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Resilient nations.*



**FUNDING
FACILITY FOR
STABILIZATION
ANNUAL
REPORT 2018**

*COVER PHOTO: GIRLS OUTSIDE OF THE TAL
ALZAATER SCHOOL FOR BOYS AND GIRLS IN HEET,
WHICH WAS REHABILITATED BY THE FFS IN 2018.*



Funding Facility For Stabilization Annual Report 2018

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PROJECT TITLE:	Funding Facility for Stabilization (FFS)
UNDP PROJECT ID:	00089459 (output ID: 00095684)
PROJECT DURATION:	May 2015 – December 2020
PROJECT RESOURCES:	USD 1,028,938,102
UNDP IRAQ FOCAL POINT:	Office of the Prime Minister
UNDAF OUTCOMES(S):	Outcome 1: Government and Communities’ resilience to disasters (man-made and natural) strengthened
UNDP COUNTRY PROGRAMME OUTCOME:	Outcome 3: Conditions improved for the safe return of Internally Displaced Persons in Newly Liberated Areas
OUTPUTS:	Output 1: Iraqi Government is supported to address the immediate stabilization needs in newly accessible areas which allows for the return of IDPs
IMPLEMENTING PARTNER	UNDP
RESPONSIBLE PARTNER:	UNDP
PROJECT LOCATIONS:	Newly liberated areas of Salah al-Din, Anbar, Ninewa, Diyala and Kirkuk governorates

CONTRIBUTING PARTNERS





A CLASS IN SESSION AT AL QUBA PRIMARY SCHOOL FOR GIRLS NEAR TEL KAIF, REHABILITATED IN 2018 BY FFS.

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AFTER: THE REHABILITATED INTAKE AT THE DANEDAN WATER TREATMENT PLANT IN WEST MOSUL. NOW THAT THE PROJECT IS COMPLETE, THE PLANT SERVES SOME 55,000 RESIDENTS.

ACRONYMS AND ABBREVIATIONS

Bills of Quantity (BoQs)
Cash for work (CfW)
Explosive hazards (EH)
Deputy Special Representative of the Secretary General (DSRSG)
Funding Facility for Stabilization (FFS)
Funding Facility for Expanded Stabilization (FFES)
Funding Facility for Immediate Stabilization (FFIS)
Government of Iraq (GOI)
Internally Displaced Persons (IDPs)
International Organization for Migration (IOM)
Liaison Officers (LOs)
Ministry of Labour and Social Affairs (MOLSA)
Municipal Stabilization Officers (MSAs)
Popular Mobilization Forces (PMF)
Primary Healthcare Centres (PHCs)
Provincial Control Cells (PCCs)
United Nations (UN)
United Nations Development Program (UNDP)
Vocational Training Centre (VTC)
Women headed households (WHH)

LIST OF BOXES AND FIGURES

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2018 YEAR IN REVIEW

TOTAL PROJECTS

3,102

TOTAL NUMBER OF BENEFICIARIES

7,963,790

TOTAL NUMBER OF BENEFICIARIES OF COMPLETED PROJECTS

5,055,375

TOTAL NUMBER OF WOMEN BENEFICIARIES

3,755,219

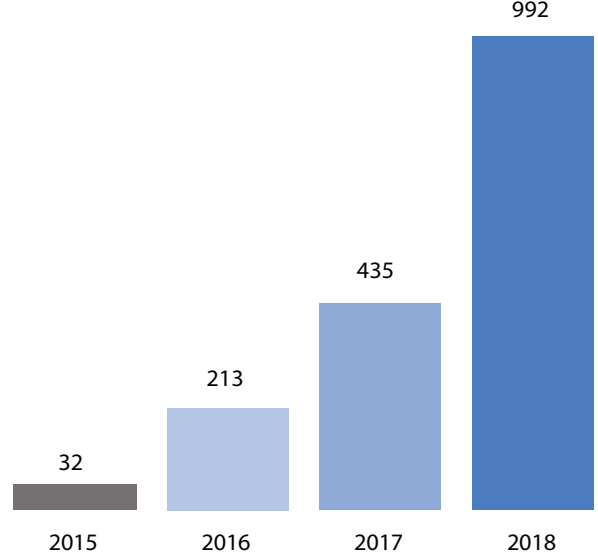
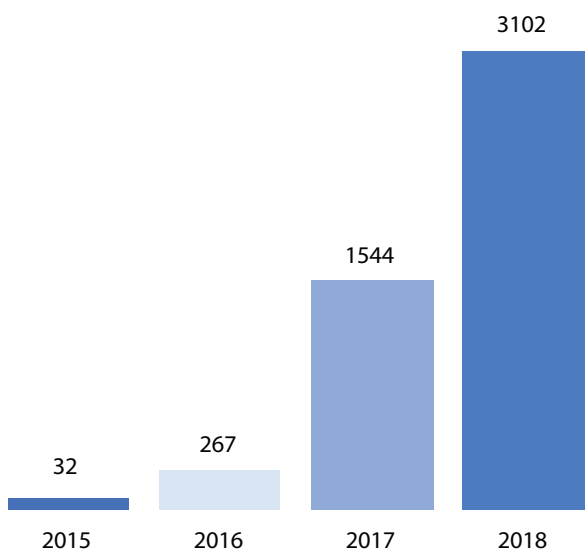
TOTAL NUMBER OF WOMEN BENEFICIARIES OF COMPLETED PROJECTS

2,408,922

AN FFS CASH FOR WORK TEAM WORKS IN WEST MOSUL'S OLD CITY CLEARING RUBBLE FROM STREETS.

TOTAL NUMBER OF PROJECTS, BY YEAR

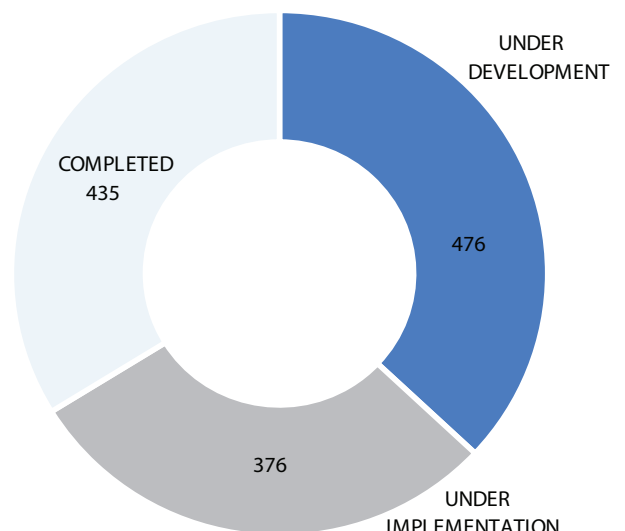
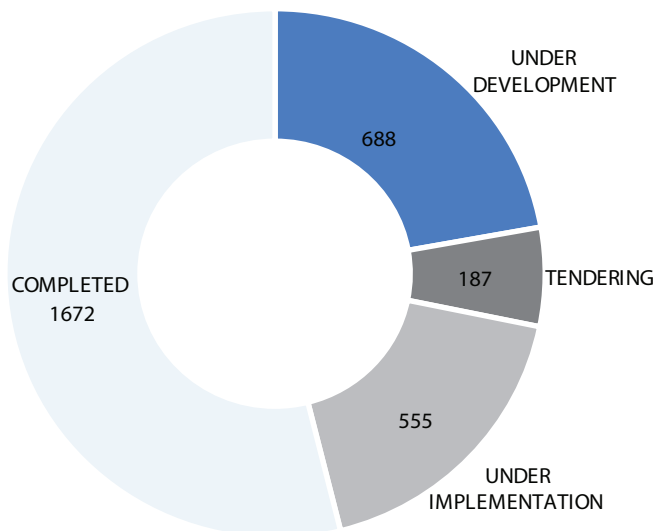
TOTAL NUMBER OF COMPLETED PROJECTS, BY YEAR



In 2018, the overall FFS portfolio of projects more than doubled, with 3,102 projects in total. The year also saw an increase in the number of projects under development (either BoQ development or tendering). By the end of the year, there were 875 projects in this category, or 28% of the overall portfolio. By contrast, the proportion of projects under implementation dropped from 24% in 2017 to 18% in 2018. This trend is reflective of the funding situation of FFS. In previous years, projects under development were moved directly to being implemented. In 2018, however, funding gaps meant that significant numbers of projects which were under development remained unfunded. The Facility continued to implement at pace in 2018, surpassing 1,000 completed projects, and ultimately completing 1,672 by the end of the year. By the end of 2018, 54% of the overall portfolio of projects were completed, compared to 34% at the end of 2017. This substantial rate of completion is a testament to the efficiency and effectiveness of FFS in 2018.

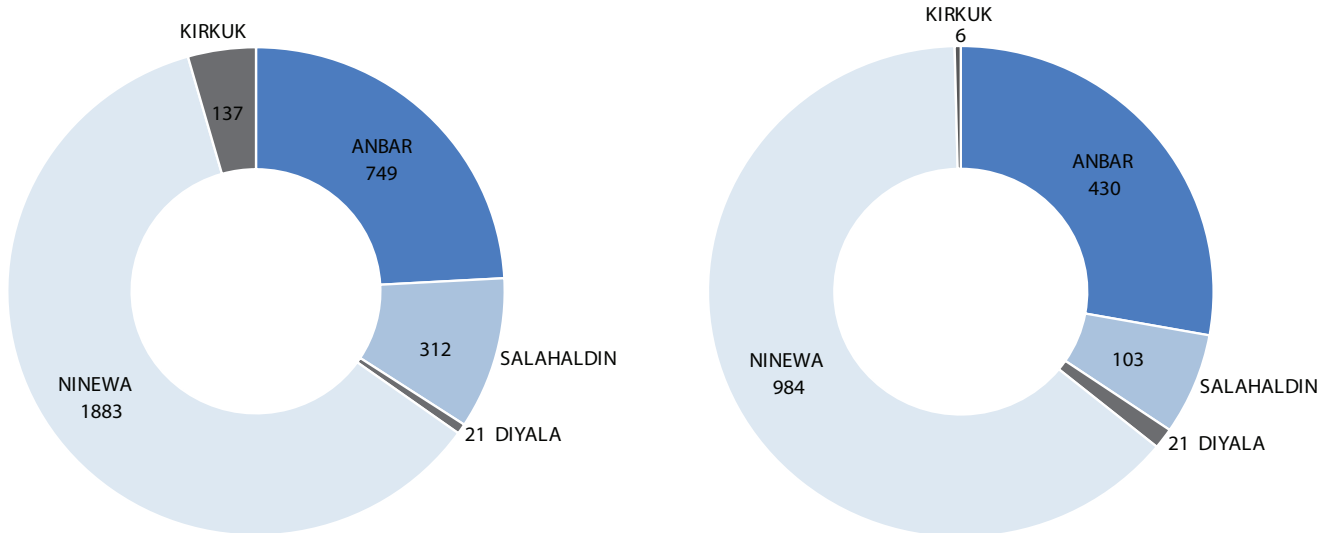
2018 PROJECTS BY MAJOR STATUS

2017 PROJECTS BY MAJOR STATUS



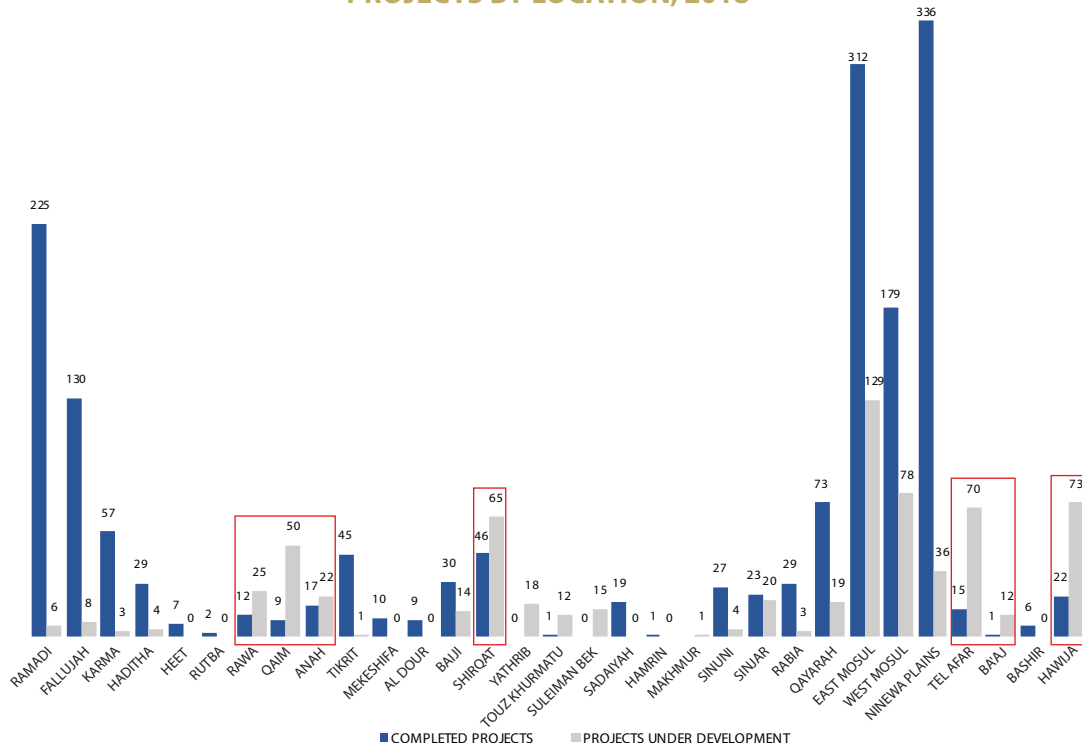
NUMBER OF PROJECTS BY GOVERNORATE, 2018

NUMBER OF PROJECTS BY GOVERNORATE, 2017



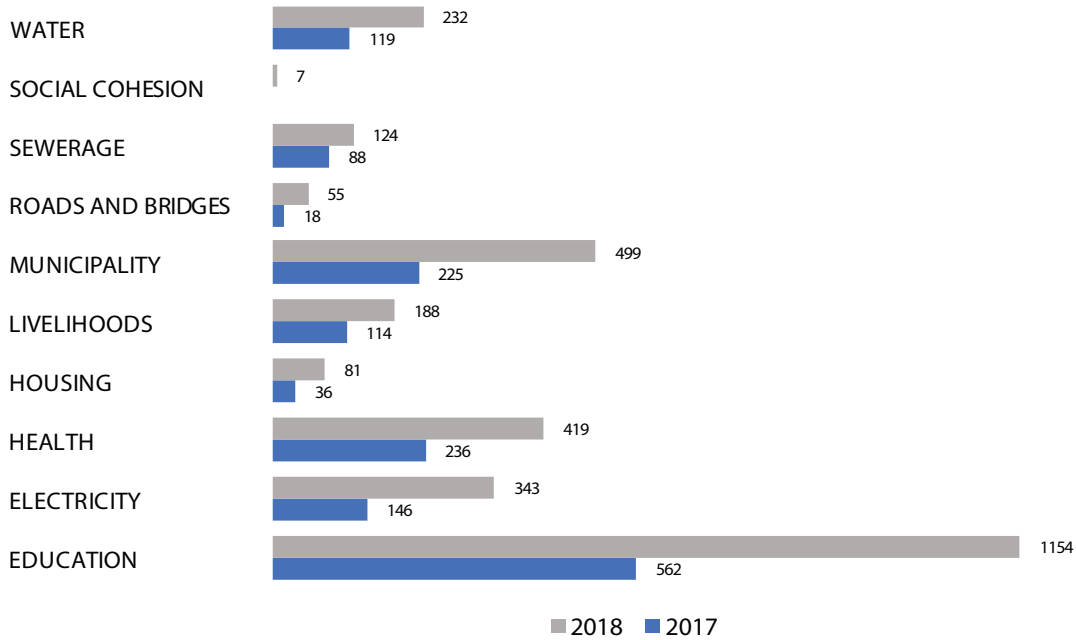
As in 2017, approximately 60% of the FFS project portfolio was undertaken in the Ninewa governorate, with a total of 1,883 projects by the end of 2018. Anbar had the second highest number of projects in 2018, with 749, or 24% of the overall portfolio.

