities. The three primary objectives of the needs assessment process are: (1) Collect pre-conflict and post-conflict data on the conditions of the health, education, electricity, water, and municipality sectors; (2) Prioritize six 24-month priorities, which will outline governorate stabilization plans, and allocate resources to address identified priority needs; and (3) Develop the capacity of provincial governments to conduct needs assessments and use them for stabilization and reconstruction planning.

Based on the needs assessments, Window 1 projects are selected through a consultative process with the Government, UNDP, and affected populations. In most areas, needs far outweigh resources available to UNDP. Therefore, UNDP and the Govern-

ment (including the Governor, the Control Cell, and the Office of the Prime Minister) deliberate and agree on which priorities will be supported through FFIS.

The FFIS engagement criteria for Windows 3 and 4 differ from Windows 1 and 2, which are based on needs identified through consultations, primarily with the Government of Iraq. Capacity-building needs are determined directly with Governorate officials, notably the Governor, as well as with UNDP Local Area Development Programme (LADP). For Window 4, best practices in community reconciliation suggest that civil societies working with the Provincial Council and Reconciliation Commission are the most effective implementing modality, due in part to political sensitivities involved in reconciliation and dialogue work. Furthermore, these civil society organizations should have a track record in working in reconciliation and be seen to be impartial. Civil society partners help UNDP prioritize thematic and geographical areas that need community reconciliation interventions. The reconciliation committee of the Provincial Council has also been an important counterpart for the NGO work.

FFIS is one tool by which the Government of Iraq carries out its stabilization efforts, and the four windows outlined in the Project Document are avenues to support the Government's stabilization efforts. Other essential lines of effort, such as security and rule of law provision, are outside the purview of the current Project Document and are supported by other programs. Ownership by and leadership of the Iraqi Government at the central and governorate level, is critical to long term success of post conflict stabilization, especially in the decision-making process that identifies priorities through consultation with a wide range of stakeholders.

FFIS is overseen by a Steering Committee is chaired by the Prime Minister's Chief of Staff and the DSRSG serving as secretariat. A number of donors to FFIS are sitting

members and relevant governors are also invited. The Steering Committee is a key oversight body for FFIS activities, and ensures FFIS activities support the Government's stabilization strategy.

At the request of the Government of Iraq, the Funding Facility for Expanded Stabilization (FFES) was presented to the March 2016 Steering Committee and unanimously endorsed. When FFIS was established in June 2015, the working assumption was that sequential stabilization and reconstruction projects would be undertaken by the Government, using public revenues, as soon as FFIS left a city or district. This continuum of post-liberation efforts has not materialized due to the drastic drop in oil revenue ultimately affecting the Govern-

ments revenue. The concern that military gains are at risk and that the progress being made during immediate stabilization might be reversed by the slower pace of reconstruction, the concept of setting up a second stabilization channel was proposed by funding medium-scale projects that generate large numbers of jobs, incentivize mass returns, and help to consolidate corridors between stabilized cities and districts. With the approval of FFES, the Funding Facility now includes the original Funding Facility for Immediate Stabilization (FFIS) and a second channel known as the Funding Facility for Expanded Stabilization (FFES). Both channels are managed under the guidance of the same Steering Committee.

## Overview of the Third Quarter

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The third quarter reporting period examines the implementation progress between 1 July 2016 and 30 September 2016.

FFIS made significant progress in Anbar Province. In Ramadi, after delays due to explosive hazards, 39 of 44 Phase 1 projects commenced. Three projects are now completed including the H1 lifting station and the installation of the first 73 generators. 450 youth are involved in cash for work projects across three parts of the city to clean sidewalks and remove rubble. These projects are bolstering citizen confidence that it is safe to return to their homes.

FFIS responded much faster in Fallujah and Karma than Ramadi. These cities were only liberated at the end of the last reporting period (Q2 2016). During this period, FFIS undertook two assessment missions, held a prioritization workshop with local authorities, coordinated with UNMAS and Janus Global Operations for EH clearance. In addition, FFIS finalized the assessment report, designed and contracted 6.3m USD of projects, mostly in the education and health

sectors. Implementation of 15 projects also commenced, including the rehabilitation of 5 priority schools in Karma and cash for work for 300 youths in Fallujah and 80 in Karma.

Stabilization needs assessments for the remaining three cities in Anbar - Haditha, Heet and Rutba – were conducted this quarter. Unfortunately, a mission to these locations was not possible given the distance from Baghdad and continued insecurity on key routes. However, on 5 August, over 30 representatives were invited for a workshop in Baghdad to review and finalize the assessments and FFIS projects which are now under BoQ development.

Activities across the other governorates were implemented as planned during the quarter. In Salah al-Din, several projects were completed leaving only two projects in Tikrit and one each in Al Dour and Mkeishifa. These will be completed in the coming quarter. In Diyala, the rehabilitation of the municipality shops in Saadiyah was completed.

Mosul was officially approved by the FFIS Steering Committee on 27 September 2016. FFIS initiated the pre-positioning of 13m USD of equipment and supplies for rapid response after liberation. This includes electrical (5.2m USD); water (2.6m USD); municipality (3.2m USD); and health (1.8m USD). The list was developed in consultation with the Provincial Control Cell and the Governor's office. Preliminary assessments of critical infrastructure locations/sites were undertaken in coordination with UN-Habitat to inform the stabilization response plan.

In anticipation of the potential conflict-induced displacement from the Mosul campaign, FFIS supported the pre-liberation planning for the so-called 'triangle' : Qayarah, Shirqat and Hatra south of Mosul. Qayarah was liberated around 24 of August. UNDP FFIS hosted a stabilization needs assessment workshop on 30 August and undertook two missions to Qayarah, on 14 and 18 September. Within 10 days from this second mission, Bills of Quantity (BOQ) had been gathered from the appropriate Line Directorates and procurement of essential items for the Qayarah township was underway.

A FFIS Steering Committee meeting was held on 27 September 2016. The Steering Committee reviewed possible new locations and endorsed expansion of FFIS to Mosul. Tel Afar and Hawiji were discussed and a decision to approve them was tabled for the next meeting as destruction in both cities is expected to be extensive and major reconciliation issues are likely to heavily impact stabilization. Progress with the Funding Facility for Expanded Stabilization (FFES) was reviewed, including potential projects such as opening the corridor between Fallujah and Ramadi by repairing the Palestine and Japanese bridges, as well as the longstanding and urgent renovation of the Teaching Hospital in Tikrit.

Donor countries have pledged 240 USD

million for FFIS. Signed agreements amount to 152 million USD and pledges are in excess of 88 million USD. As of 30 September 95 million USD had been received. During the quarter, new contributions were received from New Zealand, Japan, Korea, Austria, France, and USA. At the Washington Conference donors pledged additional support to the stabilization of Iraq. With many cities remaining to be liberated, including Mosul, additional resources are essential.

The third quarter witnessed a considerable turnover of FFIS staff as well as an overall increase in the number of programme and operational staff. A new Head of Stabilization, Programme Manager, Programme Management Specialist, Livelihoods Officer, and several additional engineers, finance, and procurement staff in the Service Centre joined during the period. This has significantly expanded the capacity of FFIS to respond in a timely manner to stabilization needs, as evidenced in Fallujah, Karma, and Qayarah.

Community reconciliation activities under Window 4 took a different direction to adapt to the new set of complexities tied to the military progress and new dynamics among tribes in the three governorates of intervention. During the third quarter, Window 4 work involved a much more intense consultative process with local stakeholders and key political and military actors that was necessary to redefine the changing priorities in the field.

Drawing from the lessons-learned of previous community reconciliation activities, the large number of civil society organizations (CSOs) intervening in reconciliation activities demonstrated considerable overlap or multiplicity of intervention in similar areas, often involving similar actors at the risk of discrediting the reconciliation processes or jeopardizing the 'do no harm' principles. In addition, issues related to the return and vetting processes, as well as security in the

longer-term, were brought up by a number of key interlocutors at community levels. On the eve of the military operation in Mosul, the needs for a more coordinated approach among implementing partners and donors, as well as fostering a culture of knowledge-sharing among different stakeholders has become central to redefining the FFIS approach and priorities, as well as

mainstreaming our efforts for sustainability of our activities. One of the priorities identified, beyond the returns and stabilization processes at community levels, was the plan to have reconciliation processes and mechanisms hold through next year to contain the spill-over effects of the Mosul operation and support the planned provincial elections.

**Table 1: Summary table of stabilization needs assessments and FFIS assistance for Windows 1 and 2 until 30 September 2016**

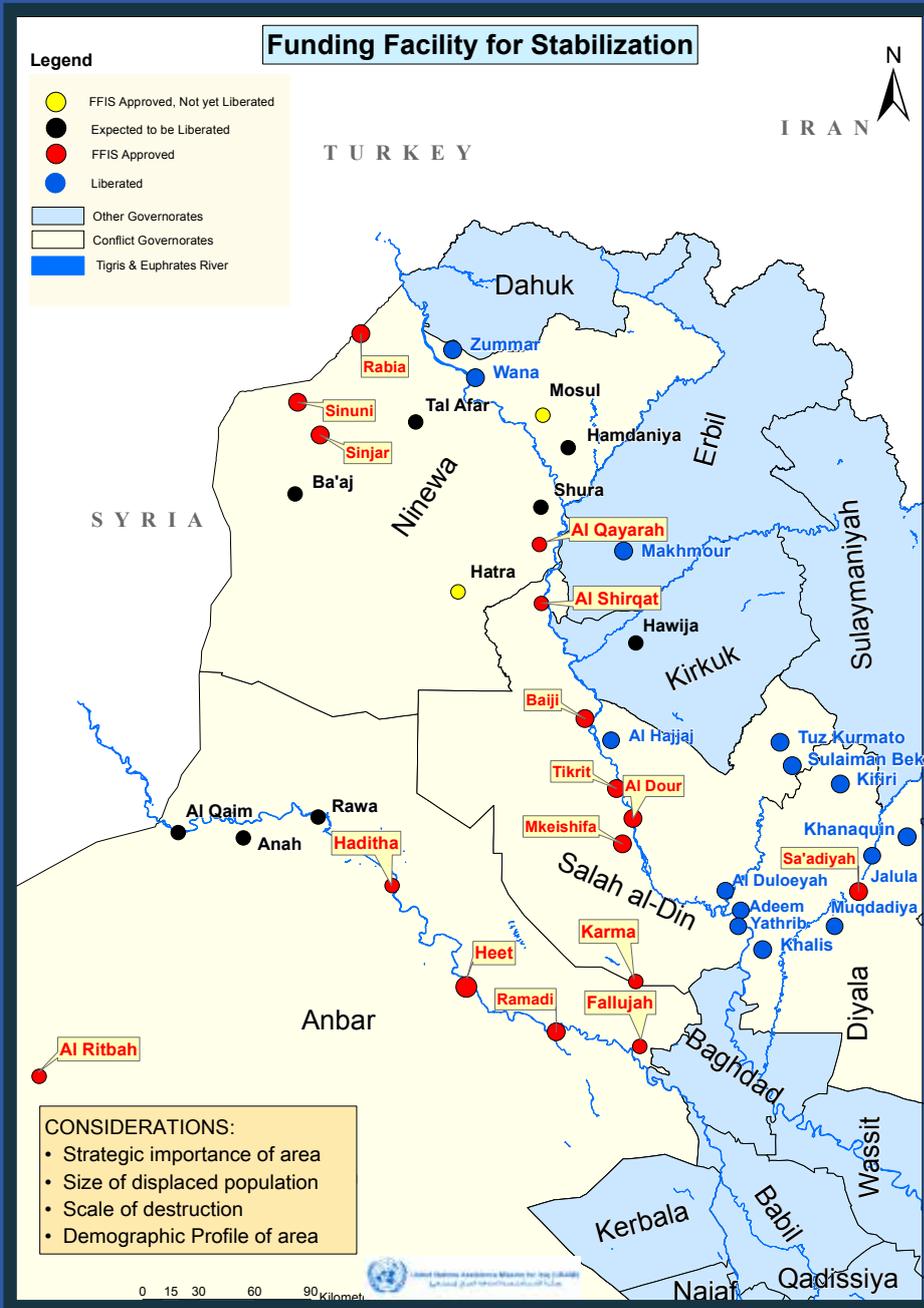
Assessments for:	6-month priorities	FFIS funded (estimate)
Zummar, Rabia, Sinuni and Wanna (Ninewah Governorate) – completed April 2015	USD 19,232,601	USD 2,700,000 (Rabia sub-district)
Sinjar district (incl. Sinuni) – completed March 2016	USD 34,865,000	USD 8,600,000
Tikrit District (Salah al-Din Governorate) – completed July 2015	USD 16,245,000	USD 10,100,000
Al Dour/Mkeishifah (Salah al-Din Governorate)	USD 9,054,000	USD 3,160,000
Al Saadiyah (Diyala governorate) – completed January 2016	USD 9,152,000	USD 2,500,000
Ramadi (Anbar Governorate) – completed July 2016	USD 59,470,00	USD 23,700,000
Fallujah/Karma - completed September 2016	USD 41,031,974 Fallujah USD 20,016,464 Karma	USD 16,000,000 Fallujah USD 5,900,000 Karma
Haditha/Heet/Rutba – to be finalised October 2016	TBC	TBC
Qayarah, Shirqat and Hatra – to be finalised October 2016	TBC	TBC
<b>TOTAL</b>	<b>USD 209,067,039</b>	<b>USD 72,660,000</b>

The overall performance indicator for FFIS is: "Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar". International Organization for Migration (IOM) Data Tracking Matrix reports that between 15 June and 15 September an additional 155,952 persons returned to their homes in the newly liberated areas of the four FFIS provinces. The majority of returns were in Anbar: 103,758, which is 66% of the total. Diyala

received 28,734 returns (18% of the total), Salah al-Din 20,796 returns (13% of the total) and in Ninewah only 2,664 people returned (2% of the total). Overall, this represents a reduction on the total numbers of the previous period (170,364 returns), however it is still a notable proportion of the total returns to date (17%). This brings the total returns to 910,542 people, of which 862,062 were in the four governorates in which FFIS operates.

**Table 2: Return figures from IOM Displacement Tracking Matrix**

Governorate	District	Return figures 2015			Return figures 2016		
		09-Apr	10-Sep	17-Dec	16 Mar	15-Jun	15-Sep
Erbil	Mahmour	0	0	5,838	8,136	15,384	15,408
Anbar	Falluja	3,132	10,794	10,794	10,794	10,794	15,054
	Heet	0	2,250	2,250	2,250	30,492	45,558
	Ramadi	2,454	26,514	26,514	17,292	83,676	163,320
	Rutba					5,412	10,200
<b>TOTAL ANBAR</b>		<b>5,586</b>	<b>39,558</b>	<b>39,558</b>	<b>30,336</b>	<b>130,374</b>	<b>234,132</b>
Diyala	Al Khalis	31,320	37,824	48,090	54,480	61,734	61,584
	Al Muqdadiya	9,204	31,026	38,178	38,178	38,178	38,178
	Khanaqin (incl. Saadiya)	0	2,022	5,094	20,526	38,040	66,924
	Kifri	0	1,200	1,200	1,200	1,200	1,200
<b>TOTAL DIYALA</b>		<b>40,524</b>	<b>72,072</b>	<b>92,562</b>	<b>114,384</b>	<b>139,152</b>	<b>167,886</b>
Kirkuk	Kirkuk	1,080	3,630	3,720	3,720	2,388	2,388
Ninewah	Mosul	0	438	438	642	630	690
	Telafar(Zummar, Rabia)	24,924	50,880	51,060	90,900	90,420	88,182
	Telkaif(Wana)	0	11,820	11,820	18,600	18,594	20,208
	Sinjar (incl. Sinuni)	0	0	5,640	18,810	21,090	24,318
<b>TOTAL NINEWAH</b>		<b>24,924</b>	<b>63,138</b>	<b>68,958</b>	<b>128,952</b>	<b>130,734</b>	<b>133,398</b>
Salah al-Din	Al Dour	0	28,140	48,714	49,572	54,462	54,462
	Balad (Duloeya)	0	11,190	11,190	11,190	17,376	23,424
	Beji	0	8,250	9,420	9,420	20,772	24,846
	Samarra (Mkeishifa)	0	15,654	15,654	16,986	41,364	41,604
	Al Fares	0	0	0	9,000	6,192	6,318
	Tuz	0	0	5,736	5,736	7,128	7,128
	Tikrit	27,000	133,188	167,430	160,170	158,556	168,864
<b>TOTAL SALAH AI-DIN</b>		<b>27,000</b>	<b>196,422</b>	<b>258,144</b>	<b>262,074</b>	<b>305,850</b>	<b>326,646</b>
Baghdad	Abu Ghraib, Kadhima, Mahmoudiya					30,276	30,684
<b>TOTAL IN 4 FFIS GOVERNORATES</b>		<b>98,034</b>	<b>371,190</b>	<b>459,222</b>	<b>535,746</b>	<b>706,110</b>	<b>862,062</b>
<b>TOTAL</b>		<b>99,114</b>	<b>374,820</b>	<b>468,780</b>	<b>547,602</b>	<b>754,158</b>	<b>910,542</b>



Map1: FFIS locations

# Implementation Progress

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This section provides an overview of FFIS progress by governorate between 1 July and 30 September 2016. Each governorate is broken down according to the four windows. Quantitative progress against the Performance Tracking Matrix as established in the FFIS Project Document signed by the Government of Iraq and UNDP in June 2015 can be found in Annex III.



Overall, FFIS made considerable progress in Anbar during the reporting period even in the face of extremely complex military, social and political dynamics. Ramadi projects are now well underway with almost all of Phase 1 projects under implementation. As reported in the 2016 Second Quarter Report, assessing and clearing of explosive hazards (EH) was a major bottleneck to FFIS implementation. This challenge has largely been overcome during this quarter thanks to UNMAS and the Janus Global Operations who have systematically cleared the FFIS locations.

FFIS made notable progress with stabilization of Fallujah and Karma which were only liberated at the end of the last quarter. A Stabilization Needs Assessment and Prioritization Workshop was held on 7 August with Mayors and Line Directorate representatives from both cities. The final Stabilization and Needs Assessment Report was published and provides an overview of the damage situation and project priorities in each sector.

Explosive hazards were significant in Fallujah (less so in Karma), and clearance is underway with more than half of FFIS project sites assessed and cleared to date. 15 FFIS projects are under implementation, with a priority on the rehabilitation of edu

cation and health facilities. Rubble removal and municipal cleaning projects are underway in both locations, providing cash for work for over 380 youth, building citizen confidence that the locations are safe to return to. Families were first allowed to start returning to Karma on 1 September and Fallujah on 17 September.

Anbar remains in a fragile socio-political situation and this has had an impact on the speed of FFIS implementation. There were challenges to both the Governor of Anbar and the Mayor of Fallujah. None of these political struggles resulted in either being removed, but they indirectly slowed progress of stabilization, particularly discussions dealing with expanded stabilization, and the implementation of FFES. In addition, security and access to Fallujah and Karma remained a challenge for FFIS. Although liberated, they are not fully accessible and daily permits are required from West Baghdad Operations Center (WBOC). Furthermore, gaining security approval from the WBOC for each FFIS site has been slow due to bureaucratic procedures, which delayed the commencement of some FFIS projects. Returns to Ramadi steadily increased

during the period as citizens appeared to feel more confident in the stabilization of the city, with services resuming, shops opening, and rubble being cleared from the main streets. Estimates from local authorities indicate that over 300,000 people have returned to Ramadi. Returns to Karma commenced on the 1 September, with over 1,300 families returning by the end of the reporting period. Returns to Fallujah were not permitted by security authorities until 17 September and so far over 700 families have returned.

FFIS advanced activities in the three other FFIS-approved cities in Anbar: Haditha, Heet and Rutba. Assessment missions were not possible given their distance from Baghdad and simmering insecurity, particularly around Heet, Haditha, and Jazira al-Khalidiya. Instead, in order to move the process forward, FFIS undertook the Stabilization Assessment and Prioritization Workshop on 5 September in Baghdad in an effort to advance project assessments and selection with local authorities. Priority projects in each location are under development and will commence in the next quarter.

### *Window 1: Light infrastructure rehabilitation*

#### **Ramadi**

Significant progress was made with project implementation of Window 1 priorities with 39 of 44 'Phase 1' projects under implementation. All schools and health projects are expected to be complete by the end of October. These Phase 1 projects are located in the West/South of Ramadi (Tameem, Kilo 5 and Kilo 7 areas.), which was the first part of Ramadi to be liberated and cleared of explosive hazards. Seven of the 42 proposed projects in 'Phase 2' commenced during the reporting period. The remaining are under Bill of Quantities (BoQ) development and procurement and will be contracted at the start of the next quarter. Table 3 outlines the projects and

progress in more detail. The Ramadi Stabilization and Needs Assessment Report, which was published during this reporting period, gives information on the status of each sector and the priority list of projects. FFIS Stabilization Advisors undertook a mission to Ramadi on 2 August. A six-person UNDP FFIS team traveled to Ramadi to meet with Mayor Ibrahim Al-Awsaj and the relevant Line Directors. This provided the opportunity for the team to explain how FFIS implements projects, as well as to visit several project sites in the city. The sites visited were (1) a generator site near the Mayor's complex, (2) Salalah Market Area, (3) 17th Street Market Area, (4) Ramadi Teaching Hospital, (5) Big Water Station in Al-Warrar, and (6) D1 Sewage Pump Station. Furthermore, visits to the market sites were instrumental in gathering useful input for the design and implementation of Window 2 cash-for-work and small business grant activities.

Explosive hazard (EH) clearance remains an essential activity in Ramadi given the considerable levels of contamination of project sites. During the reporting period, FFIS continued to coordinate with Janus Global Operations regarding the threat impact assessments and clearance of FFIS locations. To date, nearly all project sites have been cleared enabling implementation on site to commence.

Unfortunately, EH clearance suffered several major set-backs during the period. The first was indirect fire on de-miners operating in the Anbar University site and the second was the death of an international explosive ordnance disposal technician who was defusing an IED in central Ramadi. As well, it was reported that during the three-month period over 150 civilians were killed from IED booby traps when returning to their homes and places of work. These unfortunate events are a stark reminder of the serious challenges of EH and the need to ensure appropriate steps are taken to safeguard lives during stabilization efforts.

**Table 3: RAMADI**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	FFIS is rehabilitating and furnishing 18 Public Health Clinics (PHCs) throughout the city, including supplying six ambulances, which will benefit an estimated 200,000 men and women, boys and girls in Ramadi.	EH were fully cleared on all PHCs. The rehabilitation of six PHCs in Tameem, Kilo 5 and Kilo 7 neighbourhoods was completed. Procurement of supplies and furnishing for all PHCs was completed. Rehabilitation works on the remaining 12 PHCs in Central and Eastern Ramadi commenced.
<b>Education</b>	Overall, FFIS is rehabilitating 19 education facilities to reach over 10,000 students. Phase 1 includes the rehabilitation of five schools and one kindergarten in Tameem, and four schools in 5 Kilo neighbourhood. Phase 2 includes the renovation of 5 primary schools and 4 secondary schools in central and eastern Ramadi.	Rehabilitation of all five Phase 1 schools commenced and will be complete by mid- October. This will enable children to return to school to re-start their classes not long after the school year has commenced. For Phase 2, all BOQs were developed and the projects are under procurement with expected contracting in the first week of October.
<b>Electricity</b>	FFIS is supplying a total of 153 generators to provide electricity to over 200,000 residents. 73 generators were prepositioned prior to the liberation of Ramadi. Two other projects include procuring three mobile sub-stations for Anbar Governorate and supplying electrical materials for the city network.	All 73 generators in the first phase have been installed. There were, however, challenges with securing fuel for their operation, mainly due to the restrictions placed on vehicular movement in Anbar province and the supply of fuel by government authorities. This has largely been rectified through the intervention of the Governor of Anbar and the Mayor of Ramadi. The remaining 80 generators will be installed in the coming quarter.
<b>Water</b>	FFIS is supporting the rehabilitation of the Ramadi city water network by implementing 22 interconnected projects to rehabilitate key pump stations, water lines and treatment tanks throughout the city.	Implementation of eight projects commenced this quarter, including the notable Qasr Aladala (Justice Palace) Water Project. Two projects are nearly complete (Water Ground and Towering Tanks in Tameem, and Ground Tank in 5 Kilo). The remaining were contracted and will start in October.
<b>Sewage</b>	FFIS is undertaking 9 sewage projects in Ramadi to rehabilitate the local sewage network. This includes three projects in Tameem and Kilo 7 areas (Phase 1), and six in central and eastern Ramadi (Phase 2).	All three sewage projects in Tameem and Kilo 7 commenced and one was completed (D1 Treatment Plant). The six Phase 2 projects underwent technical review with FFIS Service Centre and will start in the next quarter (E1, E2, E3, F1, F2, and M3 Lifting Stations).