PROJECTS BY LOCATION, 2018

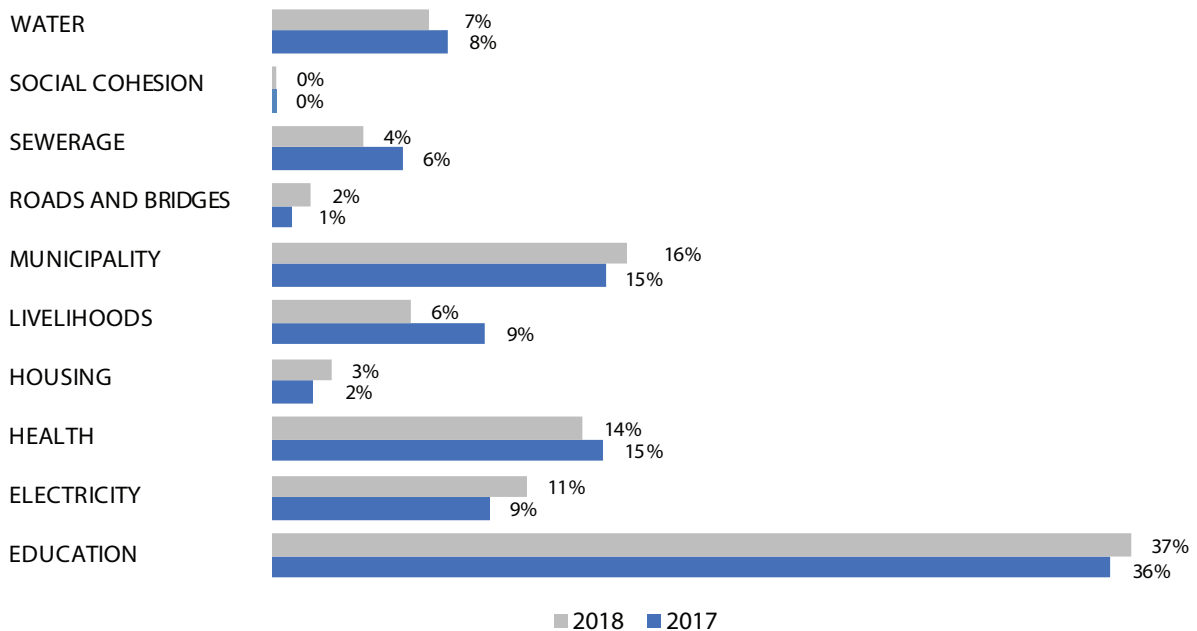


As expected, by the end of 2018, the majority of completed projects (with the exception of Mosul) were in areas such as Ramadi, Fallujah and Karma which had benefitted from a relatively longer period of FFS intervention due to their earlier liberation dates. By contrast, the lowest number of completed projects and highest number of projects under development were found in locations within the five FFS priority areas, with the exception of Baiji, Mosul and certain Greater Ninewa locations. In the locations shown in the red boxes above, the trend reflects the high demand for projects in these areas, but lack of funding to progress many of them towards implementation.

TOTAL NUMBER OF PROJECTS IN 2017 AND 2018, BY SECTOR

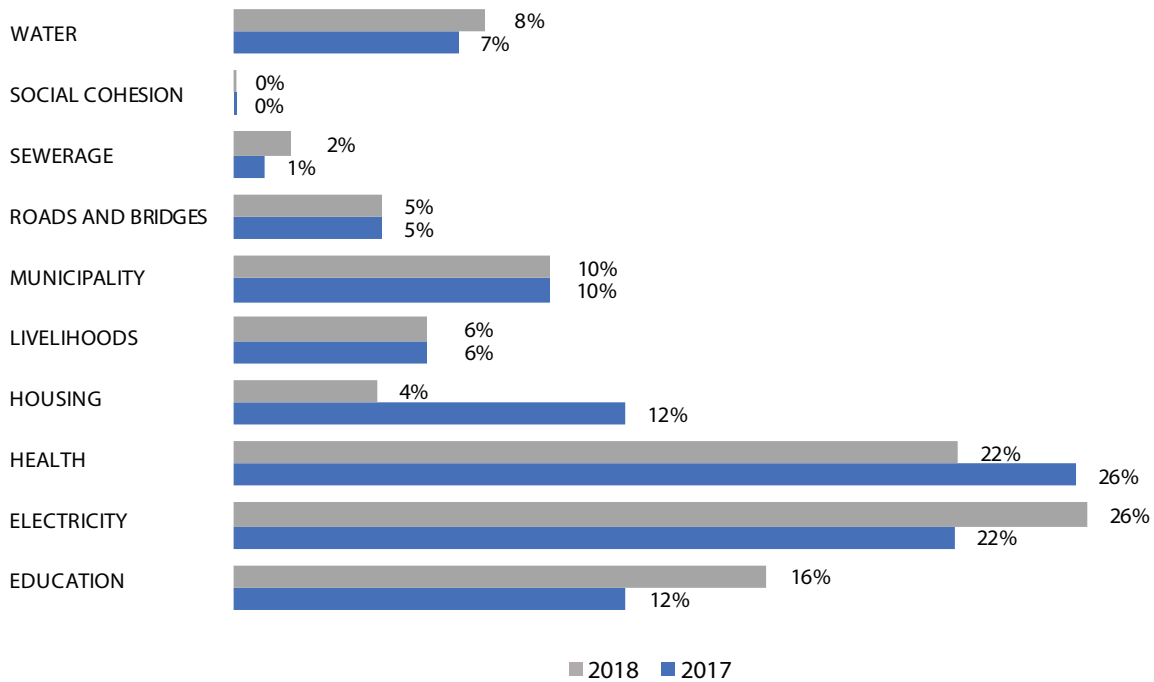


PROPORTION OF PROJECTS IN 2017 AND 2018, BY SECTOR



While the overall numbers of projects increased significantly in 2018, the proportional breakdown by sector remained largely the same between 2017 and 2018.

PROPORTION OF EXPENDITURE IN 2017 AND 2018, BY SECTOR¹



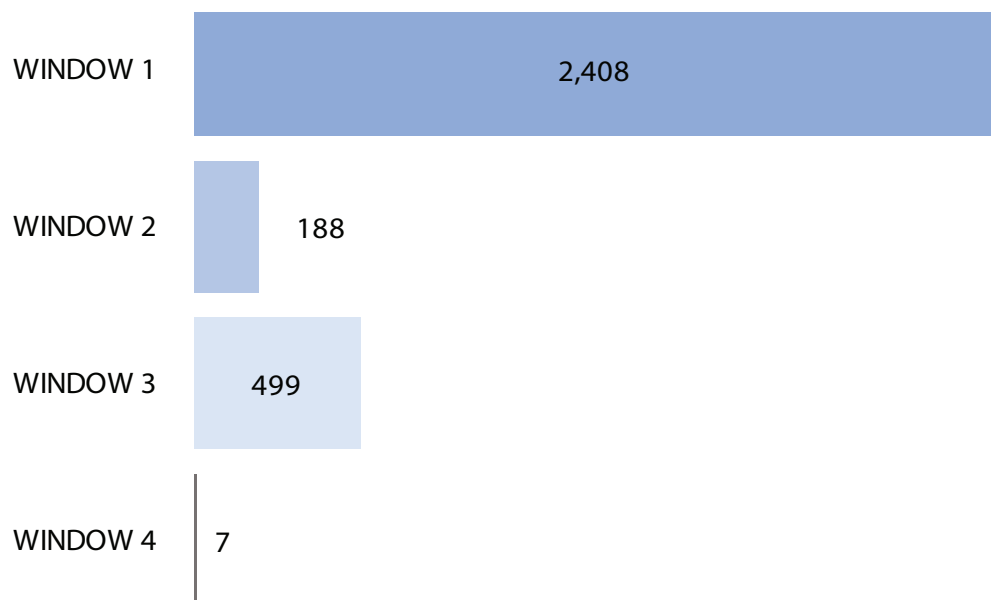
The proportion of expenditure between sectors remained largely the same between 2017 and 2018, with two notable differences. Firstly, the electricity sector overtook health as the sector accounting for the highest proportion of expenditure due, in large part, to the large electricity sector projects in both East and West Mosul. Secondly, the housing sector saw a significant drop in allocated funding. This drop was due to the completion of the majority of housing projects in Anbar. In addition, many housing projects in West Mosul remained in the planning phases at the end of 2018. Once those are initiated, a significant jump in expenditure in the housing sector can be expected in 2019.



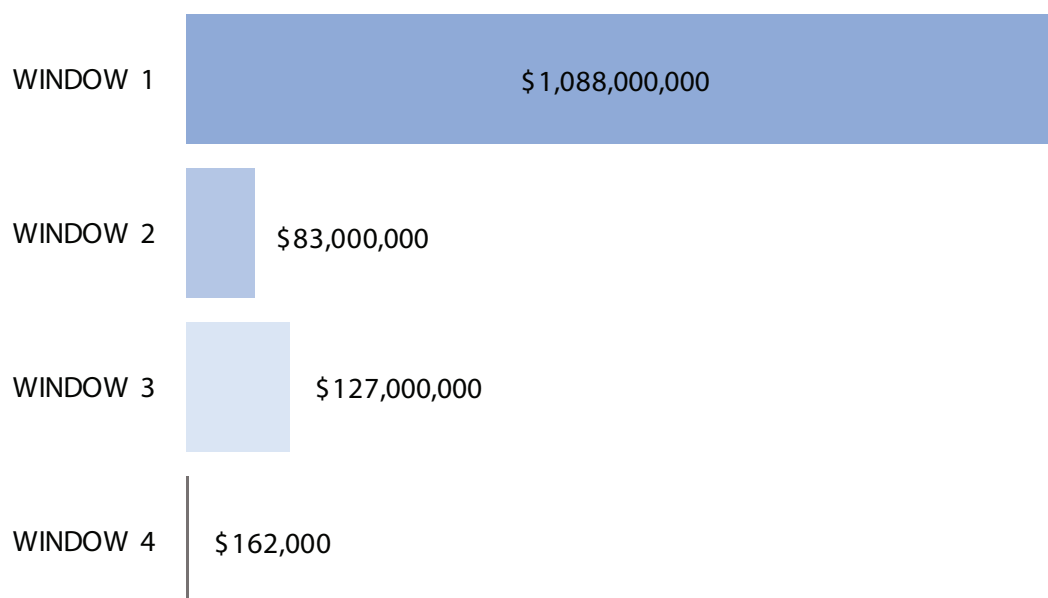
BOYS SIT IN CLASS AT THE DAR AILUM BOYS PRIMARY SCHOOL IN WEST MOUSL, REHABILITATED WITH THE SUPPORT OF FFS.

¹ All financial figures are estimates and may change. Official expenditure figures are released once a year as part of official UNDP financial reporting.

TOTAL NUMBER OF PROJECTS IN 2018, BY WINDOW



TOTAL VALUE OF PROJECTS IN 2018, BY WINDOW²

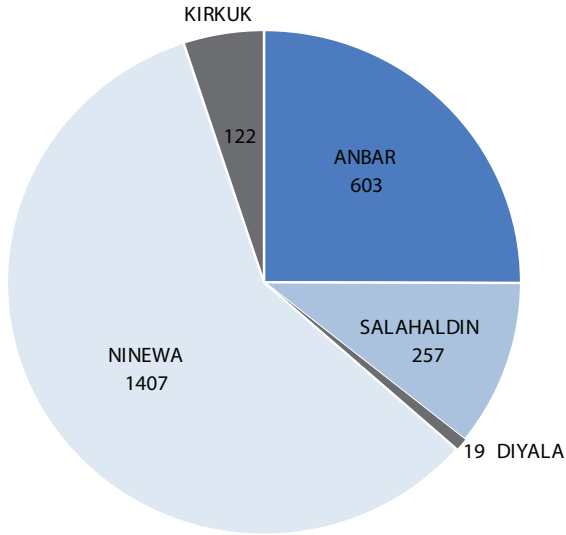


As is expected, the majority of projects, both by number and by value, were undertaken in Window One in 2018.

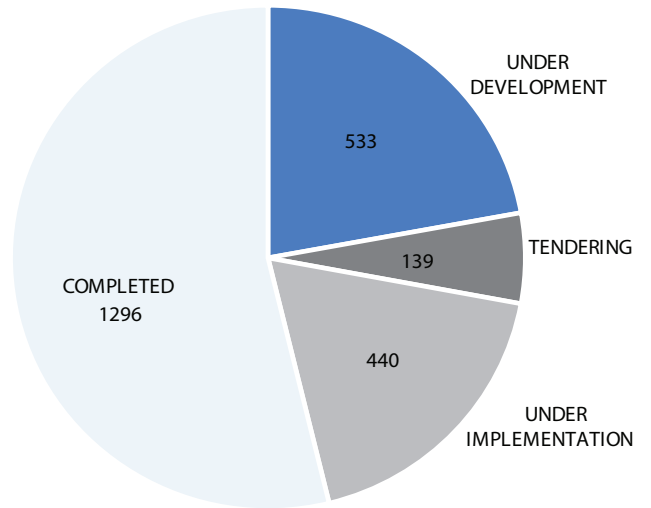
² All financial figures are estimates and may change. Official expenditure figures are released once a year as part of official UNDP financial reporting. Figures in this table include projects under BOQ development.

WINDOW ONE:

WINDOW ONE PROJECTS, BY GOVERNORATE

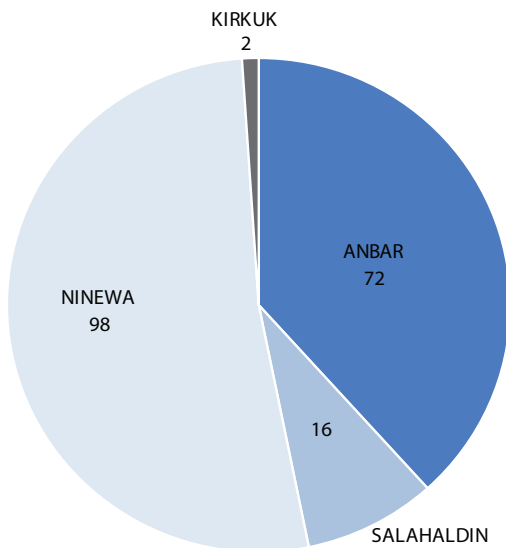


MAJOR STATUS OF WINDOW ONE PROJECTS

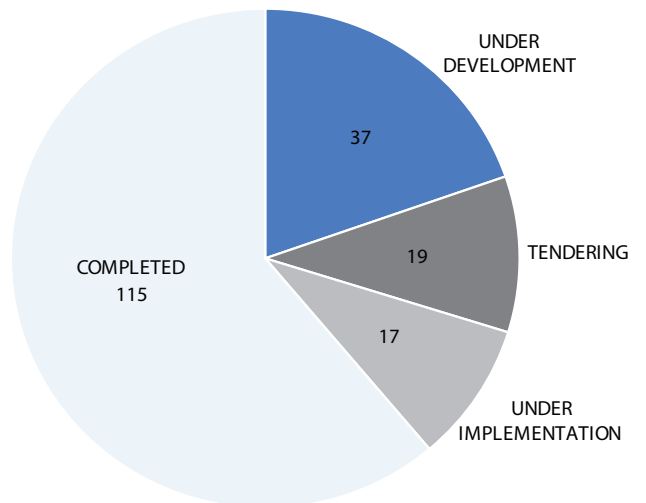


WINDOW TWO:

WINDOW TWO PROJECTS, BY GOVERNORATE



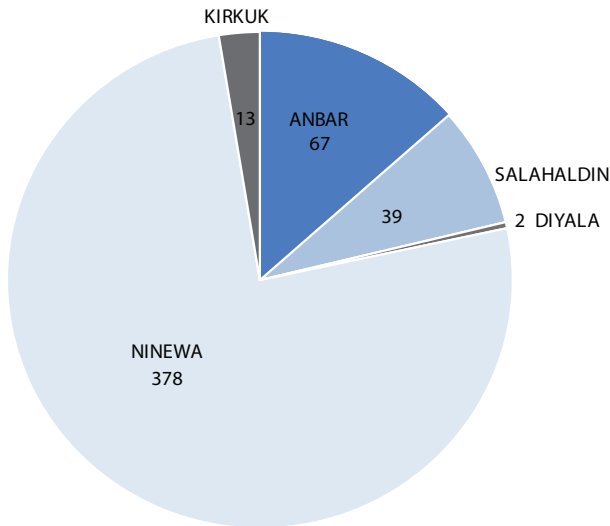
MAJOR STATUS OF WINDOW TWO PROJECTS



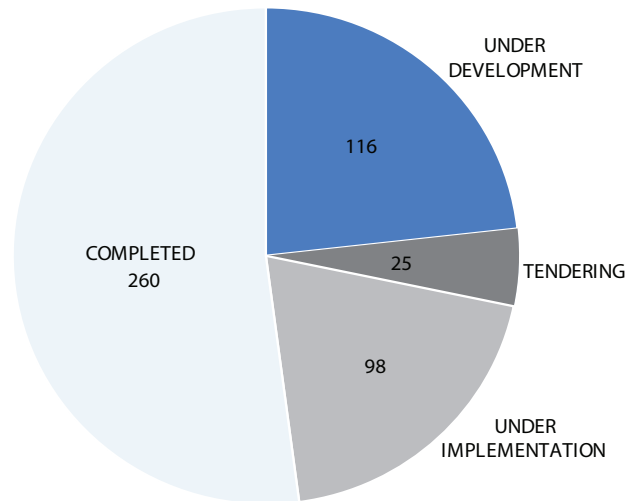
As of the end of 2018, the majority of both Window One and Window Two projects were located in Ninewa. For both windows of work, more than 50% of ongoing projects were completed by year's end.