**Fallujah**

Fallujah was only liberated in June 2016, near the end of the last reporting period. Therefore, FFIS focused on Fallujah during this reporting period with the intention to commence stabilization activities faster than the case of Ramadi's liberation. Fallujah had been severely damaged, although it suffered considerably less structural damage compared to Ramadi. Three missions were undertaken to Fallujah during the reporting period. An initial assessment mission was undertaken on 25 July by UNDP Stabilization Advisors. The focus was on assessing priority sites and meeting local officials to discuss stabilization needs. On 1 August, a joint

UNDP-Government of Iraq (GoI) mission was undertaken with the Minister of Displacement and Migration (MoDM); DSRSG Lise Grande; and FFIS Stabilization Advisors. The mission met with the Mayor of Fallujah, Council Chairman, and several other key officials. Local officials stressed the need to return citizens back into the city of Fallujah was a priority but could not be conducted until the city was cleared and assessed of explosive hazards, rubble was removed, and basic services such as water, electricity and sewage were rehabilitated. On 7 September 2016, FFIS supported a high-level delegation to Fallujah including the Anbar Governor and Dr. Mahdi al-Alaq,

Secretary General of the Council of Ministers and Focal Point for Stabilization. Mr. Essa Al-Issawi, Mayor of Fallujah, and Directors General of Fallujah Line Directorates also participated. The aim was to review the stabilization progress, assess the continuing challenges, and to build confidence in the Iraqi people's view of the Government of Iraq's stabilization response for Fallujah. The mission visited the iconic Iron Bridge, the rubble removal site in the northern half of the city (observing workers clearing rubble), the al-Azraqiyah Water Plant, the Mayor's Office and al-Marwad School, and one of five schools in Fallujah was identified by the DG of Education as a high-priority for rehabilitation.

The Stabilization Assessment and Prioritization Workshop for Fallujah was conducted together with Karma on 7 August 2016. The workshop participants included 35 key officials from the Governor of Anbar's office, Mayors, and technical representatives of Line Directorates of Water, Sewage, Electricity, Health, Education. There was also some discussion about livelihoods (cash for work and small grants) with Iraqi NGOs, and an introduction to community reconciliation. The Fallujah and Karma Stabilization and Needs Assessment Report was completed during this session.

The EH challenge in Fallujah is not as severe as in Ramadi, as Fallujah fell quickly to the Iraqi Security Forces, thereby giving ISIL less time to seed IEDs and booby traps. Initial Threat Impact Assessments (TIAs) by the Optima Group in Fallujah indicate that the city is less contaminated in terms of EH than Ramadi. Nevertheless, the EH threat does in fact exist, and as a result UNDP coordinated closely with the United Nations Mine Action Service (UNMAS) and Optima Group, and their local Iraqi sub-contractor, Al-Fahad, in order to move quickly to assess the threat and to start clearance operations on key infrastructure sites. Security and access has been a significant challenge during the past three

months. Access remained limited during the period as no civilian returns were allowed to return until 17 September 2016. On 8 August 2016, Dr. Mahdi Al-Alaq (the Prime Minister's designated lead for stabilization) chaired a conference at the Prime Minister's (PM) Guest House in Baghdad under the banner entitled "Conference for the return of IDPs from the Families of Fallujah". He was joined at the head table by Mr. Qasim Mohammad al-Fahdawi (Minister of Electricity), Dr. Jassem Al-Jaff (Minister of Displacement and Migration), and Ms. Lise Grande (DSRSG of the United Nations in Iraq). Key points from the debate centered principally on the need to allow IDPs to return as quickly as possible, but to do so in as safe a manner as possible. However, there was a reluctance by the ISF (Iraqi Security Forces) as well as some other civil officials to proceed too quickly, especially if the vetting of returns was not done properly, if security was not strong, and if basic services had not yet reached some moderate level of functionality.

There was a recognition that basic services (water, electricity, and sewage) needed to be repaired as quickly as possible in order to set the groundwork for IDPs to return in a safe and responsible manner. Boosting the local economy was also underlined as an essential requirement to create a proper living environment for the returnees, and to help in stabilizing the city.

**Table 4: FALLUJAH**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	FFIS is rehabilitating 6 Public Health Clinics (PHCs) that have been identified as a priority to re-establish essential health services in the city. The Fallujah Teaching Hospital, located in central Fallujah, suffered significant damage so is also on the project list.	The Bill of Quantities (BoQs) for all PHCs were prepared and finalised in conjunction with the line Directorate for Health. They are currently under procurement and construction is expected to commence in early October. A decision is pending if the Teaching Hospital will be covered under FFIS or FFES as it is a very large and complex project.
<b>Education</b>	Overall, FFIS is rehabilitating 12 education facilities to benefit the over 11,000 students once all have returned. This includes 5 priority schools in Phase 1 and 7 schools in Phase 2.	Implementation commenced on the five priority schools after EHs were cleared. The remaining 7 were contracted and construction will commence in October after EH clearance is complete.
<b>Electricity</b>	FFIS is supporting the Electricity Line Directorate with the supply of electrical materials to repair the Fallujah electrical distribution network. Rehabilitation of three large power stations are also identified as potential projects.	Almost all of the electrical materials have been sourced, verified and quality checked against the technical specifications. By October they will be delivered to the Line Directorate in Fallujah. UNDP supported the Line Directorate with planning for implementation in the coming quarter.
<b>Water</b>	FFIS is implementing 5 water projects in Fallujah to rehabilitate the city's water supply network.	Construction commenced for repairing the first priority water station, the Al Azraqiyah water complex. BoQs for the remaining 4 projects were developed and underwent tendering, concurrent with EH clearance and removal of these sites.
<b>Sewage</b>	FFIS is supporting two sewage projects: rehabilitation of the central treatment unit, and the F1 treatment station.	BoQs were developed for both projects in conjunction with the Line Directorate. EH clearance for both sites commenced and is ongoing.
<b>Municipality</b>	Rehabilitation of the Fallujah Municipality office was identified as a top priority as the building was significantly damaged.	The BOQ is under development with the Line Directorate. EH clearance was completed near the end of the quarter.

**Karma**

Karma was liberated in mid-2016. Many of the residents fled Karma during the more than two years of ISIL occupation, reportedly being absorbed by host families in areas such as Ameriyat Al-Fallujah, Khalidiyah, Habbaniyah, Baghdad, and as far away as Erbil and Kirkuk.

FFIS undertook a mission to Karma on 3 July 2016. The UNDP delegation included the FFIS International Anbar Stabilization Advisor, the FFIS Anbar Area Coordinator, the FFIS Anbar Staff Engineer and an EOD Expert from UNMAS. The delegation met with the Deputy Mayor and Director Generals from the line ministries of Health, Electricity, Water, Sewage and Municipality. Representatives from the local security forces were also present.

In conjunction with Fallujah, as explained above, the Stabilization Assessment and Prioritization Workshop was conducted on 7 August 2016 and the joint Fallujah and

Karma Stabilization and Needs Assessment Report was also completed.

The explosive hazard threat in Karma is less significant than in neighboring Fallujah and Ramadi. Clearance operations have been undertaken on FFIS sites by Janus Global Operations. Approximately 80% of the project sites have been cleared.

FFIS is implementing 35 projects in Karma focusing mainly on the water, health and education sectors (Table 5). Education was identified as the top priority, given the school year was starting, thus FFIS prioritized the school rehabilitation projects in Karma during this period.

Returns to Karma were allowed starting on 1 September. To date, an estimated 1,300 families (more than 7,500 people) have returned to Karma. While vetting is arguably slow, there is a steady, daily return of IDPs to Karma and the surrounding area.

**Table 5: KARMA**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	FFIS is rehabilitating and furnishing 7 Public Health Clinics (PHCs), including the large Karma Main Public Health Clinic. This will re-establish essential healthcare services for the Karma population.	The BoQs were developed with the Line Directorate for Health. Two clinics (Karma Main Public Health Clinic and Al Sihabi PHC) were contracted. Construction will commence in October for all clinics.
<b>Education</b>	Rehabilitating schools was identified as a key priority by the local authorities. Therefore, FFIS is rehabilitating 13 schools to reach the population of over 100,000 residents and their children.	Five priority schools were contracted and construction commenced. They will be complete in early October 2016. Project designs for the remaining eight schools were developed and underwent tendering; construction should commence in October.
<b>Electricity</b>	The priority FFIS project is joint with Fallujah: Supply Electrical Materials for Karma Electrical Distribution Network.	Almost all of the electrical materials have been sourced, verified and quality checked against the technical specifications. By October they will be delivered to the Line Directorate in Karma.
<b>Water</b>	FFIS is rehabilitating the Karma main water project to bring it back to its original 2,000 m <sup>3</sup> /h capacity, and seven other water stations. They will serve an estimated 75,000 people of the area.	The project BoQs were developed and verified in conjunction with the line directorate. Implementation of the Karma main water project commenced. The remaining seven projects are under contracting and will commence in October.
<b>Sewage</b>	FFIS is rehabilitating the 20th Street Sewage Station and supporting the cleaning of the Karma sewage projects network.	The project BoQs were developed and verified in conjunction with the line directorate. EH clearance was completed for the 20th Street station.
<b>Municipality</b>	FFIS is supporting Karma Municipality with supplying specialized heavy equipment to facilitate solid waste collection and street cleaning.	The needs were identified and technical specifications finalized. The project will be contracted and delivered in the next quarter.

## Haditha

Haditha was never fully occupied by ISIL, although it has been under siege for over two years and has been greatly affected by the presence of the group in the surrounding areas, such as Baghdadi. Haditha has an estimated population of 100,000 residents in the city center. The city and its environs are composed of a large number of tribal elements that include the Jughaifi, the Abu Nimr, the Shamar, etc. In addition to the agricultural and industrial sectors, Haditha is known for its pipeline (currently dysfunctional) and the Haditha dam and its electrical generation capacity.

In conjunction with Heet and Rutba, the stabilization assessment and prioritization workshop was conducted on 5 September 2016. Representatives included the Mayors of each city, several city council members, and key line directors. Overall, it was a productive workshop; the Mayors and the Line

Directors came with project lists and estimations which greatly facilitated the prioritization process. The Stabilization and Needs Assessment Report has been drafted and will be published in the next quarter.

The exact FFIS projects in Haditha are currently being finalized however the overall priority is the education sector. Prior to ISIL occupying the surrounding area, Haditha had 83 schools; currently there are only 49, and many of these are damaged. FFIS will prioritize the rehabilitation of 26 schools for boys and girls. The BoQs are currently under development by the Line Directorate for Education with support of FFIS engineers.