WINDOW THREE:

WINDOW THREE PROJECTS, BY GOVERNORATE

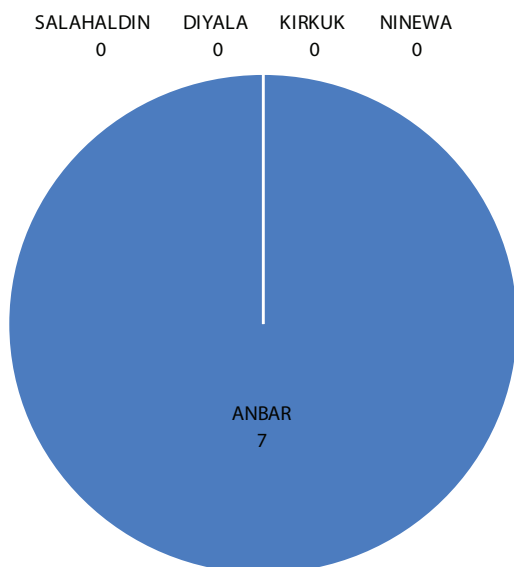


MAJOR STATUS OF WINDOW THREE PROJECTS

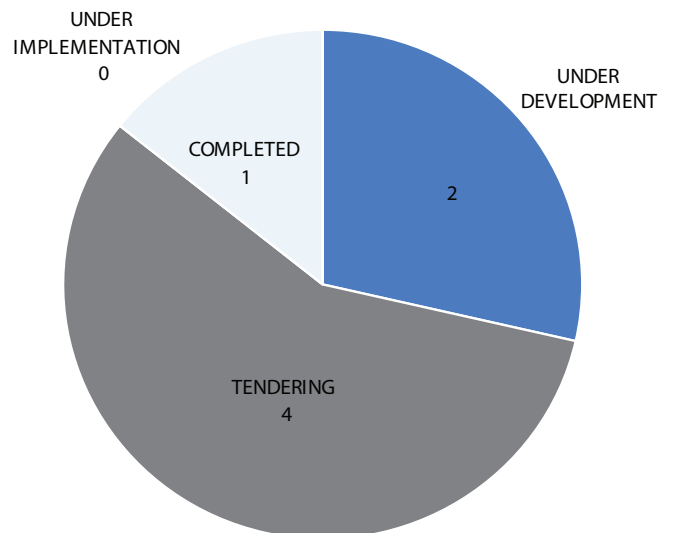


WINDOW FOUR:

WINDOW FOUR PROJECTS, BY GOVERNORATE



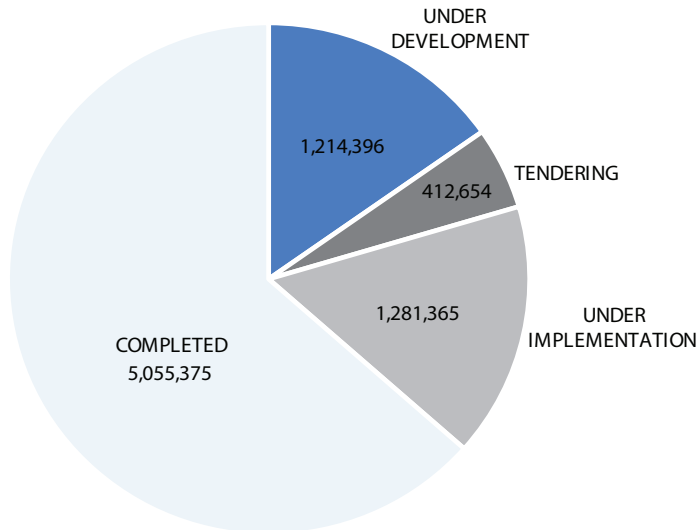
MAJOR STATUS OF WINDOW FOUR PROJECTS



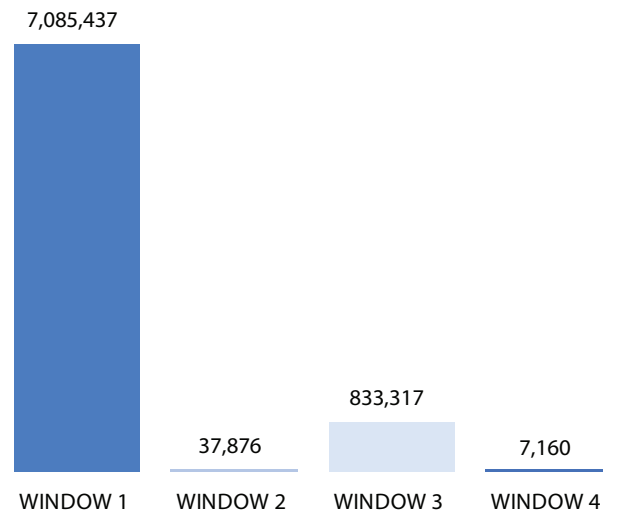
In Window Three, the majority of projects in 2018 were undertaken in Ninewa and more than half were completed. Although consultations were undertaken in other FFS priority areas to inform Window Four programming, all Window Four projects in 2018 were in the Anbar governorate, where focus was given to the western Anbar area.

2018 BENEFICIARIES

2018 FFS BENEFICIARIES, BY MAJOR STATUS

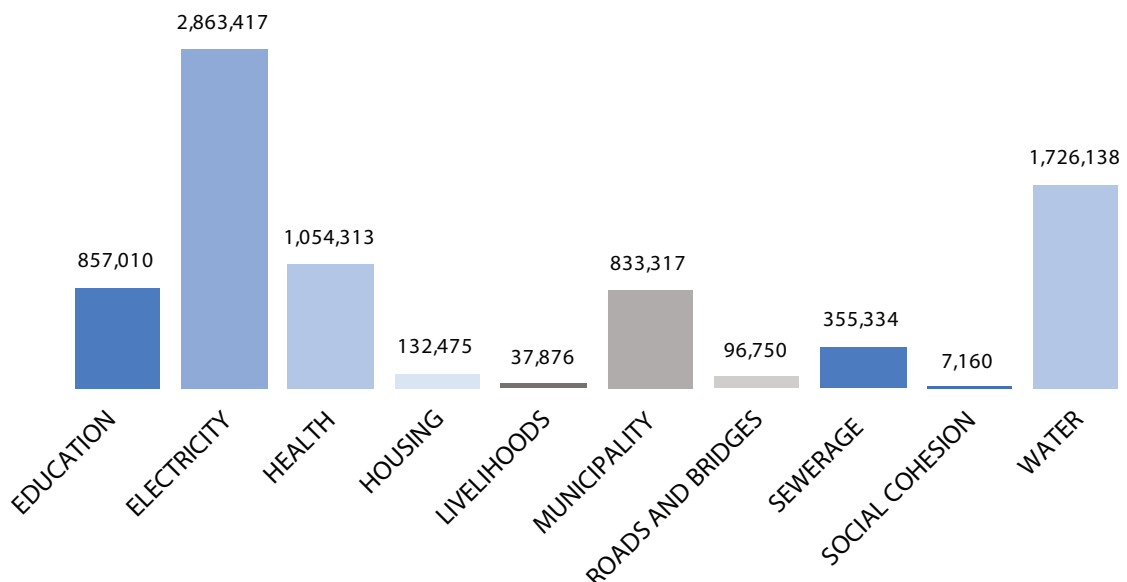


2018 FFS BENEFICIARIES, BY WINDOW

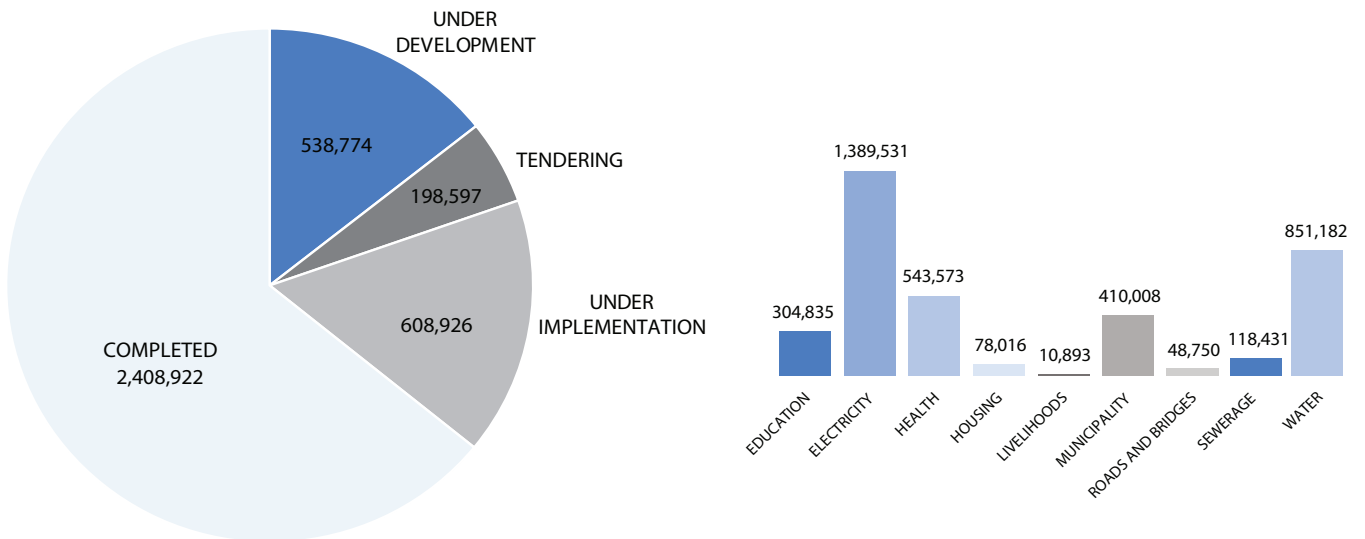


By the end of 2018, 5,055,375 Iraqis had been impacted by completed FFS projects. A further 1,281,365 people will benefit from projects that were under implementation. Reflecting the relatively large catchment areas of Window One projects, the majority of beneficiaries benefitted from Window One projects. When it comes to sector, the highest number of beneficiaries fell under the electricity sector, a fact which reinforces the comparable emphasis budget wise on this sector in 2018. In total, however, the highest number of beneficiaries were found in sectors comprising basic services and therefore stabilization priorities: electricity, water, health and education.

NUMBER OF BENEFICIARIES BY SECTOR, 2018

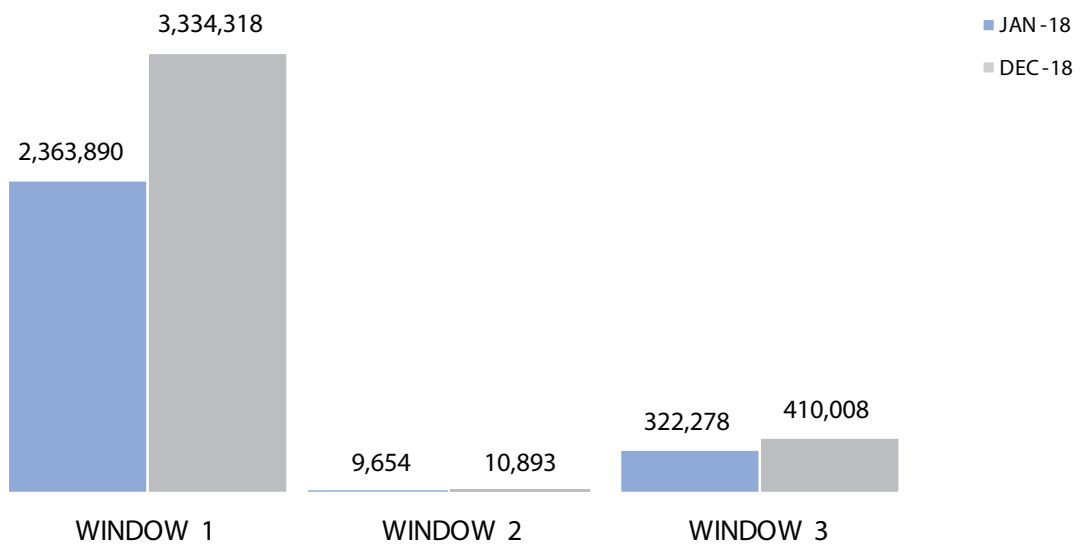


2018 FFS WOMEN BENEFICIARIES, BY MAJOR STATUS **2018 FFS WOMEN BENEFICIARIES, BY SECTOR**



By the end of 2018, 2,408,922 female Iraqis had been impacted by completed FFS projects. A further 608,926 women will benefit from projects that were under implementation. Through the year, from January 2018 to December 2018, FFS saw an increase in the number of female beneficiaries in almost all Windows of work.

TOTAL NUMBER OF WOMEN BENEFICIARIES, BY WINDOW, JANUARY 2018 AND DECEMBER 2018



2018 HIGHLIGHTS



WATER

AL SAHIRON WATER TREATMENT PLANT IN EAST MOSUL, WHICH WAS REHABILITATED IN 2018 BY FFS.

WATER

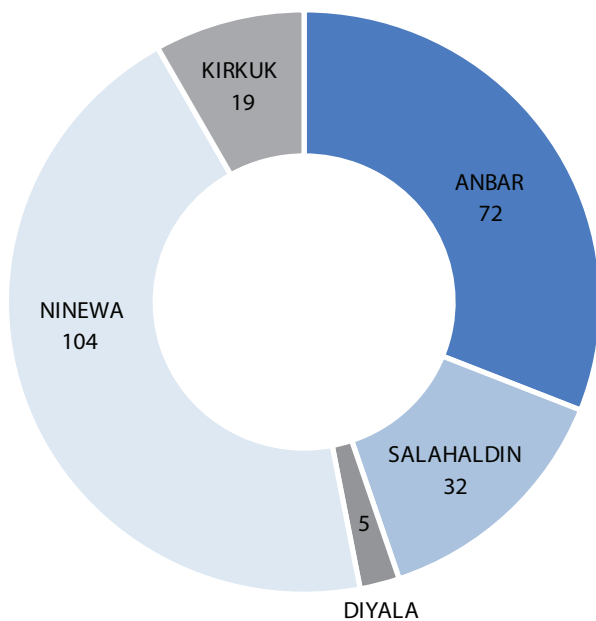
In the water sector, restoration of Water Treatment Plants (WTPs) was a priority in almost all areas of FFS activity. Among the year’s achievements was the completion of Phase One of work on the Central WTP in Baiji. Not operating prior to the rehabilitation, the city was relying on small WTPs on the outskirts of the city, which were providing a limited and unreliable supply of water. Now that Phase One is completed, water is available in central Baiji. Once Phase Two is finished in 2019, it will expand the coverage of the WTP to serve all of Baiji’s 200,000 citizens.

A major emphasis during the early part of 2018 was placed on the pressing needs of East Mosul. Among the most demanding of the FFS water projects were those focused on the rehabilitation of East Mosul’s WTPs: Al Zahoor, Al Sahiron and Al Qubba. Completion of the work on the Al Zahoor and Al Sahiron WTPs during the year meant that, with Al Qasoor WTP (rehabilitated in 2017), clean water was made available to more than 470,000 residents of the city. With work on the Al Qubba plant – the largest single WTP in East Mosul serving another 700,000 residents – FFS is poised to add even more consistent water supply in 2019.