## Heet

Heet was liberated in April 2016, although fighting continued in the north for subsequent months making access difficult to FFIS teams. Heet includes the sub-districts of Kubaysa, Baghdadi, and Al-Furat. Al-Furat, in fact, is still under ISIL occupation. Overall, the pre-ISIL population of the area was estimated at 180,000 people, with half those in Heet city centre. At present, an estimated 60,000 have returned to Heet, Baghdadi, and Kubaysa.

As explained above, the stabilization assessment and prioritization workshop was conducted on the 5 September 2016 in conjunction with Haditha and Rutba. The Stabilization and Needs Assessment Report has been drafted and will be published in October. FFIS projects in Heet are currently being finalized. The identified priority is a clean-up project, as part of Window 2, which provides municipal equipment to facilitate solid waste collection and clean-up. These projects are under development and will start in the next quarter.

## Rutba

Rutba was liberated in June 2016. Estimates from the Municipality indicate that there were 40,000 residents prior to the coming of ISIL in Rutba and the two surrounding districts of Walid and An-Nukhayb. An-Nukhayb was never occupied by ISIL, but many residents left Walid and Rutba. Estimates suggest that 85% of the population has returned – approximately 35,000 residents. Rutba suffers from a lack of water, and this has been exacerbated by the destruction under ISIL.

As explained above, the Stabilization Assessment and Prioritization Workshop was conducted on 5 September 2016 in conjunction with Haditha and Heet. The Stabilization and Needs Assessment Report has been drafted and will be published in October.

FFIS projects in Rutba are currently being finalized. Access to clean water was the top priority identified by local authorities. FFIS

commenced a project to supply and install generators for Rutba water stations. This project is expected to benefit over 80% of the population who have returned to the area. It is expected that the project will be completed in the next quarter.

## Window 2: Livelihoods support

### Cash-for-Work (CfW)

As Ramadi suffered considerable damage, FFIS found that the work needed to remove the rubble from the city exceeded the capacity and the technical knowledge of NGOs. After a discussion and agreement with the local authorities, the FFIS CfW modality utilized specialized local contractors. Three CfW cleaning projects were initiated in Ramadi: (1) Central Ramadi Clean-up Project, (2) Tameem (Western) Clean-up Project, and (3) the Eastern Ramadi Clean-up Project. Each project is providing employment opportunities to a minimum of 150 people, mostly IDPs who have recently returned to the city. Therefore, the total number of beneficiaries is at least 450 people, of whom approximately 90% are youth (below 30 years of age). These projects will operate for three months.

In Fallujah, three CfW cleaning and rubble removal projects have been initiated: (1) Northern Fallujah Clean-Up Project; (2) Southern Fallujah Clean-Up Project; and (3) Saqlawiya Clean-Up Project. The implementation of the first two projects started in September, reaching 300 people, and the last project will commence in October. CfW in Fallujah has been a challenge because civilian returns were not permitted until 17 September, and even then it was a slow process with only 30-50 families returning per day. The FFIS has worked with an implementing partner to recruit IDPs located in Ameriyat Al-Fallujah and transport them to and from the city each day. This enabled targeting households most in need of financial assistance; however, it did add to the complexity of the project given the logistics and need to

secure daily security clearance for each worker to enter the city.

The CfW project for rubble removal and street cleaning in Karma city also started in September. It targets 80 workers for 3 months' duration. The main goal is job creation for the youth in Karma who recently returned to the city and also assist the effort for removing garbage and debris from the areas determined by Karma Municipality. The work includes the removal of debris from streets and sidewalks.

### **Small Grants (SGs)**

In Ramadi, two projects to support small local business owners to re-start their businesses are nearly finalized and contracted. They target the rehabilitation of over 500 shops at various markets throughout the city, including Malaab, Kilo 5, Street 20, Khashaa market, and Al-Assray. The number of beneficiaries of the two proposals are expected to be more than 1,300 people with at least 15% women as beneficiaries. The two projects will support the recovery of the local economy through revitalization of the small businesses and the promotion of social cohesion through involving the beneficiary groups and local stakeholders, with a strong focus on local ownership.

In Fallujah and Karma, proposals are being solicited from local NGOs to support small business owners re-start their operations. Given that returns have been limited to date, this has been a challenge to advance. Nevertheless, FFIS is soliciting proposals to support small business owners in both locations, including specific proposals for female-led businesses.

### **Window 3: Capacity support**

FFIS continued to support the Office of the Governor of Anbar primarily in the area of strategic communications to counter rumors on social media and support dissemination of information of stabilization progress to promote civilian returns. The

International Communication Specialist and National Special Assistant continued their technical assistance support to the Governor and his office, assisting with external communications while building technical skills within the governorate's official Information Technology (IT) team and Media Office.

The Communications Specialist and Assistant undertook several notable activities during the reporting period: (1) supported access to Anbar Governorate, the Office of the Governor, and the governorate's partners for many international and local news outlets, including Al Anbar TV to promote the local government's rehabilitation work, and inform the public of safety issues and latest developments; (2) finalization of the official Anbar Governorate website in Arabic and English to help notify citizens and national and international partners about the governorate's latest developments, services, and basic information. (The website's URL is: [eng.anbar.iq](http://eng.anbar.iq).); (3) organized a two-day workshop to receive input from and share information with the people who will eventually administrate the website; and (4) training the Anbar IT team, governor's special advisor, and the governor's special assistant to administer, update, and maintain the site.

At the city level, the FFIS engineers located in Ramadi, Fallujah and Karma continued to provide 'on-the-job' capacity support to line directorates. This included supporting and mentoring line directorate technical staff on accurate development of Bills of Quantities (BoQs), site monitoring and reporting, and best practices in engineering and project design as part of ongoing FFIS sub-projects.

### **Window 4: Community reconciliation**

In Anbar, Window 4 engaged directly with the Governor's Office and the provincial leader for tribal reconciliation in addressing the Anbar Tribal Covenant for reconciliation. In direct consultation with UNHCR's

return Task force, and the Office of Human Rights, key issues pertaining to the covenant were addressed to facilitate returns and avoid cycles of revenge. The National Reconciliation Committee actively strove to integrate the covenant in the deliberation from the Norwegian Refugee Council (NRC) on designing a reconciliation strategy for Anbar.

SANAD is currently starting its activities to address the root causes of tensions and violent extremism in the governorate among young men, as well as among local security forces. To help understand the

tribal dynamics, extensive actor mapping has been carried out along with conflict analysis towards developing the basis of a two-year “preventing violent extremism (PVE)” strategy in Anbar.

In the review of the vetting process and prolonged displacement in Anbar, SANAD is also working with local tribal security forces to address issues related to transparency and retributive mechanisms, such as displacement extending to relatives of alleged perpetrators. As such, work is beginning in the cities of Ramadi, Karma and Fallujah, while coordinating with the NRC.



## Diyala

FFIS stabilization activities in Diyala are focused on Al Saadiyah, the only location in Diyala approved by the FFIS steering committee. However, UNDP’s sister program of stabilization, the Iraqi Crisis Response and Resilience Program (ICRRP) has a major focus on the remaining areas in Diyala: Kifri, Khanaqin, Jalula, Muqdadia, Adem, and Khalis. Al Saadiyah is a small town with around 30,000 people. Returns to Al Saadiyah are estimated at around 25% of the displaced persons originating from the area.

### Window 1: Light infrastructure rehabilitation

#### Al Saadiyah

Window 1 projects continue to be implemented in Al Saadiyah city with good cooperation of the local authorities. Challenges such as EH threats and insecurity are not as significant as in other governorates, thereby enabling relatively-smooth implementation of FFIS Window 1 construction projects. As Table 6 shows, there are a-

range of projects in Al Saadiyah across health, education, electricity, and municipality sectors. Three projects were completed during the previous quarter (Rehabilitation of Electricity Department Building for the city; Renovation of Al Saadiyah Water office; and Rehabilitation of main Public Health Centre) and FFIS monitoring shows they are being used by the line directorate, and consequently benefiting the local population.

The project for supplying two ambulances was completed this quarter which significantly improved health service responsiveness in the city. The major project to rehabilitate the main Al Saadiyah Water Station commenced this quarter. It had a capacity of 840m<sup>3</sup>/hr but is currently only operating at 35% capacity. When completed, it is expected to benefit an estimated 30,000 people with improved water supply, including purification, filtering and sterilization of water.

**Table 6: AL SAADIYAH**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	FFIS is rehabilitating the main Public Health Centre and supplying two ambulances as well as medical equipment to benefit the whole population of the city.	The PHC renovation was completed in the last quarter and is now operational, serving the population of Al Saadiyah. The ambulances were delivered, expanding the geographic reach of the hospital. The medical equipment was contracted and delivery is expected in the next quarter.
<b>Education</b>	FFIS is rehabilitating three schools in central Al Saadiyah: Al Bedaa, Al Jesr and Sarah Schools.	The BoQs were finalised during the reporting period and the contract for all three schools was issued. Construction started and it is expected to be complete in early November.
<b>Electricity</b>	The FFIS priority project is to supply electrical materials to rehabilitate the network. Two other projects include: rehabilitation of the Electricity Centre in Diyala Governorate and supply snake/life platform to support the rehabilitation of the electrical system.	The Electricity Centre rehabilitation was completed in the last quarter. The electrical materials and snake/lift platform have been contracted and are under delivery (expected early in the next quarter).
<b>Water</b>	Now that the rehabilitation of the Water Directorate Office is complete, FFIS is rehabilitating the Al Saadiyah main water project to bring it back to its 840m <sup>3</sup> /h capacity. It will serve an estimated 30,000 people of the area.	The Project BoQs were developed and finalised in conjunction with the line directorate for Water. The contract was tendered and was awarded at the end of September. Implementation will commence in the next quarter.
<b>Municipality</b>	FFIS is supporting the municipality with two projects: (1) Supplying two garbage trucks to support the Municipality with waste collection and street cleaning. (2) Renovation of 58 municipal shops in central Saadiyah	After approving the technical specifications of the trucks and tendering, the contract was awarded. The two trucks will be delivered early next quarter. Construction work commenced on the municipal shops and largely complete during this quarter.

**Window 2, 3 and 4: Livelihoods support, capacity support and community reconciliation**

In addition to the on-the-job capacity support through Window 1 activities in FFIS, UNDP is providing support to the Governorate of Diyala through FFIS’ sister program, Iraqi Crisis Resilience and Recovery Programme (ICRRP), as well as the Local Area Development Programme (LADP). These two programs are more tailored to the dynamics of Diyala and have a comparative advantage over FFIS in terms of capacity development (whereas FFIS has a comparative advantage in terms of Window 1).

FFIS cooperates closely with these programs to ensure that the FFIS Window 1 projects are aligned with ongoing capacity development objectives and plans, such as LADP’s capacity building program focusing on sub-national planning, budgeting, and project management skills for Diyala officials. The FFIS Window 1 Engineers are based in Diyala and during the reporting period they continued with ‘on-the-job’ capacity support to the line directorates and Provincial Control Cell in terms of stabilization.



## NINEWAH

FFIS activities in Ninewah during this period focused on two lines of effort. First, advancing project implementation and completion in Sinjar, Sinuni and Rabia; and second, preparing for locations in the governorate that are expected to be liberated, particularly Mosul, Qayarah, Shirqat and Hatra. In addition, at the end of the reporting period following the liberation of Qayarah town, initial assessments and needs prioritization were completed.

The consequences of the liberation of Mosul are expected to be of an unprecedented scale and dwarf the post-conflict stabilization challenges faced so far. Mosul is the second largest city in Iraq and the largest city in the north of Iraq. Mosul had an estimated pre-conflict population of over 1.7 million and is believed to have 1.5 million civilians trapped under ISIL.

UNDP FFIS continued to undertake preparatory actions for the post-liberation stabilization of Mosul. In terms of EH, FFIS is cooperating with UNMAS/Optima and Janus Global Operations to plan for EH clearance and removal once Mosul is liberated, including capturing the lessons learned from Ramadi and Fallujah and streamlining systems to expedite the clearance of critical FFIS sites.