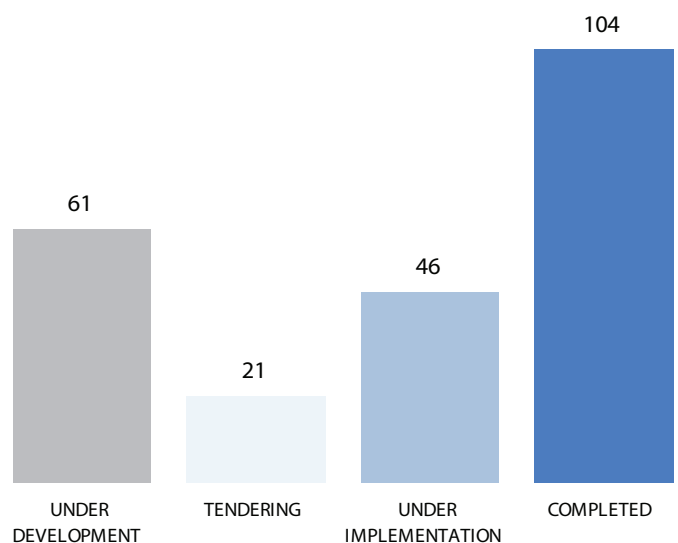
In West Mosul, work was completed on the New Danedan WTP, which now provides clean water for some 55,000 residents. Also completed over the course of the year was work on the al-Ghizlani WTP providing an additional 95,000 West Moslawi’s with clean water. Finally, work started at the New WTP, which reached 30% completion by the end of the year. The New WTP is the biggest in the city in terms of pumping capacity and will provide water to close to one million people.

In Greater Ninewa, the rehabilitation of the Sinjar Main Pumping Station and the Barbarosh Pumping Station both reached completion in November, providing ameliorated access to water for 40,000 people in Sinjar, and surrounding villages. In Tel Afar, work began towards the rehabilitation of the Abu Maria Al Jadeed and Abu Maria Al Qadeem pumping stations. When complete, these two facilities will pump water to approximately 400,000 individuals.

NUMBER OF WATER PROJECTS, BY GOVERNORATE



NUMBER OF WATER PROJECTS, BY MAJOR STATUS





 **ELECTRICITY**

THE SINONY MOBILE SUBSTATION, LOCATED IN SINJAR, WHICH WAS REHABILITATED IN 2018.

ELECTRICITY

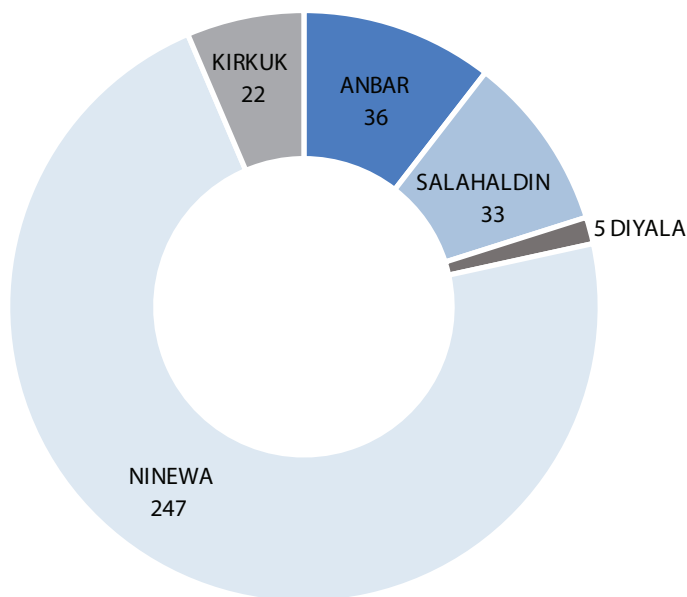
In 2018 work in the electricity sector began in the far western regions of Anbar with the distribution of 47 large 250 KVA diesel generators to Anah, Rawa and Al Qaim, quickly followed by the distribution of an additional 271 250/400 KVA transformers. Following their liberation, these three communities had access to negligible amounts of electricity, and the swift provision of generators and transformers meant at least a limited capacity of power was being restored.

As in western Anbar, there was an urgency to support the restoration of electricity to the Greater Ninewa town of Tel Afar. Through the year, 265 transformers were supplied to the municipality in order to support the re-establishment of electricity to Tel Afar and its villages as quickly as possible.

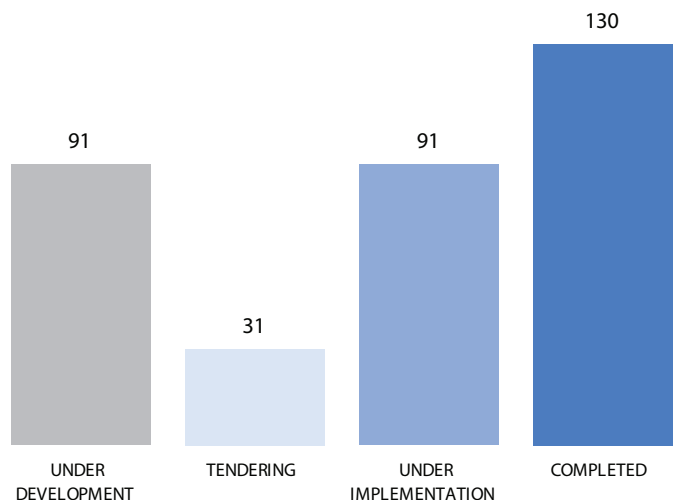
The Ninewa Plains saw especially substantial progress in the electricity sector in 2018. The year saw a sustained and successful effort to rehabilitate six permanent substations across the Plains, to offset the use of temporary mobile substations. These substations – two in Bashiqa, two in Hamdaniya, one in Telesqof, and one in Talkaif – provide electricity for a catchment area of more than 120,000 people across the Ninewa Plains. While substations have prime importance in the large-scale distribution of power, replacement of hundreds of destroyed or looted transformers has also played a vital role in restoring effective power access in the Plains. In total, 869 transformers were distributed in the various towns of the Ninewa Plains and their surrounding villages.

Finally, in East Mosul 17 substations of 33/11 capacity were brought into operation during the year, providing electrical service to an excess of 500,000 residents. Work was ongoing on a further seven 33/11 substations, all of which were started in the latter part of the year.

NUMBER OF ELECTRICITY PROJECTS, BY GOVERNORATE



NUMBER OF ELECTRICITY PROJECTS, BY MAJOR STATUS





HEALTH

TECHNICIANS WORK AT THE SALAH AL DIN MAIN CENTRAL HEALTH LABORATORY, WHICH WAS REHABILITATED BY THE FFS IN 2018.

HEALTH

The 2018 year saw significant progress towards the finalization of the designs for five major Mosul hospitals: the Al Shifaa Surgical Unit, the Ibn Al Atheer Pediatric Hospital and the Al Khansa Maternity Hospital in East Mosul and West Mosul General Hospital and the Al-Shifaa health complex (the Oncology Hospital, the Al Batool Maternity and Obstetrics Hospital, the Fertility Centre, the Radiology Unit and the Blood Bank) in West Mosul.

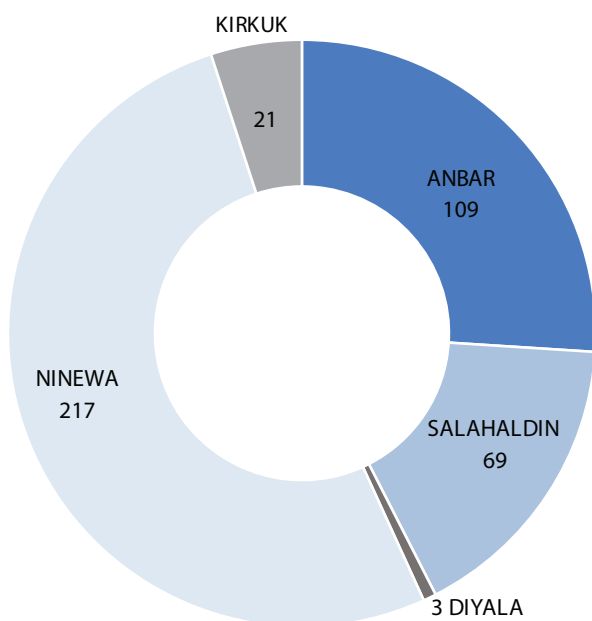
Due to the need to accommodate all the technology and equipment for the most up-to-date and high-quality care, every aspect of design and construction is necessarily intricate and deliberate. Thus, detailed architectural, structural, and electromechanical assessments and design of these hospital buildings occupied much of 2018, meaning that work can begin in 2019, following tendering.

Outside of Mosul, some 35 kilometres to the southeast, the Al Hamdaniya Hospital is a crucially important facility that serves a catchment population of some 500,000. Restoration work had already been under way during 2017, and completion of the initial phase in February 2018 brought into use the maternity and emergency buildings and five operating theaters, among other medical facilities. A second phase was initiated in September 2018, following planning and technical review, and by year's end 30% completion was reached on roofing and window installation for administrative services.

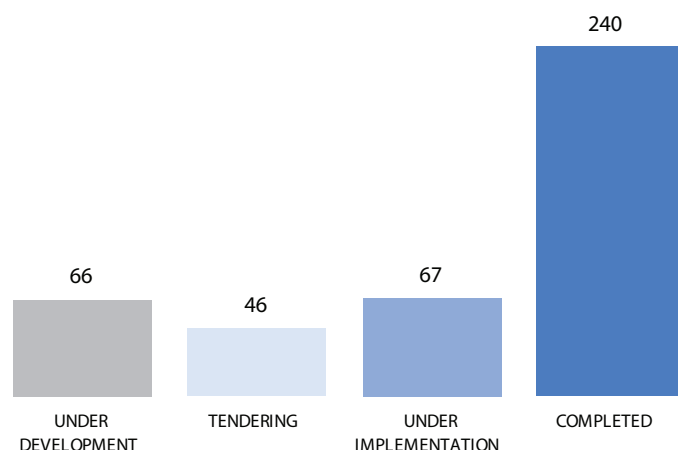
In Qayara, a large FFES project proceeded towards full restoration of the 132-bed Qayara General Hospital, the largest hospital between Mosul and Tikrit. The hospital was only four months old when ISIL captured Qayara and it suffered extensive damage. It is a four-story building, which includes four general operating theatres and one emergency operating theatre. The work stood at 60% by the end of 2018, and supply of medical equipment is expected early in 2019 once the rehabilitation of the building itself is complete.

In Anbar, work on both the Fallujah Teaching Hospital and Ramadi Maternity Hospital began in August. The capacity of both hospitals was severely constrained by damage from fire and conflict. Work on the Fallujah Teaching Hospital is ongoing and when the facility is restored to full operation, its area of service will reach far beyond Fallujah itself and extend into an extensive rural catchment area.

NUMBER OF HEALTH PROJECTS, BY GOVERNORATE



NUMBER OF HEALTH PROJECTS, BY MAJOR STATUS





A PHARMACIST WORKS AT ALBU SAIF PRIMARY HEALTHCARE CLINIC IN WEST MOSUL WHICH WAS REHABILITATED IN 2018 BY FFS

The Ramadi Maternity Hospital was 18% complete by year's end. When finished the Hospital will give access to maternal and pediatric health care for citizens of Anbar. As there is no other major hospital serving the western portion of the governorate, it is possible that the hospital may attract patients from as far away as Heet, Haditha, Anah, Rawa and Al Qaim.

The largest single project during 2018 was the rehabilitation of the Tikrit Teaching Hospital (TTH) in Salah al Din governorate. The 400-bed facility is the pre-eminent medical institution of the governorate. Major achievements in 2018 included the rehabilitation of the Surgical and Emergency Department and the Medical Oxygen Gas Plant, while work also began on the major task of rehabilitating the main building, housing the outpatient clinic, an in-patient facility, and energy and technological capacities for the entire hospital compound. The TTH serves a catchment area of some two million in Salah al Din and neighboring governorates that do not have access to adequate healthcare facilities.



ROADS AND BRIDGES

THE OPENING CEREMONY OF SAYEDATEE AL JAMILA BRIDGE IN EAST MOSUL, WHICH WAS THE FIRST BRIDGE TO BE RE-OPENED IN MOSUL.

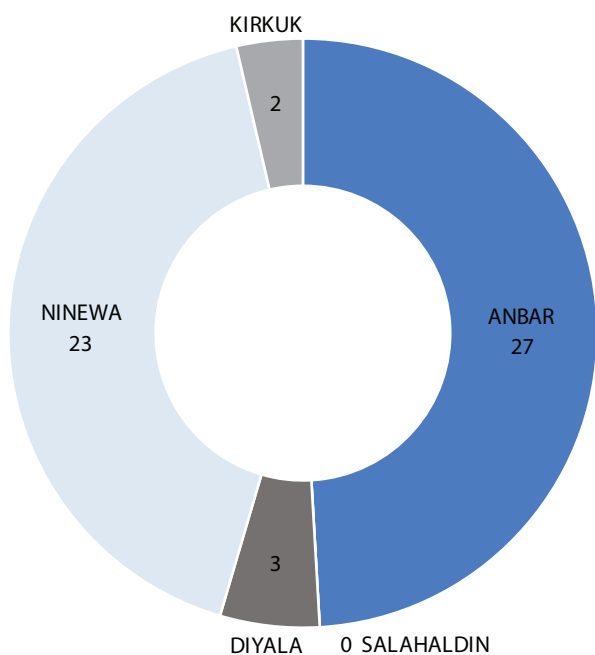
ROADS AND BRIDGES

The riverine location of major urban centres of Iraq, and the concentration of much economic activity along both the Tigris and Euphrates Rivers, ensured that bridge rehabilitation continued in 2018 to be a major area of FFS concentration and achievement. A key achievement in East Mosul was the completion in March of work on the Sayedatee Al Jamila Bridge. Ceremonially opened in April, it is the first bridge to reopen in Mosul and connects the commercially important East Mosul neighbourhoods of Al Muthana and Al Zuhor.

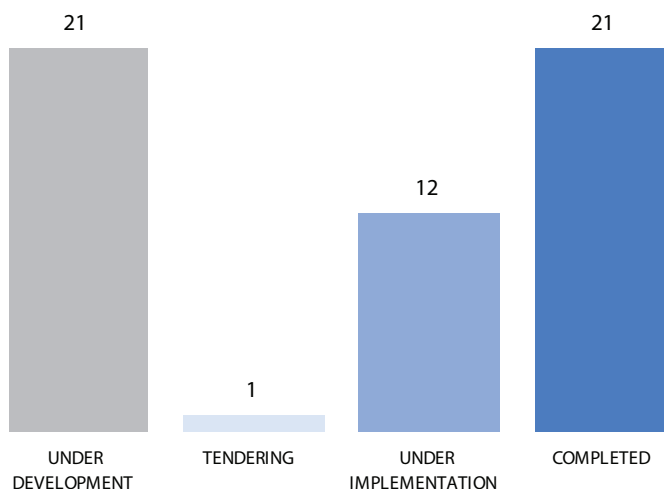
Work started on the largest project in the Diyala governorate; the rehabilitation of the Hamrin causeway. Having both a communications and agricultural significance, the causeway, built between 1976 and 1981, is essential to the irrigation of hundreds of thousands of hectares of agricultural land that provides a living for in excess of 11,000 farmers, as well as making a major contribution to Iraq’s national food supply.

In the Anbar governorate, the 2018 year saw numerous highlights in the roads and bridges sector. The rehabilitation of the Al-Baidaa Floating Bridge in Al Qaim was completed in December. The bridge connects Al Baidaa village to Al Ubaidi subdistrict and serves approximately 10,000 people. Also completed during the year was the Hawejat Al-Karablah Bridge which provides essential access to markets in Al Qaim for up to 500 families who farm on a large river island. Another highlight in 2018 was farther east in Anbar, in Fallujah, where work was completed on the Fallujah Iron Bridge. An iconic landmark dating from 1932, the Fallujah iron Bridge is also a key river crossing for entry to the city from the west.

NUMBER OF ROADS AND BRIDGES PROJECTS, BY GOVERNORATE



NUMBER OF ROADS AND BRIDGES PROJECTS, BY MAJOR STATUS





MUNICIPALITIES

QUSAY (PICTURED) SITS IN THE CORNER OF THE ANAH'S MUNICIPAL MARKET, REPAIRING ALL KINDS OF SMALL APPLIANCES. THE MARKET WAS REHABILITATED BY THE FFS IN 2018.

MUNICIPALITIES

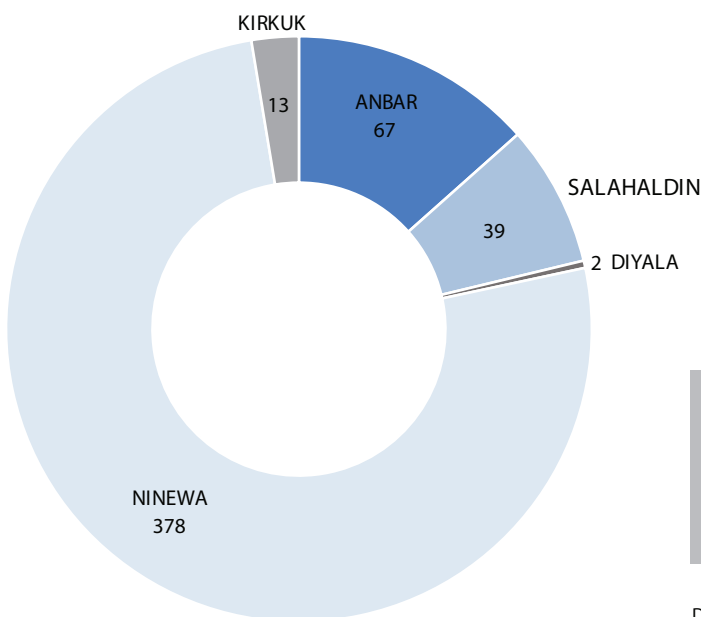
Supporting the restoration of municipal functions through municipality sector projects was an active FFS area in many communities in 2018. In Anbar, a variety of projects completed in 2018 helped to support the municipal sector. In Ramadi, equipment was delivered to the Vocational Training Centre. Equipment for the aluminum and PVC workshop, household appliances workshop, hairdressing workshop, mobile devices workshop, sewing workshop, typographic design workshop and the wood veneer workshop, supported students to return to a variety of different classes.

In the western Anbar community of Rawa, rehabilitation of the New Central Market and Shops was completed and vendors soon started moving into the completed building. Completion of market rehabilitation followed in Anah, where the project found similar popularity with the market vendors. The markets in Anah were originally built by the French company using sophisticated machinery to cast curving concrete pieces which formed the roof of the market place. Determined to re-build the markets back to the standard that existed before ISIL, the contractor has tirelessly and meticulously taken the time to re-create the shape of the original roof.

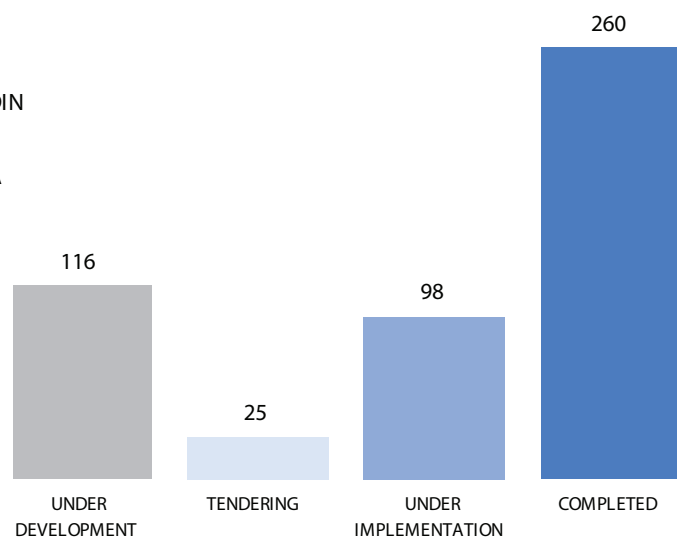
In the Ninewa Plains, the town of Telkaif benefited from the rehabilitation of three essential municipal service buildings: the Real Estate Building, the Nationality and Civil Status Building, and the Agriculture building. Another Ninewa Plains town that benefited from an exceptional series of municipal projects was Hammam Al Alil. The completion of three roundabouts in the town greatly enhanced traffic flow, while rehabilitation work was also completed during the later months of the year on the Mayor’s Building, the Courthouse, and the Municipal Equipment Workshop.

In East Mosul, repair of local street networks was a priority, and, in total, street repair projects collectively rehabilitated some 400 kilometers of urban thoroughfares across the city in neighbourhoods such as Al-Jamasa, Al-Atshana, Al Zuhoor and Al Hadba.

NUMBER OF MUNICIPALITIES PROJECTS, BY GOVERNORATE



NUMBER OF MUNICIPALITIES PROJECTS, BY MAJOR STATUS





EDUCATION

BAIJI SECONDARY SCHOOL, REHABILITATED IN 2018. THE SCHOOL NOW SERVES MORE THAN 1,000 STUDENTS.

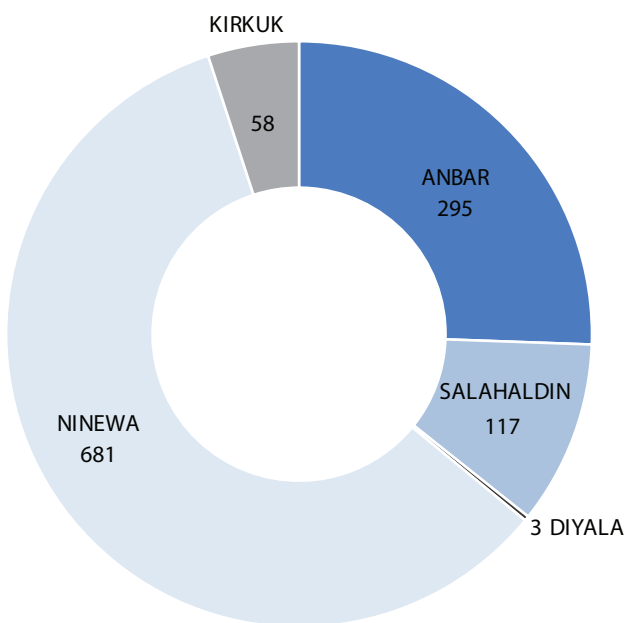
EDUCATION

The education sector was active in all areas of FFS activity throughout 2018, and progress was rapid at the primary, secondary, and high school levels. Educational opportunities represent a powerful incentive for displaced families to return, meaning that the sector’s significance is wide-ranging. Education at these levels also provides opportunities for implementing gender priorities. In Sinjar alone, for example, rehabilitated schools included the Alqithara School for Girls, the Sinjar Secondary School for Girls, and the Sinjar High School for Girls.

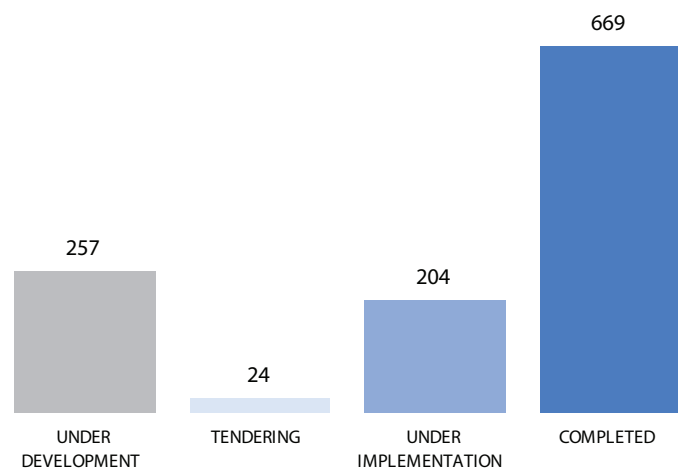
At the same time, major achievements for FFS also focused on higher education facilities. A prime example is Mosul University, an institution serving some 40,000 students with 11,000 teaching staff, where, during the first part of 2018, an elaborate planning process yielded 38 FFS projects on campus. Many projects on the campus will be successively brought to completion in 2019, and the achievement in 2018 has been to set secure foundations for the full rehabilitation of an institution of inestimable regional and national significance.

In Anbar, an important focus of FFS work was Anbar University. The university is a leading higher educational institution of some 20,000 students. Accomplishments by FFS projects early in 2018 included rehabilitating the areas for five departments for women’s education, namely the History Department, the Arabic Language Department, the Quranic Science Department, and the English and Geography building. As the year proceeded, rehabilitation was extended to the Civil Engineering Department of the College of Engineering, the Presidency Building, and the Examination Department Building.

NUMBER OF EDUCATION PROJECTS, BY GOVERNORATE



NUMBER OF EDUCATION PROJECTS, BY MAJOR STATUS





LIVELIHOODS

A WOMEN'S CASH FOR WORK TEAM STANDS FOR A PHOTO WHILE CLEARING RUBBLE AND DEBRIS FROM AROUND THE CENTRAL LIBRARY AT THE UNIVERSITY OF MOSUL IN EAST MOSUL.

LIVELIHOODS

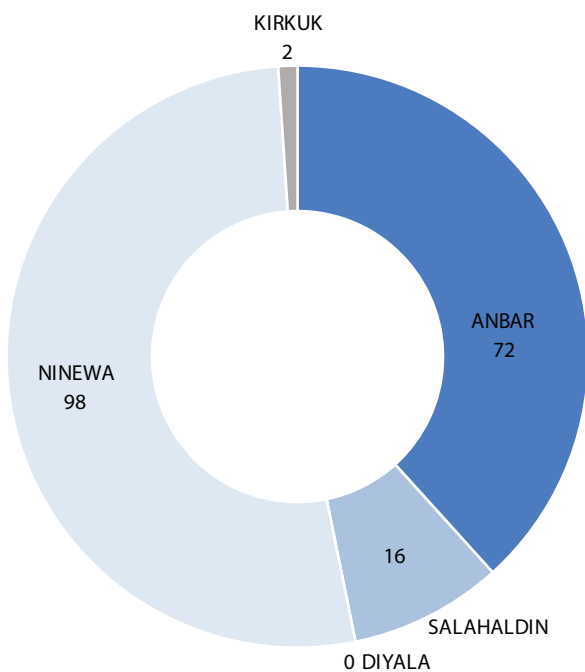
By the end of the year, 26,505 people had been engaged through cash-generating job opportunities, including 3,035 women and 9,401 youth. Cash-for-work livelihoods projects continued, throughout 2018, to have enormous importance with the objectives of the work of clearing rubble and other debris from public spaces and houses as efficiently as possible. As well, in Mosul, teams also provided support to municipalities through garbage and trash removal. Overall, livelihoods projects both expedited rehabilitation projects and provided immediate work opportunities to residents who have an urgent need for a cash-based livelihood.

Livelihood projects continue to be vital for supporting other FFS work, perhaps most significantly the housing rehabilitation work which has been started in West Mosul. One of the highlights of work in West Mosul was a project to support rubble removal from houses in Old City in Ghizlani and Al Jadeeda neighborhoods. Once cleared, many of these homes will be rehabilitated through the West Mosul housing programme. Conducting this project was essential not only to ensure housing teams could access the homes by clearing side streets but also facilitating the entry of housing work teams into the houses themselves by clearing away the rubble indoors. Also, the participation of women in this project was remarkable; 120 women were working alongside men, removing rubble from houses.

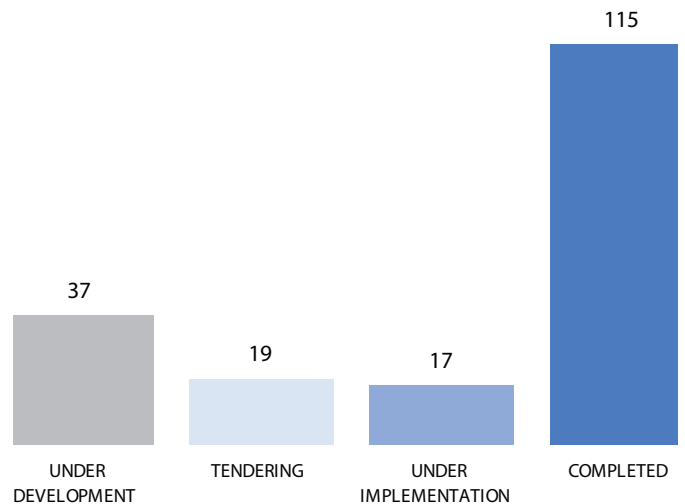
Another highlight in Mosul was a rubble removal project in the Ibn Sinaa Hospital Complex. This project is significant not only because of the high number of workers it employed, but because 39% of those workers were women. In total, the project employed 444 individuals, 175 of whom are women, for 60 days. The project undertook rubble and debris removal within the Ibn Sinaa Hospital complex, particularly in the Oncology Hospital as well as other annexes and internal roads.

In Anbar, a new project to support women headed households began. Initially tested in Fallujah and Karma, the model of cash grants to women headed household has proved effective in many ways, helping women in making home improvements, as well as enabling single mothers to support children in school. Of a target of 1587 Ramadi recipients, 1417 had received their grants by the end of November 2018 and further distributions were planned to reach into January 2019.

NUMBER OF LIVELIHOODS PROJECTS, BY GOVERNORATE



NUMBER OF LIVELIHOODS PROJECTS, BY MAJOR STATUS





HOUSING

WORK IS UNDERWAY TO REHABILITATE A HOME IN THE AL-ISLAH AL ZIRAHEE NEIGHBOURHOOD OF WEST MOSUL.

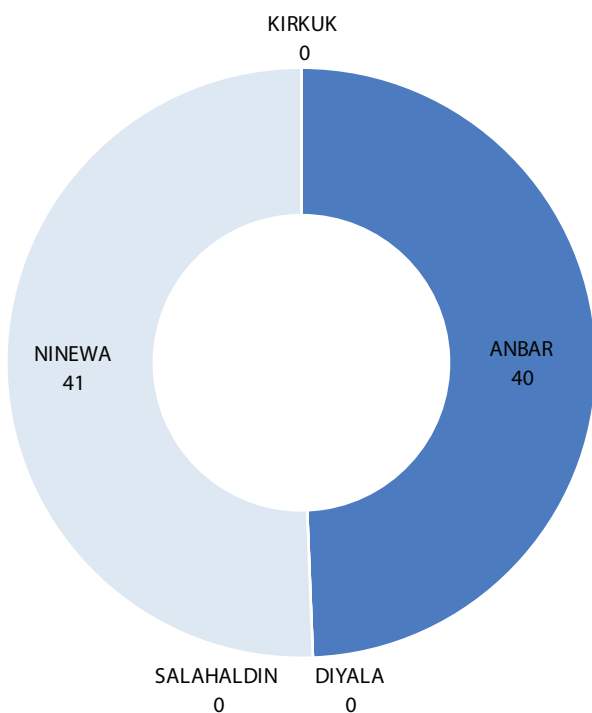
HOUSING

The West Mosul housing programme, a flagship endeavor for the FFS, launched in 2018. Planning for the rehabilitation of 15,000 private homes is no small undertaking and a significant portion of 2018 was spent in various planning processes: housing assessments, vulnerability assessments, explosive hazard clearance and community liaising. By the end of the year, all 12 priority neighborhoods had been assessed, with a total of 5,124 individual housing assessments and 3,783 vulnerability assessments having been undertaken in the span of only five months. Implementation was also started in six neighborhoods. In total these six projects will support the rehabilitation of 1,860 individual homes.

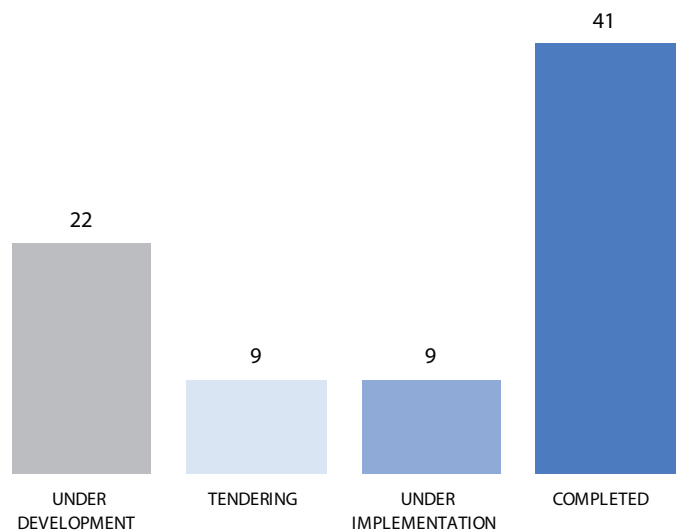
In Anbar, the 2018 year saw the majority of the first phase of housing work in the governorate come to a close. In Ramadi, a total of 6,121 housing units were rehabilitated over the course of the year. The number of units in Fallujah was equally as significant, where 4,395 units were rehabilitated over the course of 2018.