During the period, FFIS initiated the pre-positioning of approximately 13m USD of equipment for rapid response after liberation under Window 1 (see below). In addition, FFIS added additional human resource capacity to Ninewah Governorate,

principally through recruitment of an experienced International Stabilization Advisor to (1) expedite the delivery of Mosul pre-positioned equipment; (2) provide technical assistance to the newly established Governor's Office Technical Team and Ninewah Provincial Control Cell to ensure that all systems are established and 'owned' by respective stakeholder to ensure a speedy post-liberation needs assessments and prioritization; and (3) examine governance capacity gaps of the Ninewah Governorate and critical line directorates and recommend ways to address these gaps. It is expected that there will be considerable displacement of civilians including southward, toward the so-called 'Triangle' of Qayarah, Shirqat and Hatra, and further to Tikrit in Salah al-Din.

Qayarah was liberated in at the end of the reporting period, around 24 August 2016. UNDP FFIS hosted a workshop on 30 August with the heads of line directorates of Shirqat, Hatra and Qayarah to undertake initial assessments of critical infrastructure sites, the current status of basic services, as well the expected damages after liberation. UNDP FFIS undertook two missions to Qayarah on 14 and 18 September. The first mission was a joint mission with OCHA, UNHCR, IOM, and UNDP FFIS which focused on humanitarian planning requirements, but included a rapid assessment of potential FFIS interventions. The second mission concentrated on undertaking a more detailed assessment of specific water,

electrical, health and education potential project sites that had been recommended during the 30 August planning meeting, and verified as viable during the joint mission on 14 September. Within 10 days from this second mission, Bills of Quantity (BoQ) had been gathered from the appropriate line directors and planning was underway to begin the process of procurement of essential items for the Qayarah township. UNDP FFIS will also conduct a Window 4 focused visit to Qayarah and neighboring Hajj Ali during the first week in October 2016 to verify some of the assumptions regarding the political and security dynamics in the area. This mission will focus on meeting with key civil, security, and tribal leaders to discuss the tribal dynamics between the dominant Al-Jubur tribe, as well as the minority tribes of the Al Lahib, Al Sabaaweyeen, and the Juhaish; particularly since the Al Lahib and the Juhaish have reportedly been accused of collaboration with ISIL. Window 4 will focus on refining their existing conflict analysis of the area, and making recommendations for how to mitigate violence between the tribes, and ways to move community reconciliation forward.

### Window 1: Light infrastructure rehabilitation

#### Sinjar

Window 1 projects in Sinjar continued to be implemented despite an extremely challenging security and access situation for FFIS. Population returns remain at low levels for a number of reasons, including ongoing extensive IED contamination, extensive damage to housing and lack of public services. The extended presence of PKK fighters in the area and increasing anecdotal evidence that Yezidi youths are being forcibly recruited appeared to exacerbate Yezidi concerns of protection. The overall security situation only slightly improved in relation to ISIL but was increasingly volatile between local groups and the PKK during the period.

Five priority FFIS projects are underway in Sinjar (Table 7). Generators are being procured to reestablish the electricity system and rehabilitation of a healthcare center and the repair the main administrative center are under implementation.

**Table 7: SINJAR**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	FFIS is rehabilitating the main Public Health Centre that will benefit over 15,000 people.	The project design and BoQ was completed this quarter. It was tendered and under technical evaluation. It is expected to be contracted early in the next quarter.
<b>Education</b>	FFIS is rehabilitating the main Sinjar building of the Education Directorate which is to be used as a temporary administrative centre for the city.	The BoQs were finalized during the reporting period and the contract was issued. Construction has commenced and will be completed in the next quarter.
<b>Electricity</b>	The priority FFIS project is to supply 2 Mobile Generators 11KV for Sinjar to provide reliable electricity for residents in the area.	The project specifications were finalized, approved by the local authority, tendered and begun technical evaluation. It is a joint contract with Sinuni. FFIS expects to award the contract at the start of the next quarter.
<b>Water</b>	Rehabilitation of water wells and a pumping station to improve the accessibility and quality of water for residents in Sinjar.t	The Project BoQs were developed and finalised in conjunction with the line directorate for water. The contract was tendered and was awarded at the end of September. t
<b>Municipality</b>	FFIS is supporting with the supply of key municipal equipment such as tipper trucks and graders.	The equipment list and technical specifications were finalized during this quarter and tendering commenced.

## Sinuni

In Sinuni, FFIS is supporting three priority sectors. First, FFIS is supporting the rehabilitation of the electrical network. This includes the installation of a high voltage power line from Aywanat to Sinuni. Materials will be provided by Ministry of Electricity. It will initially provide electricity to Sinuni sub-district and provide power for the future supply Sinjar. Another project, rehabilitation of the Sinuni sub-station 132/33 KV, will facilitate the electricity connection between the high voltage line and the internal power grid which supplies to homes in the area.

Second, FFIS is supporting community level basic services in water, schools and health services for the mostly Yazidi inhabited mujama'aat (townships). As Table 8 shows, school rehabilitation commenced during the period and three schools are nearly complete.

Third, FFIS is supporting the procurement of medical equipment for the Sinuni Medical Centre. Once the official letter is

received, the procurement process can be finalized and equipment can be delivered to the centre.

In Sinuni the rate of population returns remains low for a number of reasons. The major constraint for the Yazidis, unlike their Sunni Arab neighbors in Rabia, is the lack confidence that they will be safe once they return. Having suffered genocidal attacks and enslavement of Yazidi women and children, the community has lost trust in both the Federal Government and the KRI to protect them. In addition, ongoing power struggles between KRI and the PKK for control of Sinuni and strategic routes into Syria, has resulted in a restrictions of movement in and out of the area, thus making the resumption of normal life impossible. Many basic agricultural and domestic commodities are prevented or delayed from entering through the Suheila/Fishkepour Peshmerga checkpoint which controls the only access from KRI, across the Tigris river.

**Table 8: SINUNI**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	FFIS is rehabilitating the main public health centre and procuring essential medical equipment for the Centre.	The main public health centre is now complete and functional, serving the local population. The equipment list was finalized with the Directorate of Health.
<b>Education</b>	FFIS is rehabilitating 7 schools to benefit both Kurdish and Arabic speaking children in Sinuni.	The contracts were awarded and construction commenced. The first three schools are almost complete. It is expected all will be complete in the coming quarter.
<b>Electricity</b>	FFIS is undertaking three priority projects: (1) installation of a high-voltage line between Aywanat to Sinuni (material provided by Ministry of Electricity); (2) supply a sub-station 132/33V to facilitate connection to homes; and (3) supply mobile generators 11KV for Sinuni.	All projects proceeded well during the period. The materials, provided by the Governor's Office, are now transported to a storage location and ready for installation. The contracts for installation and the sub-stations underwent technical review. The project specifications for the mobile generators were finalized, approved by the local authority and is was tendered.
<b>Water</b>	Rehabilitation of the water scheme in Sinuni to improve the accessibility and quality of water for residents in Sinuni.	The Project BoQs were developed and finalised in conjunction with the line directorate for Water. The contract was tendered and was awarded at the end of September. Implementation will commence in Q4.

## Rabia

In Rabia, the rehabilitation of the municipal building is now complete. This building is on the main street, is highly visible and low of cost, and signals that the full range local authorities are functional and once again at the service of the people.

Ongoing projects include rehabilitation of

the electricity sub-station and an internal network to increase the output of existing power lines and provide a reliable supply to homes and businesses. Another project is provision of municipal garbage trucks, graders and tipper trucks which will help the municipality clear streets and remove solid waste across the city.

**Table 9: RABIA**

Sector	FFIS projects	Progress during reporting period and status
<b>Municipality</b>	Rehabilitation of the Municipality building and provision of municipal equipment.	The building is now complete; FFIS is waiting on customs clearance for the equipment which will then be delivered to the Municipality.
<b>Electricity</b>	Renovation of Rabia Sub-Station 33 & 11 KV Breakers.	The contract was awarded and implementation commenced.

## Mosul

Mosul was officially approved by the FFIS Steering Committee on 27 September 2016. During the reporting period FFIS undertook pre-positioning of Window 1 equipment and supplies, amounting to approximately 13m USD for a rapid response after liberation. This equipment includes electrical (5.2m USD); water (2.6m USD); Municipality (3.2m USD); and Health (1.8m USD). The list of equipment was identified in consultation with the Provincial Control Cell and the Governor's office. The procurement process was initiated, and expected delivery of equipment will commence early October. Equipment will be stored in Government storage in the Shirkhan District (as per Provincial Control Cell agreement). Preliminary assessments of critical infrastructure locations/sites are ongoing in coordination with UN-Habitat.

### Window 2: Livelihoods support

FFIS is implementing several livelihoods projects in Ninewah, with a focus on Rabia. The first project, the Al Jazeera irrigation project in Rabia, will have a significant

impact on the lives of local farmers. Progress was made during the reporting period, principally with work on repairing the electrical part of the pumping station and finalizing the technical threat assessment report for the main channel. Tendering for bridges, control gates and de-silting has been finalized.

The second project in Ninewah is livelihoods support of the most vulnerable households in Rabia. This project is implemented in conjunction with an NGO, Al-Tahreer Association for Development. During the third quarter it continued the project to strengthen the livelihoods of more than 600 women in Rabia, focusing on female headed households, most of whom are widows but also those whose husbands have been disabled. Domestic livelihoods assets looted by ISIS, such as poultry, small ruminants and sewing machines will be restored. The first installment was disbursed during this quarter and work has commenced. Participants for the sewing and nursing courses have been identified. A contract has been signed between Tahreer and the Directorate of General of Health Dohuk and the training

will operate from 1 October.

Several meetings were conducted by FAO staff with different officials from KRI government and the Ninewah governorate regarding the KRI authority approval to transport fertilizer to Rabia across the Tigres river through the Suheila check-point. Despite all the efforts, the approval was not granted during the last quarter. However, the Ninewah Governor's Office is confident that permission will be granted in plenty of time for the upcoming planting season. In order to ensure that farmers in newly liberated areas do benefit this season, the fertilizer will be diverted elsewhere to a more accessible location like Qarayah, if permission is not granted by 15 October.

For Window 2, preparations for Mosul FFIS commenced the identification and pre-qualification of NGOs to carry out Small Business Grants and Cash for Work projects once Mosul is liberated and cleared of explosive hazards. A meeting was held on 30 August with potential NGOs and another is planned for the coming quarter to reach a wider range of NGOs.

### **Window 3: Capacity support**

The FFIS Area Coordinator continued to provide support to the Governor's Office during the third quarter. Support was further increased by the recruitment of an experienced international Senior Stabilization Advisor who arrived at the end of the quarter. Together, these FFIS staff supported the Governor and line directorates with Mosul planning and preparations. This included consideration of Crisis Management Structures; Security with the City; Restoration of Law and Order; Restoration of Governance, Mine Action; Reconciliation between ethnic groups especially between Shia and Sunni who have remained inside Mosul; engagement with civil society; and IDPs. As well, FFIS hired a dedicated national medical advisor who focused on supporting the Line Directorate for Health with

developing the BoQ for prepositioning medical supplies.

In addition, the FFIS is providing intensive technical assistance to the newly established Governor's Office Technical Team to ensure that all systems are established and line directorate staff are trained to implement post-liberation needs assessments and prioritization in an efficient and timely manner.

### **Window 4: Community Reconciliation**

During the third quarter, Window 4 activities focused on two areas: (1) the liberation of Qayarah, and (2) the planning activities for the Mosul military operations and their consequences on the communities inside Mosul. This also included other areas where UNDP intervened, looking at the possible secondary effects in areas like Sinjar or Zumar.

Intensive consultation and conflict analysis on the situation in Mosul took place, in both Erbil and Baghdad, to explore what would be the main challenges FFIS would face in Mosul, what would be the implications on Baghdad-Erbil relations and how FFIS could effectively address them at local levels. Following a series of consultations, additional meetings with local NGOs led to the elaboration of a roadmap to engage with tribal leaders and IDPs from Mosul to do preparatory work regarding community reconciliation.

In addition, following consultation with Un Ponte Per (UPP), Window 4 focused on strengthening the Local Peace Committee in Ninewah by increasing their coordination with PAX who has also set up similar structures. UNDP's consultation focused on the merging of committees and selections criteria, while broadening the scope of issues they would address with local administrative structures.

In addition, a series of conflict analyses on Qayarah, Mosul and tribal structures were completed to inform the decision-making process and the design of activities for sta-

bilization. Finally, a working group session co-chaired between UNDP and USIP with the National Reconciliation Committee representative for Ninewah took place in Erbil

on 27 August to address priority issues and strategic activity implementation related to reconciliation and stabilization in the governorate, particularly in planning for Mosul.

**Box 2: Laying the foundations for a fast response in Qayarah, Shirqat and Hatra (Hadhhr)**

On 30 August 2016, FFIS hosted a needs assessment and planning workshop in Erbil for "The Triangle": Qayarah, Shirqat and Hatra. Twenty-two representatives participated including the Deputy Governor of Ninewah, mayors of all three cities, several council members, key line directorates, five local NGOs and international de-mining and explosive hazard clearance partners. Learning lessons from previous experiences in Ramadi and Fallujah in Anbar, FFIS held this workshop even though the locations had not been liberated from ISIL at that time (note: Qayarah and Shirqat were subsequently liberated on 24 August and 22 September, respectively). The workshop objectives included: (a) to explain the FFIS process, and to set clear expectations on activities and processes of stabilization; (b) to undertake initial assessments

based on local projects; and (c) to coordinate and strengthen partnerships. Overall, the goal was to enable a faster response upon liberation in the subsequent weeks and months.

The workshop is part of the FFIS approach of working 'hand-in-hand' with governorate offices, municipal authorities and line directorates to undertake needs assessments and identify critical stabilization needs. Mayor Salih Hassan Al-Jabouri of Qayarah noted "It was a good workshop. We appreciate the partnership with UNDP. It was not them just telling us what to do, but they listened to us and helped us understand what was possible under FFIS, to include the need to take into consideration the explosive hazard threat. What is not possible – such as extinguishing the oil fires – we will have to take action ourselves, and work with the central government. It's good we know this now".





The workshop also provided an opportunity to link the main discussion on Window 1 (Public Infrastructure Rehabilitation) with Window 2 (Livelihoods) and Window 4 (Community Reconciliation). The FFIS Livelihoods Officer and Community Reconciliation Advisor briefed participants on the objectives and process in these respective windows, which laid the foundations for ongoing cooperation with local authorities and NGOs from these locations.

Within two weeks after the workshop, and with Qayarah having been fully liberated, UNDP FFIS undertook two assessment missions, on 14 (a joint UN mission) and 18 September (a dedicated FFIS mission). The workshop proved beneficial in maximizing the assessment outcomes during the mission. The main projects identified in the workshop such as the main water project and public health centre were visited and assessed, and project design is underway in conjunction with the line directorates. The Head of the Water

Line Directorate noted: "By having the workshop before liberation we knew what to expect when UNDP FFIS came on mission. We had the bill of quantities drafted and could easily discuss project options on site from day one." Qayarah, Shirqat and Hatra are strategically important in the lead-up to Mosul campaign. It is critical that they are stabilized rapidly after liberation because it is expected that they may absorb a considerable number of displaced men, women, and children during the Mosul campaign. If services such as water, electricity are not operational this will exacerbate the humanitarian crisis and potentially increase conflict and instability to the detriment of immediate stabilization actions. DSRSG and Humanitarian Coordinator, Lise Grande, remarked that "stabilizing Qayarah can't wait — it has to happen now. Everything for the Mosul operation hinges on Qayarah. It's the staging ground for military forces and it's where 350,000 of the 1 million people who are expected to flee (Mosul) will either find shelter or pass through."



## Salah al-Din

FFIS is approved to work in four locations in Salah al-Din: Tikrit, Al Dour, Mkeishifa, and Baiji. These locations are under increasing pressure due to the advancing military gains up to Al Shirqat (Salah al-Din) and Qayarah (Ninewah), which were very recently liberated in September 2016. It is expected that this corridor will host many IDPs seeking safe passage from Mosul, making the stabilization of this area essential to avoid increased tensions and ensure access to services and facilities to reduce the potential humanitarian crisis.

Overall, FFIS made significant progress during the reporting period in completing most of the remaining projects in Tikrit, Al Dour and Mkeishifa. Near the end of the quarter the security situation deteriorated in Tikrit, with three car bombs killing many civilians and injuring many more. FFIS is not operational in Baiji due to difficult security situation and proximity to the frontline. The project has engaged with line directorates and undertaken initial assessments however the limited returns and security situation, plus demands from other FFIS locations, meant it was not pos-

sible to launch projects in Baiji during this reporting period.

### *Window 1: Light infrastructure rehabilitation*

#### **Tikrit**

Table 10 shows that almost all projects have been completed in Tikrit. Only three projects remain to be finished on site: (1) The renovation of the Surgery & Emergency departments of the Tikrit Educational Hospital; (2) Renovation of the Tikrit Distinguished School; and (3) Installation of a 33/11Kv mobile power station in Tikrit University. These projects are technically complex and therefore required more time to implement compared to other, smaller projects. The last project also faced continued challenges with a non-performing contractor, which was also reported in the last quarter. UNDP sent an official letter to the contractor informing that if work does not resume on site, the contract will be cancelled; if so, another contractor will be hired to complete the work.

**Table 10: Tikrit**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	Renovation of 6 PHCs and the Pharmacy Department, the supply of three ambulances, and renovation of the Surgery & Emergency departments of Tikrit Educational Hospital	One project remains: renovation of the Surgery & Emergency departments of Tikrit Educational Hospital. The BoQ was finalized and the project was tendered. It is under technical procurement review. The contract will be awarded in October for implementation to start thereafter.
<b>Education</b>	FFIS is supporting 8 education projects, including 5 schools, and 3 projects at the Tikrit University. Two projects were ongoing this quarter: renovation of the Tikrit Distinguished School and installation of a 33/11Kv mobile power station in Tikrit University.	Construction work on the remaining school (Tikrit Distinguished School) advanced with expected completion in early-Q4. The installation of the mobile power station did not progress due to poor performance of the contractor. UNDP sent an official letter and will take action in the next quarter if progress remains unacceptable.
<b>Electricity</b>	FFIS supports three electrical projects in Tikrit (Supply Electrical Equipment; Supply 33/11KV Mobile Sub-Station for Main Station; Supply trucks).	The Mobile Sub-Station was delivered to its location on 23 July 2016. Preparations were made to complete connections with input & output feeders with the main electrical network in Tikrit.
<b>Water</b>	FFIS supported three main water projects in Tikrit, with total capacity 3,250 m <sup>3</sup> /hr. All construction works are now completed with complete purification.	UNDP finalised the payments and official handover to line directorates for the last projects: Al Qadisya 1 and 2.

**Al Dour**

There is only one FFIS project remaining in Al Dour: rehabilitation of the Main Al Dour Water Station. Together with the Mkeishifa station, it is estimated that around 37,000 people in Al Dour and Mkeishifa will benefit from the rehabilitation of the water plant with improved and safe water supply. The project is delayed due to implementation challenges with the contractor, however steps have been taken by UNDP to rectify the situation.

**Mkeshifa**

Table 12 shows that there is only one project remaining in Mkeishifa: rehabilitation of the Mekashifa Water Station to increase its total capacity to 250 m<sup>3</sup>/hr. Together with the Al Dour station, it is estimated that around 37,000 people in Al Dour and Mkeishifa will benefit from the rehabilitation of the water plant with improved and safe water supply.

**Table 11: Al Dour**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	Renovation of 2 PHCs were completed prior to this reporting period.	N/A
<b>Education</b>	Renovation of 2 schools were completed prior to this reporting period.	N/A
<b>Water</b>	FFIS is supporting the rehabilitation of the main Al Dour Water Station.	The BoQ was finalized during the reporting period. The project was tendered and contracted.

**Table 12: Mkeshifa**

Sector	FFIS projects	Progress during reporting period and status
<b>Health</b>	Renovation of the Main PHC was completed prior to this reporting period.	N/A
<b>Education</b>	FFIS is rehabilitating 6 schools. Two were completed prior to this reporting period.	Construction work was finished on the remaining four schools: Abi Dalaf Primary School; Al Insaniya Mixed Primary School; Al Jahafil Mixed Primary School; Al Konoz Primary School for Girls.
<b>Water</b>	FFIS is rehabilitating the Mekashifa Water Station to bring to total capacity of 250 m3/hr.	Implementation proceeded according to the workplan and the project is expected to be completed in early Q4. A variation order was submitted in late September to account for additional works.

**Window 4: Community reconciliation**

Social cohesion activities with SANAD have commenced in Salah al-Din to carry out actor mapping and to set up conflict resolution mechanisms with the support of the Governor of Salah al-Din’s office, the National Reconciliation Committee, as well as local tribal leaders and the mayors of targeted areas.

The focus areas and activities of SANAD address the vetting processes in those areas, seeking to increase transparency and improve cooperation of the different security actors, while mitigating conflicts that are jeopardizing the implementation of reconciliation efforts.

As such, UNDP also went to Yathrib in August to engage directly with the head of tribes in the area, the Mayor of Dujail and Yathrib, as well as Brigadier Haider Al Zaidi from the 74th Brigade, to discuss the follow up on the agreement that had been signed in May of this year. The agreement provided a basic framework of non-retribution for returning individuals. However, the need for further intervention is pressing in order to facilitate the returns of a number of IDPs who are now in Arbat in Sulaimaniyah. As such, the direct consultation process, in support of SANAD’s activities, are meant to guide the reconciliation efforts achieved during the previous phase.

**Box 3: Continued water supply in Tikrit after FFIS**

Tikrit was a success story of FFIS in the way it enabled a rapid rehabilitation to public services and infrastructure following the liberation from ISIL, however how sustainable have the interventions been and are they still operational? Through follow-up monitoring of FFIS water projects, the impacts continue to look positive. Water is still being delivered at 100% capacity to the city. The three renovated water stations are operating efficiently by the Directorate of Water, delivering 2,000 m<sup>3</sup> per hour. The Director of the Water Department reflected “Before FFIS the water plants

were operating at only 40% of capacity. In spite of our efforts with our ministry and other directorates, we could not manage to quickly repair the water. Not only did we get a project done, but we also developed our capacity to better design rehabilitation projects and manage water delivery.” Tikrit men and women, boys and girls, as well as businesses and other water users continue to receive water from the rehabilitated water projects. When FFIS engineers monitored the projects in September 2016, a local resident living nearby noted “When we first returned we had a scarcity of water in Tikrit so it was very unstable situation

for us. Now, water is still provided by the rehabilitated water projects so we feel the living in the city is secure" UNDP FFIS will continue to monitor the longer-term impacts of the projects in the field to ensure that local authorities have the capacity to

operate and maintain the rehabilitated infrastructure and services for the benefit of all residents. Through this process, UNDP also has drawn-up lessons learned to be applied in newly-liberated areas (NLAs).