Housing work was also ongoing in the Ninewa Plains communities of Bartela and Bashiqa. Over the course of the year 1,975 houses were rehabilitated, supporting 12,000 people to return home with dignity.

NUMBER OF HOUSING PROJECTS, BY GOVERNORATE



NUMBER OF HOUSING PROJECTS, BY MAJOR STATUS





SEWERAGE

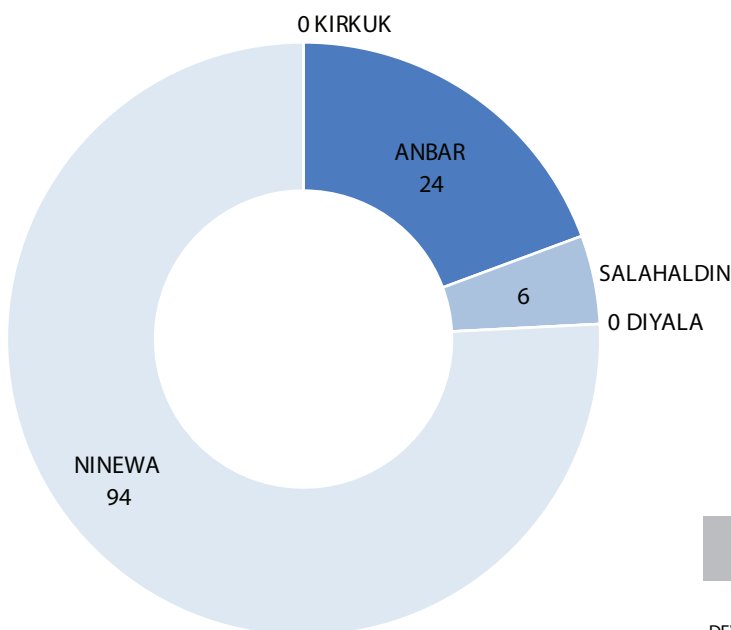
THE SEWERAGE DIRECTORATE BUILDING IN HAMMAM ALIL IN THE NINEWA PLAINS, REHABILITATED WITH THE SUPPORT OF FFS.

SEWERAGE

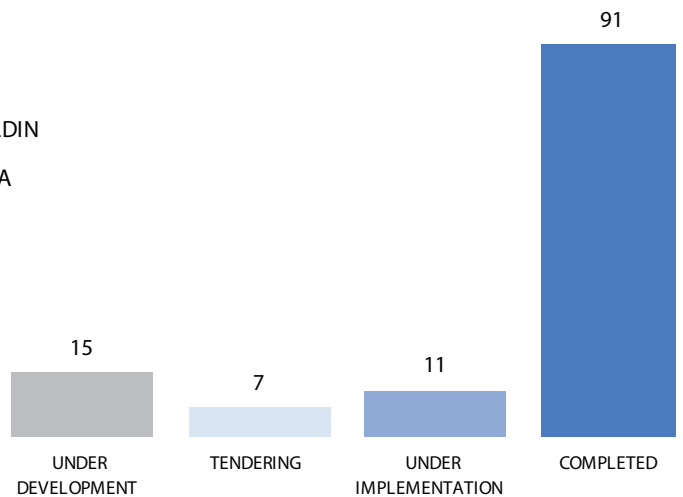
Repairing destroyed sewerage systems in urban areas is essential both for water drainage and for public health. In both East and West Mosul, significant numbers of sewerage projects were undertaken to either lay or repair of sewerage pipes and/or repair drainage valleys, which facilitate the draining of rainwater.

In Ramadi, two projects to rehabilitate the city’s waste water treatment plants progress well. Both will be completed in 2019, providing much needed treatment for the city’s waste water before it enters river networks.

NUMBER OF SEWERAGE PROJECTS, BY GOVERNORATE



NUMBER OF SEWERAGE PROJECTS, BY MAJOR STATUS





AN OPERATOR WORKS AT THE MEDICAL OXYGEN GAS PLANT AT THE TIKRIT TEACHING HOSPITAL. THE REHABILITATION OF THE GAS PLANT WAS COMPLETED IN 2018.

COMMUNICATIONS

Communicating stabilization gains, in tandem with undertaking stabilization activities through Windows One, Two, Three and Four was an integral part of the UNDP stabilization processes in 2018. In Anbar, the FFS partnered with Anbar TV to produce and broadcast a 26-episode TV series focusing on stabilization process and its results. Themes of the episodes included looking at stabilization progress in the housing, education, health, and water sectors. Also in 2018, the FFS partnership with Al Ghad radio station in Ninewa was focused on a pilot radio programme that would consist of a four episode series looking at themes such as cash for work in Mosul's Old City, Hamdaniya Hospital, West Mosul schools, and housing in Bartela and Bashiqa. Lessons learned from these initiatives are being applied to new efforts in 2019.

MONITORING AND EVALUATION

Learning lessons regarding the monitoring and evaluation of FFS is a constant and essential process, because of the increasing scale of the programme in 2018 and also its evolution, particularly in geographical areas which have experienced a more sustained level of intervention by the FFS. To cope with the increasing monitoring demands, 19 quality control (QC)/ quality assurance (QA) officers were hired and deployed during the first half of 2018. Also, in addition to a suite of third-party monitoring exercises, the FFS itself began preparations to undertake internal evaluations of certain programmes that were closing out in key areas, with an emphasis on housing and cash for work sectors in Ramadi. The evaluations themselves will take place in 2019.



SECTION ONE: INTRODUCTION

STUDENTS LEAVE THEIR CLASSROOMS AT AL INTIFADAH SCHOOL IN EAST MOSEL. THE REHABILITATION OF THE SCHOOL WAS COMPLETED IN MARCH 2018.

The Funding Facility for Stabilization (FFS) had its origins in June 2015, in the context of the military campaign to remove ISIL from occupying Iraqi territory and the urgent need for post-conflict stabilization in liberated areas. The Funding Facility for Immediate Stabilization (FFIS) was organized – as FFS as a whole continues to be – into four ‘windows’ that denote particular areas of activity:

- Window One: Public Works and Infrastructure Rehabilitation;
- Window Two: Livelihoods;
- Window Three: Capacity Support, including to Municipalities;
- Window Four: Community reconciliation.

In the early stages, it was assumed that the role of the FFIS would be to undertake shorter-term stabilization efforts that would establish the foundations on which the Government of Iraq (GOI) would take on the task of reconstruction, using public revenues. However, a variety of factors – notably the drastic reduction of oil revenues – stood in the way of this intended path. As a result, in April 2016, a second channel of the Funding Facility was opened, devoted to meeting larger and more extended needs at the Governorate and local levels that were defined as involving projects valued at more than USD two million, and of two to three years duration. It was to be known as the Funding Facility for Expanded Stabilization (FFES). The FFS, therefore, consists jointly of the FFIS and FFES, and the two channels share the same management and the same Steering Committee. Together, they provide a framework through which contributing nations can support the various phases of the stabilization process, as well as providing the basis on which UNDP and the GOI can plan and sequence needed interventions.

FFS processes are necessarily flexible, pragmatic, and needs-driven. During the phase when territory was being steadily liberated, stabilization teams would be on the ground within days of liberation in any given region or locality, so as to conduct damage assessments and agree with local authorities on the most urgent needs for rehabilitation. Priority was normally attributed to the repair of essential public infrastructure such as water systems and electricity grids; employing work brigades to provide immediate cash livelihoods at the same time as removing rubble and debris; reopening transportation routes, notably for urban revitalization and to facilitate economic activity in all locations; providing cash grants for businesses to reopen; and restoring schools and universities, health facilities of all kinds, and administrative buildings. Inherent in all of these efforts was the goal of creating improved conditions that would not only benefit existing residents but would also prompt internally displaced persons (IDPs) to return.

In 2018, these goals remained consistent, although there were certain respects in which the context had changed. Because liberation had been achieved over an extended period, by the time 2018 began there were some areas in which FFS had been active for a considerable time (see Figure 1), and where needs had therefore evolved and matured. Moreover, with the last territories liberated in late 2017, the year 2018 was the first during which all of Iraq could be considered to have been freed from ISIL occupation. That said, there did remain a limited number of areas where security concerns could still be a source of restriction or intermittent disruption of the work of FFS teams.



WORK IS ONGOING IN WEST MOSUL ON THE NEW WATER TREATMENT PLANT. THE NEW WTP IS THE LARGEST IN THE CITY AND, WHEN COMPLETED, IT WILL PROVIDE WATER FOR CLOSE TO ONE MILLION PEOPLE.

Large portions of these five areas were under occupation by ISIL for extended durations and are areas where FFS has started working in 2018. Indeed, it was only after the beginning of 2018 that FFS gained access to the western Anbar communities of Anah, Rawa and Al Qaim, as well as to the western Ninewa communities of Tel Afar and Ba'aj. Elsewhere in the priority areas, despite earlier liberation, sectarian and ethnic tensions have persisted to the point that IDPs are deterred from returning. An example would be the western Ninewa city of Sinjar. In general, the five priority areas are those that have the most dire need of stabilization funding. In the absence of adequate funding, the gains made by FFS and partners in other areas of Iraq could potentially be lost due to instability, frustration, and disillusionment.

The needs of the priority areas also highlight a critical funding gap. By the end of 2018, the FFS urgently required USD 460.7 million in additional funding so as to complete stabilization activities. This is particularly to support programming in the priority areas, where FFS is grossly under-funded. Should new funding not be received soon, planned initiatives in these areas will be delayed or never launched, undercutting the chief asset of FFS: its speed and effectiveness of implementation. Further, delays in implementation could result in losing the window of relative security and stability that currently exists to implement stabilization measures in the priority areas. This issue was raised at the Coalition Stabilization Working Group in Berlin on 11 April 2018 and in Washington on 17 October 2018, and at the two Stabilization Task Force meetings conducted in Baghdad during the 2018 year. At these meetings, emphasis was placed on the damaging impact of reduced funding by comparison with earlier years, on the apprehension that project numbers will decrease and implementation rates will decline, as well as on the likely associated stagnation of IDP return and the danger of protracted displacement. Yet, despite the serious shortfalls that have become clear, FFS funding has decreased by 41% since 2017, as indicated by Figure 2.

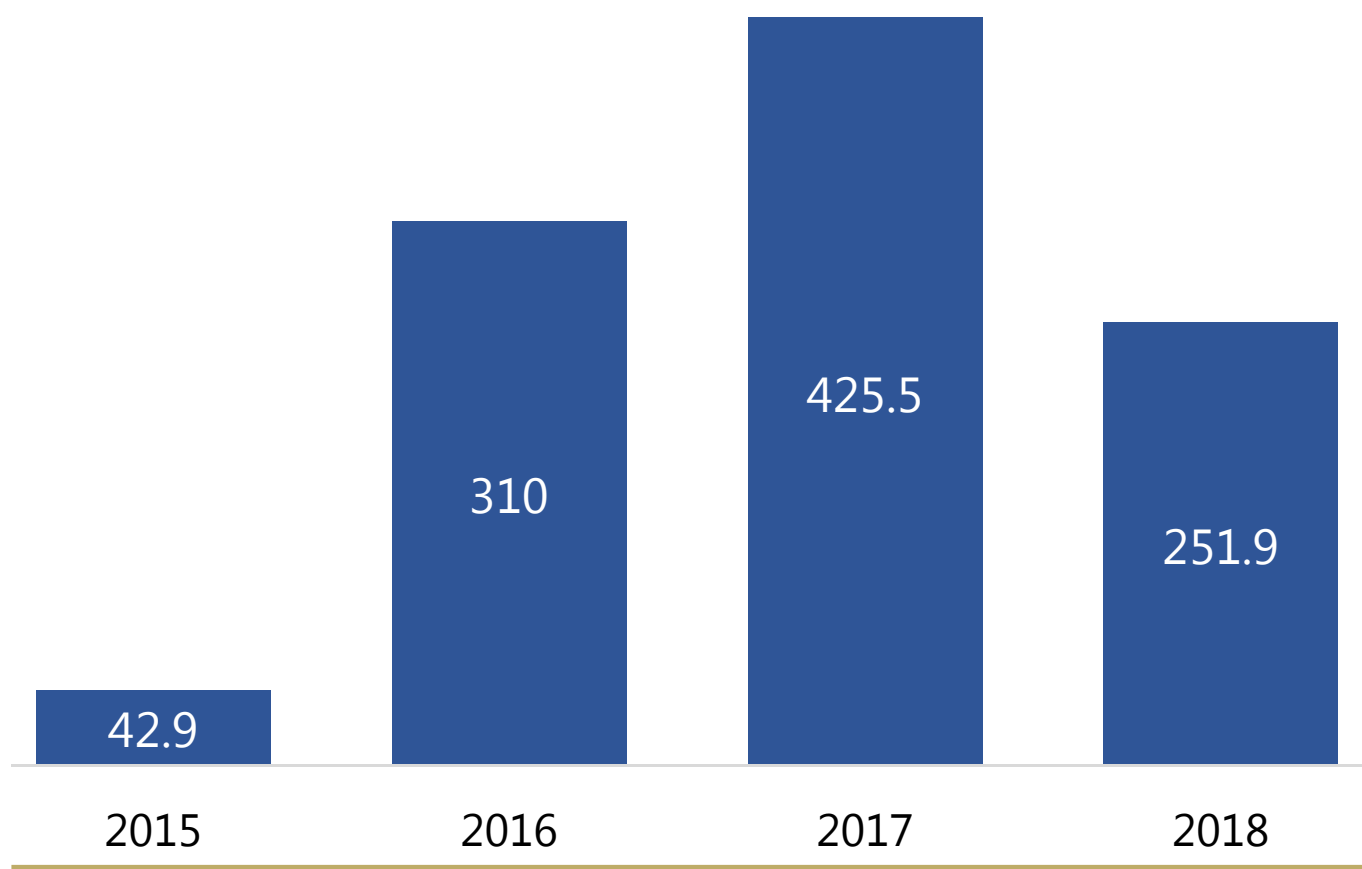


FIGURE 2: DONOR CONTRIBUTIONS TO FFS BY YEAR (IN MILLION, IN USD)

In this context, discussions with the Government of Iraq (GOI) regarding cost sharing have been ongoing since mid-2018. The outcomes of this discussion are closely linked to the FFS funding situation, as the GOI has indicated that it could commit a significant amount of funding for FFS programming. This funding is not only a valuable contribution towards the achievements of FFS's stabilization goals, but also a firm indication of the strong and valuable partnership that has been forged between the GOI and UNDP. So far in 2018, discussions have resulted in legal text to be incorporated in 2019's budget law. UNDP has further suggested a text that would allow for ministries to cost-share with UNDP directly.



CHILDREN PLAY INSIDE HADITHA KINDERGARTEN WHICH WAS REHABILITATED BY FFS.

MOVEMENT OF DISPLACED PERSONS

In terms of the return movement of IDPs, as in other respects, the 2018 year was for Iraq one of positive trends, but also ongoing challenges. The latter months of 2017 saw an especially momentous development in the form of the victory of the Iraqi Security Forces over the last areas of ISIL control. This victory marked the starting point of overall trends of a positive nature in IDP/returnee numbers through 2018, as IDP numbers continued to drop and, conversely, returnee numbers continued to rise. By the end of 2018, IOM estimated that 4,165,320 Iraqis had returned to their area of origin. This represented an increase of 944,958 people from the end of 2017. Of the returnees by the end of 2018, some 39% (1,614,150 individuals) were returning to Ninewa, 31% (1,290,606 individuals) were from Anbar, 14% (590,652 individuals) were from Salah al Din, 8% (319,338 individuals) were from Kirkuk, and 5% (223,326 individuals) were from Diyala. Most of the returns in Ninewa were to Mosul (955,140 individuals) followed by Telafar (328,446 individuals) and Hamdaniya (154,140 individuals). In Anbar, the highest number of returns was to Fallujah (530,088 individuals), followed by Ramadi (460,176 individuals) and Heet (183,486 individuals).

As the 2018 year progressed, the number of IDPs continued to decrease, while the number of returnees continued to rise. As of 31 December 2018, there were 1,744,980 IDPs, with 145,716 people having returned since the end of September.