# Project Photos



**Above:** Al Sa'adiyah water station opening

**Below:** Civilians return to Karma

**Top and bottom:** Rubble removal in Fallujah as part of the Cash for Work



**Top:** Al Sa'adiyah municipality shop renovation nearing completion



**Bottom:** Rehabilitation of burnt-out school in Ramadi

**Above:** Yezidi Children back in their village in Sinuni attend school for the first time.



**Below:** Yezidi Girls and Boys Leaving their Mixed School in their Sinuni Village

**Above:** Window 2 assessments with small business owners in Ramadi



**Below:** Monitoring the installation of generators in Ramadi

**Above:** Cash for work through rubble removal and street cleaning



**Left:** A Yezidi Trainer Demonstrating how to Separate Pure Honey from the Wax Comb. YAZDA livelihoods project



**Below:** The destroyed Iron Bridge in Fallujah



**Left:** Experienced Yezidi Bee Keepers Ready to Train YAZDA/UNDP Livelihoods Beneficiaries



**Right:** Yezidi Men Inspect their new Bee Hives , Sinuni - YAZDA



**Below:** Yezidi Men Eager to see their new Bee Hives , Sinuni - YAZDA

## Challenges and Issues

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Stabilization environments are inherently challenging and complex and UNDP continues to manage such challenges in consultation with the Government of Iraq and the Steering Committee. The Risk Framework (presented in the Annex) outlines several of these challenges, as well as mechanisms used by FFIS to mitigate them. Key challenges during the third quarter include:

- The scale of stabilization has expanded greatly as more areas have become liberated from ISIL. The Government of Iraq, local authority, and citizen's expectations on FFIS have thus grown considerably. This has placed additional strain on the FFIS team and their capacity to rapidly respond with detailed stabilization planning and project delivery activities across all four governorates simultaneously while also coordinating with humanitarian actors vis-a-vis Mosul planning.
- Security remains a challenge for FFIS stabilization activities. Specifically, explosive hazards (EHs) to FFIS, contractors, partners and citizens remains a significant issue. As reported above, many people have lost their lives in the major cities of Anbar due to EHs. Mine action efforts were suspended on several occasions because of security incidents from ISIL in the Ramadi area. Additionally, the challenging security environment characterized by asymmetric attacks, active conflict near contested areas, and inse-

curity on key routes, has limited FFIS project staff missions to project sites. Areas that were previously considered relatively safe have suffered attacks during the period: in September, for example, three car bombs exploded in Tikrit killing many and injuring many more.

- Political dynamics continue to be a significant challenge to smooth FFIS implementation. Close working relations with the Governors, Mayors and the administrations in each governorate is key to FFIS success. The third quarter witnessed regular opposition to the authority of the Governor of Anbar and the Mayor of Fallujah, delaying implementation of FFIS activities.
- Achieving results in terms of gender mainstreaming and women's empowerment in FFIS remains a challenge. The uptake and impact of targeted gender activities, such as small business grants for women, has been low.
- Managing expectations and intra-city rivalries has emerged as a challenge for FFIS. For example, with stabilization activities starting in Fallujah, rumors were circulating that Ramadi was consequently being ignored, and that Fallujah was receiving more support than Ramadi. Such sentiment, which is a product of the complex socio-political dynamics of the governorate, is not

accurate and it reflects the overall challenge of ensuring adequate communications of FFIS activities, their progress, and status to partners and citizens across locations.

- Operationally, two key challenges reported in the previous quarter remain. First, a key challenge is the volume of bids received from commercial companies for the Window 1 construction projects. Although this is very encouraging, it has also created a huge burden on the

procurement and engineering staff to carry out technical reviews of all bids. Pre-qualification of companies was completed during the period and has already shown positive results in reducing the transaction cost of bid evaluations. Second, several procurement projects with specialized equipment being imported from abroad have had serious delays due to the slow custom clearance process. UNDP and the GoI continue to address this issue and a dedicated logistics assistant has been recruited to streamline the process.

## Lessons Learned

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Overall, during the third quarter FFIS has learned valuable lessons concerning the management of stabilization activities that have increased in scope. FFIS has grown from a small undertaking in 2015 in a handful of villages and cities like Al Dour, Tikrit and Rabia, to a facility that is now operating across 16 locations, including very large, complex cities like Ramadi and Fallujah. Additionally, the complexity of managing over 200 sub-projects across a broad range of sectors (health, education, sewage, electricity, municipality, etc.) has provided valuable lessons. Such lessons learned are critical as FFIS moves into 2017 where the significant task of stabilization of Mosul will feature strongly and FFIS will play an increasingly important role.

It is necessary for FFIS to undertake more focused priority of stabilization needs assessments and project lists, especially for the large cities where it is impossible to undertake all projects at once, and where the number of projects exceed the financial capacity of FFIS. Phasing projects have proven to be a useful strategy to ensure a rapid response whilst not forgetting the longer-term and more complex projects such as, for example, the Fallujah Maternity and Children's Hospital.

To manage an expanding portfolio, an improved monitoring system for tracking projects was developed during the third quarter. This is already aiding the procurement, monitoring, and planning and budgeting of projects to better track progress on the ground and take corrective action where necessary.

The importance of understanding the local context and appropriate community reconciliation activities are extremely important, and in this regard the local conflict analyses developed by FFIS have been very helpful. The community reconciliation specialist has traveled extensively and has set up a strong network of local partners. However, there is a need to better integrate the work of Window 4 with the other windows, particularly Windows 1 and 2, as well as with broader transitional justice and reconciliation activities on the national level. UNDP FFIS is supporting efforts in this regard whilst at the same time remaining conscious of the limits to what is realistically achievable within the short-term stabilization mandate.

Lessons have been learned in terms of Window 3: Capacity Support. FFIS is re-considering the governance level at which capacity support is provided and is increas-

ingly cognizant of the need to tailor the approach to different locations. For example, in large cities, such as Ramadi, it may add more value to provide technical support at the municipal or line directorate level, rather than at Anbar governorate

level, as the former is more responsible for service delivery and FFIS project design and implementation. FFIS is currently working with partners to develop a capacity support strategy, including for Mosul, building on these lessons learned.

## Future Plans

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The top priorities for the next quarter center around two main areas of work. First, FFIS will continue to advance preparations for post-liberation Mosul. This includes the pre-positioning of equipment; working with partners on preliminary needs assessments and diagnostics of key infrastructure; supporting the Governor's office, municipality, and line directorates with planning; and engaging with humanitarian partners to ensure an effective humanitarian/stabilization response. Second, FFIS will continue to implement stabilization activities in existing FFIS cities, especially Ramadi and Fallujah to promote returns. As well, stabilizing the triangle (Qa-

jarah, Shirqat and Hatra) in advance of the Mosul campaign will feature strongly in the next quarter. Completing the last projects in cities such as Tikrit, Al Dour, Rabia, etc., will also be undertaken. Depending on security and military progress, FFIS will expand to two new areas like Hatra and Beiji.

As the Funding Facility for Expanded Stabilization (FFES) has now received its initial capitalization activities, it will commence in Anbar and Salah al-Din. Governors and Provincial Control Cells (PCCs) will be engaged with priority projects to be identified, designed and tendered within the next quarter.

# Financial Section

**Table 1: Funding Facility for Immediate Stabilization (FFIS)**

Donor	Committed (signed agreement)	Received (Currency of Agreement)	Received (USD)
Australia	AUD 2,000,000	AUD 2,000,000	USD 1,433,691
Austria	EUR 1,500,000	EUR 1,000,000	USD 1,058,201
Canada	USD 1,200,000	USD 1,200,000	USD 1,200,000
Czech Republic	CZK 5,000,000	CZK 5,000,000	USD 201,597
Denmark	DKK 7,000,000	DKK 7,000,000	USD 1,026,393
Finland	EUR 1,000,000	EUR 1,000,000	USD 1,133,787
France	EUR 2,000,000	EUR 1,000,000	USD 1,096,491
Germany MOFA	EUR 14,500,000	EUR 14,500,000	USD 16,211,688
Germany KFW	EUR 10,000,000	EUR 10,000,000	USD 10,964,965
Italy	EUR 7,000,000	EUR 2,500,000	USD 2,747,253
Japan	USD 19,087,140	USD 17,087,140	USD 17,087,140
Korea	USD 5,000,000	USD 2,000,000	USD 2,000,000
Netherlands	EUR 5,000,000	EUR 2,500,000	USD 2,818,489
New Zealand	USD 1,000,000	-	-
Norway	NOK 91,000,000	NOK 91,000,000	USD 10,759,989
Slovakia	EUR 50,000	EUR 50,000	USD 56,243
Sweden	USD 4,000,000	USD 4,000,000	USD 4,000,000
UAE	USD 10,000,000	-	-
USAID	USD 48,300,000	USD 15,300,000	USD 15,300,000
UK	GBP 6,000,000	GBP 4,195,000	USD 5,947,352
<b>TOTAL FFIS</b>			<b>USD 95,043,279</b>
<b>FUNDING FACILITY FOR EXPANDED STABILIZATION</b>			
USA	USD 50,000,000	USD 50,000,000	USD 50,000,000

## Annex I: Performance Tracking Matrix

FUNDING FACILITY FOR IMMEDIATE STABILIZATION QUARTERLY LOGFRAME REPORT (April - June 2016)		
<p>UNDAF Outcome 1: Government and communities' resilience to disasters (man-made and natural) strengthened            Country Program Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas</p> <p>Indicator: Number of returnees to targeted liberated areas of Salah al-Din, Ninewah, Diyala and Anbar            Baseline (data as of April 2015): Salah al-Din: 27,000 returnees; Ninewah: 24,924 returnees;            Diyala: 40,524 returnees; Anbar: 5,586 returnees (total: 99,114 returnees) Target: 2,400,000 internally displaced persons have returned to their places of origin by the 31 December 2018. From 15 June - 15 September 2016: 155,952 people returned to their homes in newly-liberated areas of the four governorates that FFIS supports. Anbar received the largest number of returns (103,758 people, 66% of total), followed by 28,734 in Diyala (18% of the total), 20,796 in Salah al-Din (13%) and 2,664 in Ninewah (2%).</p>		
INDICATORS, BASELINE, AND TARGETS	ACTIVITIES	Q3 PROGRESS
<p>OUTPUT 1: The Government of Iraq is supported to address the immediate stabilization and recovery needs in newly accessible areas which allows for the sustainable return of internally displaced persons.</p>		
<p>1.1 Carry out local assessments to identify immediate stabilization needs with costing, prioritization and final assessment report</p>		
<p>Indicator: Percentage of assessments carried out in FFIS targeted areas</p> <p>Baseline: No assessment undertaken in liberated areas (May 2015)</p> <p>Target: By 31 December 2016, 80 percent of liberated areas have assessment reports</p>	<p>Development assessment methodology</p> <p>Conduct rapid stabilization and recovery assessment and final reports</p> <p>Carry out local assessments with verification missions and site visits</p> <p>Conduct prioritization workshops</p> <p>Translate assessments and findings</p> <p>Finalize and publish reports</p> <p>Advise local and provincial authorities on assessment process and prioritization</p> <p>Deploy stabilization advisor for coordinating the assessment exercises</p>	<p>Methodology that was developed is being replicated in newly liberated areas.</p> <p>Ramadi stabilization needs assessment report was completed. The assessments for Rutba, Heet, Haditha, Falluja and Karma were undertaken and final reports are expected in early-Q4. 15 out of the 18 FFIS focus areas have needs assessments including costing for short and medium term priorities (Beiji, Shirqat and Mosul remain). This means that 83% of assessments have been carried out against a target of 80% for 2016.</p>
<p>Overall output progress: 83% of liberated areas (15 out of 18) have had assessments undertaken. In Q3 assessments were undertaken for Haditha, Heet, Rutba, Fallujah and Karma, and the Ramadi report was published.</p>		

1.2 Rehabilitation of light infrastructure in newly liberated areas (Window 1)		
<p>Indicator: Number of infrastructure projects for basic services (water, health, electricity, education and municipal services) which have been rehabilitated in FFIS targeted areas.</p> <p>Baseline: Liberated areas in 4 target provinces have substantially reduced access to basic services (water, health, electricity, education, and municipal services). No FFIS rehabilitation work as of May 2015.</p> <p>Target: 150 projects are being implemented of which 90 have been completed by December 2016</p> <p>Indicator: Stabilization Operations Service Center established to manage infrastructure rehabilitation procurement and implementation.</p> <p>Baseline: No stabilization-specific operations service center.</p> <p>Target: Capacity of Stabilization Operations Service Center has been increased with doubling of finance and procurement staffing by 31 December 2016</p>	<p>1.2.1 Identified priority projects are being implemented  Rehabilitation of water and water treatment infrastructure in Salah al-Din, Anbar, Diyala, and Ninewah Governorates  Rehabilitation of primary health care centres in Salah al-Din, Anbar, Diyala, and Ninewah  Rehabilitate electricity networks in Salah al-Din, Anbar, Diyala, and Ninewah Governorates  Rehabilitate primary and secondary schools in Salah al-Din, Anbar, Diyala and Ninewah Governorates  Rehabilitate police stations in Salah al-Din, Anbar and Ninewah Governorates  Procure equipment for municipal services</p> <p>1.2.2 Operations Service Center established to support rapid implementation of infrastructure rehabilitation  Additional operations staff, mainly finance, procurement and human resources recruited  Additional engineers recruited to cope with increased activities of FFIS</p>	<p>At the end of Q3 FFIS had a project list comprising a total of 245 projects. Of these, 47 projects had been completed (up from 28 in Q2) and 73 were under implementation. 53 are with the Service Centre for contracting and the remaining under BoQ development by line directorates.</p> <p>Additional procurement, HR and finance capacity was added to the Service Centre to cope with the increased demands from the additional NLAs.</p> <p>Additional engineers recruited to support projects in Anbar</p>
<p>Overall output progress: At the end of Q3, a cumulative total of 47 projects are complete (52% of target) and a further 73 are under implementation. FFIS is on track to meet this indicator target of a total of 150 projects with 90 complete by end-2016. The Stabilization Operations Service Center is operational and increased its finance and procurement capacity.</p>		

2.2 Support livelihoods by jumpstarting local economy and generating income (Window 2)		
<p>Indicator: Number of job opportunities for individuals, including women and youth, created in liberated areas of target provinces. Baseline: No job creation projects being implemented or initiatives taking place. Target: A total of 10,000 job opportunities created by 31 December 2018 (end Q4). 3000 (30%) will be for women and 7,000 (70%) for youth (under 30). 2,000 youth and 500 women benefit from job opportunities by 31 Dec 2016</p> <p>Indicator: Number of small business grants, including women-owned businesses, awarded in liberated areas of target provinces. Baseline: Small businesses have no grants. Target: A total of 5000 small businesses receive grants in 4 target provinces by 31 December 2018 (end Q4). A total of 100 women’s small businesses will receive grants.</p>	<p>2.2.1 Quick employment creation projects launched in liberated areas Select NGOs and ensure standards for payment/security and deliverables are set Cash for work activities initiated in Salah al-Din, Ninewah, Diyala, and Anbar provinces Recruit NGOs for cash for work who can incorporate female participants and identify “female-friendly” work sites Recruit and train youth-oriented NGOs for cash for work schema</p> <p>2.2.2 Small business grants launched in liberated areas Select NGOs and ensure standards for payment/security and deliverables are set Cash grants provided to small businesses in Salah al-Din, Ninewah, Diyala, and Anbar provinces Training and subsequent cash grants provided to women’s small businesses in Salah al-Din, Ninewah, Diyala, and Anbar provinces</p> <p>2.2.3 Technical team of livelihoods experts are available to train NGOs on cash for work and cash grant modalities and to provide mentoring or coaching during the process</p> <p>Deployment of Cash for Work and livelihoods expert</p> <p>Deploy staff for monitoring of livelihoods activities</p>	<p>0 NGOs implemented cash for work activities in Salah Al din during the third quarter. Rabiya (Ninewah): Food and Agriculture Organization faced challenges with fertilizer project, as reported in the narrative above. 830 people (est. 90% youth) commenced employment in Ramadi (450 people), Fallujah (300 people) and Karma (80 people) for a 3 months' period for cash for work to clean these cities and upgrade facilities.</p> <p>0 cash grants were implemented in Quarter 3</p> <p>A national staff expert in livelihoods joined to support Window 2 and Area Coordinators continued to monitor projects on a day-to-day basis in Anbar.</p>
<p>Overall output progress: After the areas in Anbar were cleared of explosive hazards the livelihoods work could commence. 450 people in Ramadi, 300 in Fallujah and 80 in Karma commenced work to clean streets and clear rubble.</p>		

2.4 Design and implement community reconciliation and dialogue initiatives (Window 4)		
<p>Indicator: Conflict analyses are conducted in liberated areas. Baseline: No conflict analysis conducted in the liberated areas. Target: Conflict analysis conducted in 80 percent of liberated districts by 31 December 2016</p> <p>Indicator: Local facilitators (NGOs, media, community leaders, women, and local government authorities) are trained on conflict resolution, community dialogue, and best practices on community restorative processes. Baseline: No facilitators have been trained. Target: By 31 March 2018 at least 50 dialogue facilitators (NGOs, media, community leaders and local government authorities) will have been trained in each of target provinces with liberated areas. 20 of 50 facilitators will be women in each of the targetd provinces with liberated areas.</p> <p>Indicator: Develop monitoring tool to monitor changes in communal tensions. Baseline: No monitoring tools to monitor changes in communal tensions are being employed. Target: Marked improvement in 2 newly liberated areas A92by 31 December 2016</p>	<p>2.4.1 Develop a methodology for a detailed conflict analysis covering areas that will be potentially engaged for community reconciliation programming through FFIS. Conflict analysis informs community reconciliation project design Conduct local conflict analysis in specific liberated areas in Ninewah, Salah al-Din, Diyala, and Anbar Conduct site visits and interviews with civilian population, including IDPs, local authorities, civil society, and other stakeholders to deepen analysis and identify specific concerns</p> <p>2.4.2 Provincial Governments, local authorities, media, and community leaders are engaged and trained on mediation/community reconciliation processes, and media develop conflict sensitive messaging Train dialogue facilitators in liberated from NGOs, local media, and local authorities on conflict resolution, community dialogue, and best practices on community restorative processes Conduct intra- and intercommunity dialogues, and establish informal conflict resolution mechanisms that target community leaders, women, youth, and members of local community, judiciary, and local security representatives to agree on set of measures to address local grievances Identify partners and implement small projects to engage different communities in shared projects such as social work in community, educational programs, inter-community rehabilitation projects with the aim to slowly rebuild social fabric Train local media to develop a platform for community reconciliation, notably in developing conflict sensitive messaging and in providing space for media to play a more prominent role in holding local institutions accountable to non-discriminatory practices Engage provincial council, local authorities and community leaders in developing conflict sensitive messaging</p> <p>2.4.3 Systematically monitor and document community tensions and retribution Develop tools and criteria to monitor and measure changes in communal tensions Recruit a monitoring officer to measure communal tensions and to engage NGOs, community leaders, Government officials Conduct workshop with NGO/community organizations on lessons learned</p>	<p>The Community Reconciliation Expert was deployed. Conflict analyses were informed by interviews with communities, local authorities, and IDPs. UNDP finalised the second phase appraisal for proposals from 2 NGOs (Sanad and Un Ponte Per/PATRIR) to continue community reconciliation activities with greater emphasis on countering violent extremism. No ongoing NGO contracts for community reconciliation durign Q3. The monitoring to measure tensions in targeted areas, with qualitative and quantitative data, continued in Q3.</p>
<p>Overall output progress: Additional Community Reconciliation Expert is under recruitment to oversee implementation of trainings, dialogue, and mediation projects in all governorates. No new facilitators were trained in either of the 4 governorates during Q3.</p>		

<p>Indicator: Set up independent Monitoring and Evaluation for Stabilization project  Baseline: No independent monitoring in place.  Target: Independent monitoring reports are available for all areas of FFIS intervention by end of 2016</p>	<p>2.5 Project Management Team Employed</p>	
	<p>Expansion of Project Team with Project Manager and Overall team leader  Ensure appropriate security management arrangements are in place, including equipment  Deploy strategic communications expert fully dedicated to stabilization  Independent Monitoring and evaluation system is put in place and reports are available</p>	<p>The FFIS project management team changed during Q3. A new Head of Stabilization, Programme Manager, and Programme Specialist joined the team. Monitoring by an independent monitoring firm advanced monitoring of FFIS projects in Anbar and Salahadin.</p>

## Annex II : Risk Framework

### POLITICAL RISKS

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

## SECURITY RISKS

Description	Mitigation measures
Risk of looting of (FFIS) assets during stabilization phase or thereafter.	<i>Close monitoring on the ground and possibly delay delivery of equipment in case there is imminent risk of looting. Deployment of liaison officer on the ground. Raise any security incidents immediately with PMO and Governor. Involve international community if any assets are misappropriated. Maintain a clear understanding of relationship between UN, Governorate and security forces on the ground during the implementation of FFIS. International community to advise and monitor coordination between security actors and governorate, and report back to coalition.</i>
Possibility of recapture of Tikrit by ISIL leading to displacement and further destruction of infrastructure. ISIL counteroffensive heightens insecurity.	<i>Where possible, work with control centres to develop extraction plan for critical FFIS assets. Monitor security situation. Expanding Tikrit to corridor of stabilization with FFIS activities in Al Dour/Mkeishifa and expanding to Baiji.</i>
Mass infestation of IEDs and slow removal of these will cause casualties and slow down returns and recovery work.	<i>UNMAS role in conducting rapid threat assessments, contracting of commercial companies, training of national capacity and coordination role for IED/UXOs. On-the-ground coordination FFIS with commercial companies such as Sterling in Ramadi, Optima in Fallujah and MAG in Ninewah. Civil defense, police and mine action authority are involved in IED detection, ISF destroys IEDs/UXOs. Threat assessments for neighborhoods and sites use classification with Low, Medium and High risk to better sequence FFIS activities and advise on IDP returns to safe areas.</i>
Weak capacity of the local police to take over security functions. Militias prolong their stay as long as local police is not able to take over their tasks.	<i>Training of local police by international community. Maintain clear understanding of capacity and numbers of police and other security actors in stabilization areas. Build relationships with local leaders and Gol officials and leverage community buy-in to protect and support FFIS assets.</i>
Community violence increases and mistrust among communities worsens.	<i>Conduct detailed local analysis identifying sources of tension and overlay activities support distribution with demographic data available. Document risks to FFIS assets and leverage international community and senior Gol to thwart community violence.</i>

## OPERATIONAL AND FINANCIAL RISKS

Description	Mitigation measures
Corruption by Government or security authorities.	<i>UNDP's rules and procedures are clearly communicated to the counterparts and funding decisions have the backing of the steering committee.</i>
Delays in tax and customs clearance	<i>Special team set up in National Operations Centre and special measures to be established with Prime Minister's Office to fast track imported goods and equipment for Stabilization</i>
Poor contracting work and huge cost for operating in high risk areas.	<i>Strong monitoring mechanism on the ground during implementation phase to verify quality and delivery schedule (by UNDP-recruited engineers, Government monitoring and external monitoring company).</i>
Not enough local partners for sensitive reconciliation work and local reconciliation not linked to national reconciliation.	<i>Phased approach to reconciliation with training of network of community dialogue and mediation trainers and iterative and detailed local conflict analysis capacity established with civil society organizations. Direct engagement by UNDP to reach out to tribal/religious leaders if no suitable local partner is available. Local reconciliation councils (LRC) to be linked up with National Reconciliation Commission for reporting/monitoring.</i>
Very limited Government budget for liberated areas and lack of financial resources to ensure operation and maintenance cost of infrastructure, or transition from Stabilization to Development.	<i>Setting up of the Expanded Stabilization Funding Facility (FFES) to bridge immediate stabilization with reconstruction. Liaise with WB on implementation of stabilization/recovery loan. Manage expectations of local population and Government so that messaging on stabilization reflects realistic deliverables. Local Area Development Program (LADP) advises planning departments on linking stabilization plans with medium term service delivery plans</i>
Lack of qualified personnel returning to newly liberated areas to ensure delivery of services (technicians, teachers, doctors etc.) after handing over sites to Government.	<i>Agree with counterparts on availability of trained personnel before infrastructure starts.</i>
Receipt of donor pledges is delayed and FFIS becomes underfunded at critical moments	<i>Steering Committee to review funding situation and ensure that sufficient funding is available.</i>

## United Nations Development Programme in Iraq



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