Yet, despite these positive indications, there were still areas of concern. One of these, as indicated above, was that trends indicate that rates of return were lower in a number of the priority areas, where instabilities continued to keep return rates relatively low. More generally, the rate at which IDPs were returning showed a slowing through 2018, as shown in Figure 3.

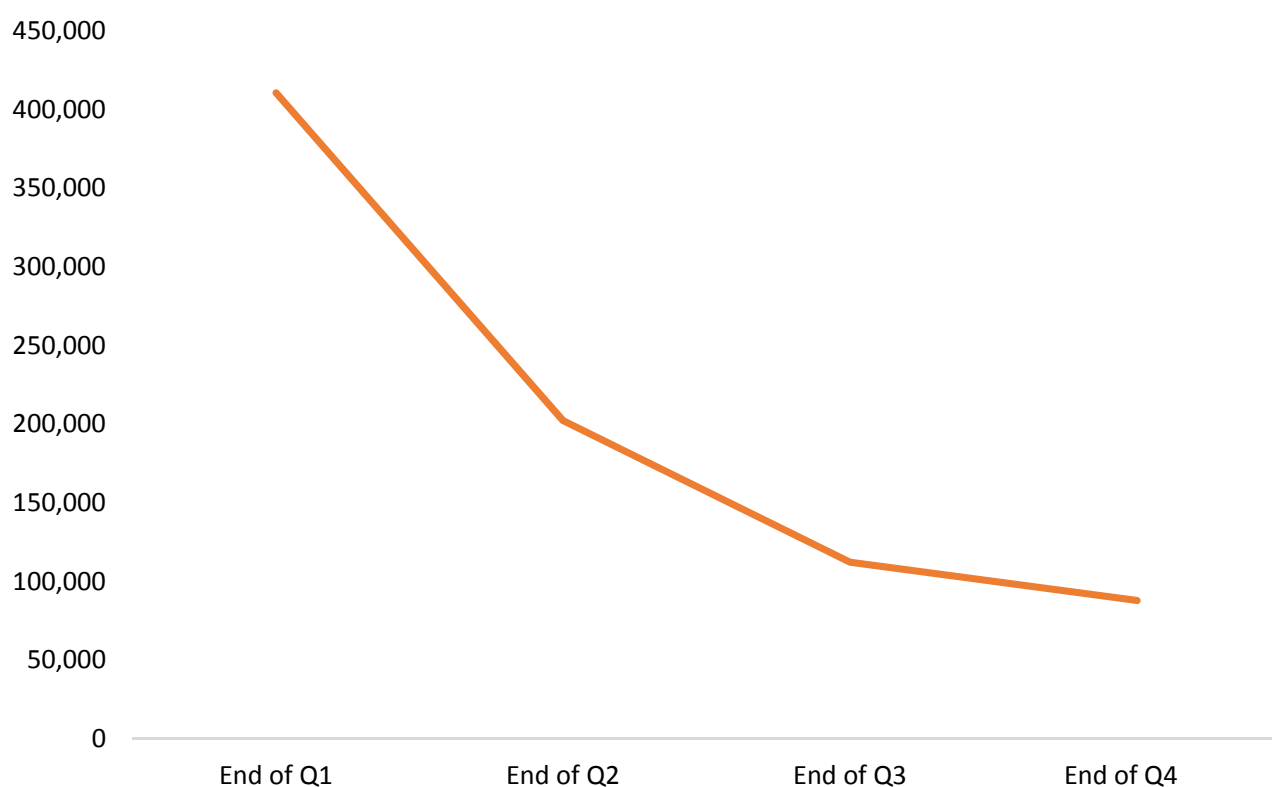


FIGURE 3: NUMBER OF IDPS THAT RETURNED HOME, PER QUARTER, 2018

In addition to a falling rate of return, data from IOM (see Figure 4) seems to show that IDPs, both in camps and outside of camps, seem unlikely to decide to return in the coming year. While these decisions are highly unpredictable in a post-conflict society, the indication is that there is a low level of motivation amongst remaining IDPs to change their location within the next 12 months. These findings are echoed by other large-scale surveys of IDPs (both within and out of camps) by REACH, which found that only 12% of existing IDPs had any intention of returning to their area of origin within the next year (between August 2018-July 2019)³

³ REACH (2018). Intentions survey: National IDP camps, Informal sites, Out-of-camp locations. http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_report_intentions_august_2018.pdf

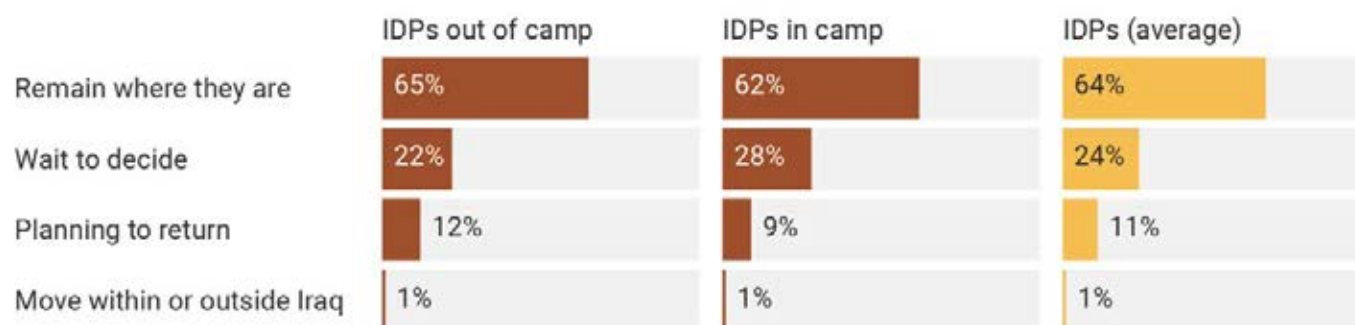


FIGURE 4: INTENTIONS TO MOVE AMONGST IDPS WITHIN THE NEXT 12 MONTHS⁴

With the assistance of IOM and REACH analysis, it is possible to gauge the factors that impact most clearly on return rates. In particular, lack of basic services, limited access to housing and limited prospective for livelihood opportunities, concerns regarding social cohesion and security, and particular issues related to ISIL families are some of the most pressing reasons which continue to inhibit the return of the remaining IDPs.

BASIC SERVICES, HOUSING AND LIVELIHOODS OPPORTUNITIES

Limited or non-existent basic service provision is one of the most commonly cited reasons for the non-return of IDPs. However, contrary to this, recent data from IOM indicates that only 9% of IDPs named limited access to basic services as a factor which would influence their decision to return or not⁵. For the FFS, however, the importance of restoration of basic services remains a priority. Even if poor provision of basic services in their places of origin is a factor with limited weight in determining whether or not to return within the coming year, the importance of the restoration of these services for longer term stabilization is incontestable. Furthermore, not included in this categorization is availability of access to health and education services and whether access to these services weigh on the decisions of IDPs to return, or not. Considering the importance that is given to education and health facilities, particularly large universities and hospitals, it is highly likely that adding these services to the definition of “basic services” during this type of data collection will affect these results.

In addition to availability of basic services, returns are profoundly discouraged by lack of housing availability – especially where housing stocks have suffered intense damage and destruction. According to IOM, 41% of IDPs cited the destruction or damage to their home as one of three top factors which would negatively influence their decision to return home. Data collected from REACH was similar, reporting that 48% of IDPs cited the damage or destruction of their home as one of the main reasons for not returning home⁶. Importantly, IDPs from Anbar were significantly more likely (56%, according to IOM and 64% according to REACH) to cite the destruction/damage to their home as a reason they would not return. IDPs from Ramadi were most likely (77%) to do so, followed by Fallujah (63%) and Al Qaim (47%)⁷. Although the highest proportion of Anbar IDPs reported housing as a significant impediment to returning, this was a concern that was repeated in all liberated areas. IDPs from Salah al Din, Kirkuk, Ninewa and Diyala also reported concerns, with 57%, 56%, 45% and 17% respectively citing damaged or destroyed homes as a reason for not returning to their area of origin⁸.

4 IOM (2018). Reasons to Remain: Categorizing Protracted Displacement in Iraq. http://iraqdtm.iom.int/LastDTMRound/IOM%20RWG%20SI%20Categorizing%20Protracted%20Displacement%20in%20Iraq_November%202018.pdf.

5 Ibid.

6 REACH (2018). Intentions survey: National IDP camps, Informal sites, Out-of-camp locations. http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_report_intentions_august_2018.pdf.

7 REACH (2018). Intentions survey: IDP Areas of Origin, Anbar Governorate. http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_cccm_fs_intentions_goo_all_november2018.pdf.

8 REACH (2018). Intentions survey: National IDP camps, Informal sites, Out-of-camp locations. http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_report_intentions_august_2018.pdf.

Finally, in areas where greater stability has been attained in other respects, anxiety over longer-term livelihood opportunities is also an important determinant of whether to return or not. IOM research indicates that during 2018 this became an even greater factor in Anbar and Ninewa than in the other liberated governorates, where 34% and 26%, respectively, of surveyed IDPs reported this is one of the main factors preventing them from returning⁹. Again, similar findings were echoed in data from REACH. While concerns related to access to livelihoods were largest in Anbar and Ninewa IDPs (33% and 28% respectively), a high proportion of IDPs from Salah al Din (19%) also cited concerns related to livelihood availability as a main reason for them not returning home.

SOCIAL COHESION AND SECURITY

The above factors relating to basic service provision, housing and livelihood opportunities are compounded where insecurity arises from security related tensions. Differentiating the inter-rated factors that influence impressions of social cohesion and security is highly community-specific, and generalizing points that affect community relations, as well as community relations with security forces, is difficult. It is clear, however, that perceptions relating to cohesion within, and between, communities as well as community relations with security actors, are factors which are highly influential as to whether IDPs will decide to return to their area of origin or not.

According to data collected by IOM, fear of discrimination, including retaliatory acts, is one of the top three concerns for 17% of remaining IDPs. Findings showed a number of locations where the proportion of IDPs with concerns related to discrimination were significantly higher than the national average, namely Kirkuk City (42%) in Kirkuk, Baquba and Muqdadia (37%) and 36%), in Diyala, Balad (33%) in Salah al Din, and Hamdaniya (30%), Sinjar (26%) and Ba'aj (20%) in Ninewa.

In certain areas, a different facet of social cohesion was prevalent, where surveys reported that tribal tensions remained particularly high and informants advised that inter-tribal dialogue is necessary in order to improve the security situation, but that, in most cases, these dialogues are not yet taking place¹⁰.

Also critical to decisions on whether or not to return were perceptions of local security. According to IOM, 26% of IDPs voiced concern over a lack of security forces¹¹, a concern that was echoed in REACH findings, where 31% of IDPs expressed concern over lack of security forces¹². While this metric does not speak directly to perceptions of overall security, it is not unlikely that a perceivedly weak local security force would equate with higher risk of ISIL-related attacks and/or kidnappings.

While a quarter of IDPs expressed concerns over a lack of security forces, concerns were also voiced about circumstances which resulted in a plethora of different security forces in one area. Returns were significantly lower in areas that could see up to six or seven operational security forces. The instability created by the multiplicity of armed groups, both in terms of their relationship with communities, as well as their own respective, often divergent, goals, meant that, for IDPs, numerous armed groups is perceived as breeding an unstable and insecure situation.

For all of these concerns, there are a number of overarching exacerbating conditions, namely mental trauma as an impediment to returns, and returns of households headed by women. Following years of intense conflict, it is not surprising that IDPs would have suffered significant physical and mental trauma. IDPs from all the liberated governorates reported fear and trauma of return as a main reason for not returning to their area of origin. This concern was highest in IDPs from Diyala, where 60% of IDPs cited fear/trauma of return as a main reason for not returning home. The trend was similar in Kirkuk, Salah al Din, Ninewa and Anbar where 45%, 39%, 30% and 26% respectively cited this as a challenge¹³. That addressing mental health and psycho-social distress are critical factors, not only facilitate returns, but to ensure individuals can resettle successfully in their communities, must be recognized as a crucial consideration.

9 IOM (2018). Reasons to Remain: Categorizing Protracted Displacement in Iraq. http://iraqdtm.iom.int/LastDTMRound/IOM%20RWG%20SI%20Categorizing%20Protracted%20Displacement%20in%20Iraq_November%202018.pdf.

10 IOM (2019). Return Index: Findings Round Two – Iraq. http://iraqdtm.iom.int/LastDTMRound/iom_dtm_returnindex-findingsround-jan2019.pdf

11 IOM (2018). Reasons to Remain: Categorizing Protracted Displacement in Iraq. http://iraqdtm.iom.int/LastDTMRound/IOM%20RWG%20SI%20Categorizing%20Protracted%20Displacement%20in%20Iraq_November%202018.pdf.

12 REACH (2018). Intentions survey: National IDP camps, Informal sites, Out-of-camp locations. http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_report_intentions_august_2018.pdf

13 Ibid.

Finally, difficult conditions are aggravated by a situation in which a significant proportion of IDP families are headed by women¹⁴. Of the remaining IDPs, it is estimated that 14% of out-of-camp IDPs are headed by women and 21% of in-camp IDPs are headed by women. Of those families which have returned, 21% are headed by women¹⁵. Although having such significant numbers of women headed households brings opportunity for evolution in traditional gender-based roles in society, it is important, when considering returning families, to understand the circumstances in which women and their families are returning, and ensure that these women are both protected and empowered to return in a safe and dignified way.

ISIL FAMILIES

Closely related to issues of social cohesion and security are challenges related to the return of ISIL families to their areas of origin, as well as the successful reintegration of these families into their communities. In many cases, the return of ISIL families is blocked by either the communities of origin or security actors meaning that, in many cases these IDPs, often women and children, remain displaced in camps. There are more limited examples of ISIL families which are living in their area of origin, either having successfully returned, or never having left during ISIL occupation. Despite being “home” these families face significant stigma from their communities and, in many senses, circumstances have led to failed reintegration into society. Challenges related to the return and reintegration of these families into their areas of origin will require a long-term, multi-faceted engagement strategy from the Government of Iraq, including all levels of government, as well as the international community.

The linkage between reconciliation and re-acceptance of ISIL families is inextricably linked to addressing the above challenges related to basic services, housing, livelihoods and security. It is important to note that the extent to which communities, over time, are able to successfully enter into dialogue about, and with, ISIL families, and discuss and consider the reintegration of these individuals, is closely linked to the level of stability and opportunity within these communities. In Iraq, and indeed in most post-conflict societies, that one challenge is never far removed from another is an important starting point for all stabilization and future development initiatives.

In the context of uneven return rates – notably in the priority areas, as compared to other areas of FFS activity – and of the gradual slowing of overall returns, the danger of protracted displacement has become clear. According to IOM definitions, protracted displacement can be described as “a condition in which internally displaced persons (IDPs) are unable to reduce the vulnerability, impoverishment and marginalization that may be caused by displacement,” resulting in “the inability of IDPs to progress toward finding a resolution to their displacement, whether it is eventual return, integration, relocation or some combination thereof.”¹⁶

Given the complexity of the initial displacement of populations from ISIL-occupied areas – at different times, on different scales, and affecting ethnic and religious groups differently – there is a clear need not only to arrive at an overall understanding of displacement that takes full account of these variations, but also to take into consideration particularly the needs of the FFS priority areas, which must be specifically addressed through continued, methodical stabilization support in order to continue to attract IDPs to return.

The importance, therefore, of continued predictable and stable funding for the FFS is paramount. The predicted impact of the FFS by the end of 2020, focusing on addressing some of the most critical concerns of IDPs – housing, livelihoods, basic services and social cohesion – will not be achieved without further funding. The alternative is to risk a situation where protracted displacement of large numbers of Iraqis is accompanied by the return of critical levels of insecurity that could be capable of jeopardizing the enormous gains that FFS programming has achieved up to and including 2018.

¹⁴ REACH (2018). Multi-cluster needs assessment: In-camp IDPs. http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_factsheet_mcna_idp_in-camp_sept2018.pdf

¹⁵ Ibid.

¹⁶ IOM (2018). Reasons to Remain: Categorizing Protracted Displacement in Iraq. http://iraqdtm.iom.int/LastDTMRound/IOM%20RWG%20SI%20Categorizing%20Protracted%20Displacement%20in%20Iraq_November%202018.pdf.



SECTION TWO: 2018 STRATEGY AND DELIVERY

WORK IS ONGOING ON THE JAPANESE BRIDGE IN FALLUJAH. THE LARGE TWO-SPAN BRIDGE WAS 21% COMPLETE BY THE END OF 2018.

Developing the annual strategy of intervention for the FFS is a non-linear process that necessitates continuous review of factors external to the Facility, such as funding needs, and requires the consideration of inputs from numerous actors. Moreover, following the development of a strategy for intervention, it is important to recognize certain external factors, such as security and political support, that can influence the implementation ability of the Facility.

The development and implementation of the annual strategy ultimately contributes to the progress towards attainment of targets set out in the FFS Results Framework, which is the Facility's primary mechanism for reporting its progress to external audiences.

This section will reflect on the influencing factors which, together, directed the work of the Facility in 2018, and will also consider the delivery results of the Facility in 2018 as reflected through the FFS Results Framework.

2018 FFS STRATEGY

There are various influencing factors that combine to help determine the strategy and direction of the Facility. The primary factors influencing the development of the strategy in 2018 were the strategic direction provided by the governing bodies that support the stabilization of Iraq (principally the Stabilization Steering Committee), the priorities set by the Government of Iraq, UNDP's educated assessment of need and of FFS funding requirements and levels of contribution. Some of these factors are more directly relevant for the Facility than others, although all played key roles in determining the strategy, direction and scale of FFS in 2018.

INTERNATIONAL SUPPORT FOR THE STABILIZATION OF IRAQ

The global support towards stabilization of Iraq is organized into three main governing bodies: the Stabilization Working Group, the Stabilization Task Force, and the FFS Steering Committee. Each of them plays a different role in supporting the Government of Iraq in its stabilization efforts as well as in organizing the international community's support for stabilization. All together these three bodies make up the governance framework for global support towards stabilization of Iraq. Figure 5 indicates the informal hierarchical arrangements of these bodies.

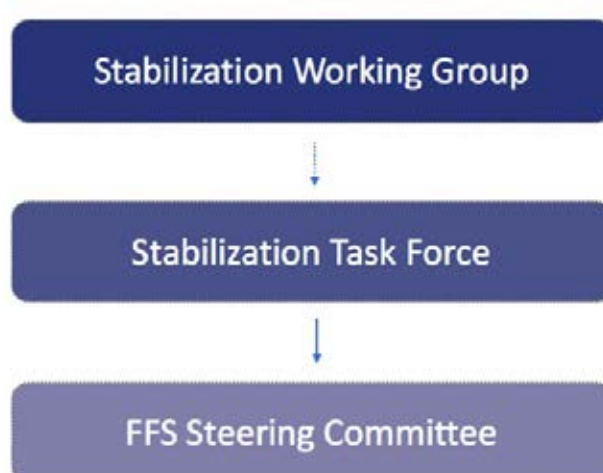


FIGURE 5: INTERNATIONAL SUPPORT FOR THE STABILIZATION OF IRAQ

The Stabilization Working Group comprises the countries in the Global Coalition Against ISIL supporting the Government of Iraq's stabilization efforts, and is co-chaired by the Government of Iraq, the Federal Republic of Germany, the United Arab Emirates, and the United States.

The Stabilization Task Force is the Global Coalition Against ISIL's diplomatic body, based in Baghdad, and is co-chaired by the Secretary General of the Council of Ministers, the Federal Republic of Germany, and the United Arab Emirates.

Most directly relevant for the FFS is the Steering Committee, which provides strategic direction to and oversight of the Facility, and ensures that the interventions funded through the FFS are in line with Government priorities.

The Committee is co-chaired by the Secretary General of the Council of Ministers and the Deputy Special Representative of the Secretary General (DSRSG)/UNDP Resident Representative. As well, the Governors of Salah al-Din, Anbar, Diyala, Kirkuk, and Ninewa are also invited regularly to meetings of the Steering Committee. Other Government representatives may be invited by the Prime Minister's Office on an ad-hoc basis. All donors to the FFS are invited to participate. The composition of the Steering Committee may be adjusted upon the decision of the Co-chairs.

The Steering Committee plays a key role in determining the strategy for the FFS, as well as in reviewing the Facility's project document. The project document essentially guides the development of the Facility's Annual Work Plans.

In 2018, a number of key decisions were made by the Steering Committee which had a direct impact on various facets of FFS work. Those key decisions were as follows:

1) MANDATED THREE ADDITIONAL AREAS OF WORK FOR THE FFS: TOZ KHORMATO, BA'AJ, AND SU-LEIMAN BEG

The Stabilization Steering Committee is the body which approves the areas where FFS can work. The decision to approve a location for FFS activities is dependent on:

- the strategic importance of an area
- the size of the displaced population
- the scale of destruction

At the end of 2017, the FFS was mandated to work in 28 areas. During the January 2018 meeting, the Stabilization Steering Committee added three areas, Toz Khormato, Ba'aj, and Suleiman Beg, increasing the number of mandated FFS areas of work to 31.

Ba'aj is a small town in western Ninewa, close to the Syrian border. Ba'aj fell to ISIL in mid-2014 and was held until its liberation in June 2017. Return estimates are unreliable, although it is believed that approximately 50% of people have returned. Low numbers of returns are due to lack of livelihood opportunities, with much of the agricultural sector inoperable, and limited access to basic services. Lack of road access also discourages people from returning.

Toz Khormato and Suleiman Beg, both in Salah al Din, are ethnically diverse areas. They are almost exactly equally split among Turkmens (Sunni and Shia), Kurds, and Sunni Arabs. Both areas fell to ISIL in June 2014 and were liberated no later than October 2014. Despite the comparably short duration of ISIL occupation, the sectarian and ethnic diversity of the area coupled with infrastructure damage necessitates additional support to ensure stability.

2) EXTENSION OF THE PROGRAMME UNTIL 2020

Previous to the July 2018 Steering Committee meeting, FFS was scheduled to close in December 2018. However, following the addition of locations, the implementation of additional FFES projects which, due to their size, require more time for implementation, the re-opening of Window Four, and the general consensus on the scale of stabilization work that is still required, the Steering Committee agreed to extend the duration of FFS until December 2020.

Assuming that FFS mobilizes the remainder of its funding gap early in 2019, in 2020 FFS will focus on the completion of ongoing projects, particularly FFES, housing, livelihoods and social cohesion projects and on any necessary activities to ensure the smooth transition from stabilization to Iraq's future development priorities.

3) RE-OPENING OF WINDOW FOUR

Window Four was closed by the Steering Committee in 2017 due to the scale of need for basic service delivery and livelihood opportunities, and the resulting decision to focus efforts on Windows One, Two, and Three. In January 2018, FFS donors approved the re-opening of Window Four and with that, made an important decision that a proportion of FFS staff time and funding should, in 2018, be focused on building a portfolio of work that can consolidate the stabilization gains made since 2015 through strengthening community social cohesion.

With this, the overall objective of the FFS Window Four is to strengthen the process of stabilization in the newly liberated areas, especially the five "red boxes," by empowering the women, men and youth in the communities and strengthening their capacities to resolve existing, and mitigate emerging, conflicts.

4) BRANDING OF PROJECT SITES

During the July 2018 Steering Committee, the donors agreed to allow FFS to increase branding of project sites. This is an important policy change from previous years, whereby FFS was barred from implementing donor-specific or UNDP branding at project sites. FFS provided all donors with a proposed design for signage for their approval. Through the latter part of 2018, installation was being rolled out in a phased manner, first in Ninewa and then continuing in Central Iraq.

5) REVISION OF FFS PROJECT DOCUMENT

In September 2018 FFS reviewed and updated the programme's Project Document with the Government of Iraq to reflect the latest objectives of the programme. The core focus of the Project Document remains the same – support liberated areas through four windows to enable the returns process. The primary change was a revised Results Framework that updated the indicators and targets across the windows, and which the FFS started to use in its reporting at the end of Quarter Three 2018.



A CLASS IN SESSION AT HADITHA HIGH SCHOOL WHICH WAS REHABILITATED BY FFS.

GOVERNMENT OF IRAQ PRIORITIES

While strategic guidance for the programme is given through the Steering Committee, it is important to recognize that priorities for projects themselves are developed through a process that is guided by UNDP but led by the Government of Iraq.

The core of the system lies in the integrity of the needs assessment process. This process, undertaken by UNDP, is where data is obtained and assessments prepared concerning the immediate needs of newly liberated areas. Neither UNDP nor donors determine the projects; these are developed by governorate and local authorities as a means to demonstrate the Government of Iraq's support to areas liberated from ISIL.

Following the liberation of an area, UNDP undertakes needs assessments in partnership with local authorities. In 2015, 2016 and 2017, during periods when significant geographical areas were being liberated from ISIL, these assessments were undertaken principally through workshops facilitated by UNDP. The workshops provided an opportunity for dialogue between actors, and for reaching consensus regarding the prioritization of the immediate needs for a six-month period and of those for the medium-term spanning up to two years.

In 2018, the assessment of need continued, although at times in different circumstances than in previous years of the Facility. In some areas that were newly accessible in 2018, the standard workshop-based needs assessments were conducted. As shown in Figure 1 (in Section One) nine locations became newly accessible in 2018, either because they were newly mandated locations for FFS work or because security concerns had previously inhibited FFS from initiating work.

What is also notable, however, is the number of locations where, by 2018, FFS had had a sustained level of intervention. In these areas assessment processes took the form of ongoing close consultation with local authorities and the Provincial

Control Cells (PCCs) to ensure agreement on second phases of projects where initial phases of projects were coming to an end. In many cases the second phase of projects were FFES projects, which also meant close coordination with national-level ministries and governorate-level departments to decide on and prioritize these large expanded stabilization projects.

In this way, 2018 was a year during which initial needs assessments were undertaken in selected areas, but one that also demonstrated the ongoing and continuous role that FFS has played in helping governorate authorities prioritize and plan the stabilization response, not only through initial needs assessment workshops, but by continuous support for developing and prioritizing stabilization projects.

As in years previous, the final project approval is done through the PCCs, after which the FFS receives the requests and implements them. The PCCs operate under the general auspices of the Prime Minister's Office and bring together Governors and all the line departments of the GOI. The endorsement of the PCCs in the governorates of Anbar, Salah al-Din, and Diyala is necessary in order for any stabilization activity to proceed. In Kirkuk, the same role is taken by a general Provincial Reconstruction Committee. In Ninewa, the unique and overwhelming needs of Mosul resulted in the appointment by the Prime Minister of the Ninewa Reconstruction Coordinator, who is responsible for the coordination of stabilization activities in the same way that the PCCs are in other governorates. Approvals are received from the Line Directorates.

UNDP'S URGENT PRIORITIES FOR STABILITY IN LIBERATED AREAS

The strategic direction provided by the Steering Committee and list of prioritized projects from the Government of Iraq form two of the main channels through which the FFS receives direction for its work in any given year, and this was the actuality in 2018.

In addition to this, however, the FFS must undertake assessments of the ongoing developments within liberated areas, in order to ensure that the work of the Facility is meeting its mandate and remains targeted to the areas where need is the most pressing. The assessments rely on the large network of FFS experts: stabilization specialists, area coordinators, municipal stabilization advisors, liaison officers, engineers, housing engineers, social organizers and quality assurance/quality control officers, who are spread out across the areas where the FFS is working. This network of staff provides invaluable levels of input which help to ensure that the FFS management has the information it needs to make informed decisions about the strategic direction of the Facility.

One of the main products of this continuous assessment was the identification – as noted above – of the five FFS priority (“red-box”) areas: the Baiji-Hatra Corridor, broader Hawijja, Mosul, western Anbar and western Ninewa.

For all the priority areas, ensuring that stabilization tasks continue at scale is integral to ensure that the gains made by FFS and partners in other areas of Iraq are not lost due to instability in the priority areas. That the five priority areas were those most in need of stabilization support remained consistent through 2018, and this significantly influenced the direction for work that the Facility took in 2018.

Throughout 2018, FFS was guided by the principle that, although these are the most difficult areas to stimulate returns, much more can be done with additional funding. Substantial effort was put into developing projects for these areas and, indeed, a significant proportion of the projects that are under development are projects for those priority areas. As is elaborated below, a significant number of the projects under development for these areas remain unfunded, and without additional funding it is likely that Iraq will face a crisis of protracted, large-scale displacement. While it is important to consider that the remaining IDPs face more difficult challenges relating to security, political, and communal issues, without support to basic services, the more difficult issues will not be addressed at all.



AN FFS CASH FOR WORK TEAM WORKS IN WEST MOSUL'S OLD CITY CLEARING RUBBLE FROM STREETS.

POSSIBLE LIMITATIONS FOR INTERVENTION

When it comes to the implementation of these priorities, FFS is constrained primarily by funding and security related challenges.

FUNDING

The significant funding support that donor countries have given FFS since 2015 has allowed the programme to complete 1,672 projects by the end of 2018, making a substantial contribution to the stabilization of Iraq. However, despite the substantial international support for the Facility, FFS funding has decreased by 41% since 2017.

That the decreasing levels of funding would have a direct effect on the implementation of the annual strategy of the FFS is unsurprising. Through 2018, these funding shortfalls were felt most critically in the FFS priority areas.

Despite funding limitations, the FFS continued to identify projects, in line with GOI priorities, and develop Bills of Quantity (BoQs) to ensure that, if and when funding were to become available, teams would be able to move quickly to implement pending projects.

SECURITY

The importance of continuous levels of security for the operation of the stabilization programming cannot be overstated. Security within a location affects the full spectrum of FFS work, from accessibility to an area to conduct needs assessments to access of FFS contractors and staff to undertake and monitor rehabilitation works. Having a sustained level of security in tandem with stabilization work is important, as well, in order to maintain the impact of stabilization work and ensure that secondary displacement does not occur due to a deteriorating security situation.

The biggest security challenge FFS faced in 2018 was that of explosive hazards (EH). FFS's partnership with UNMAS continues to be one of the most crucial elements to the FFS process, ensuring that sites are made clear in a timely manner. This included, in 2018, numerous complicated clearance operations. For example, following the discovery of an explosive hazard under water at the Fallujah Iron Bridge site, UNMAS had to facilitate the recruitment of a specialized Polish diving team, which dismantled the hazard discovered below the water surface line. Needless to say, the ability of UNMAS, and its implementing partners, to clear sites in a timely manner is essential component to the FFS process; ensuring that work can continue at the speed it is planned. Support of ISF clearance forces has also been important to FFS functionality.

For the most part, staff had relatively consistent access to project locations through the year, and undertook a total of 667 self supported missions. Areas in western Anbar, particularly Al Qaim, in Shergat, in northern Salah al Din, Hatra and Qayara in Ninewa, and Hawija in Kirkuk experienced sporadic security events. In Shergat and Hawija, the security situation was more difficult but regular operations by the Iraqi Security Forces throughout the year ensured that FFS operations were able to continue.

Some communities still faced challenges due to dynamic and changing security force posture. This is particularly true in Sinjar, where numerous security forces share the security landscape. This has been unsettling for the Yazidi community, and has not encouraged returns. Communities in the Ninewa Plains similarly faced uncertainty from the security perspective, and many families fear returning without better security guarantees.

2018 PROGRESS TOWARDS TARGETS AND INDICATORS

The FFS results framework guides FFS work and is the primary mechanism for reporting progress to external audiences. While FFS endeavours to meet all its targets, the complexity of the operating environment and the restraining factors outlined above can, at times, mean that priorities need to be shifted or that previously determined targets may no longer be attainable.

The following analysis identifies the indicators and targets located within the FFS Project Document and the results attained by the FFS as of the end of 2018. The narrative for each indicator reflects on the progress made in 2018.

OUTPUT 1- FUNDING FACILITY FOR IMMEDIATE STABILIZATION

1.a. Indicator: % of early needs assessments carried out in FFS targeted liberated areas

Target: 100% of assessments in 31 target liberated areas completed

2018 result: Assessments have been undertaken in all 31 targeted areas.

Progress in 2018: By the end of 2018, assessments had been undertaken in all 31 FFS mandated areas of work. As explained above, these assessments informed workshops conducted with Iraqi counterparts. However, although the indicator depicts a fixed assessment in each of the 31 areas, it is important to note that, in many cases and particularly in areas which have benefited from sustained FFS intervention, assessments have been iterative. In conjunction with local authorities, stabilization needs and priorities are continuously reviewed and assessed. Information is thus fed back to FFS senior management to help to direct the FFS's programmatic direction.

1.b. Indicator: # of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewage and municipal services) which have been restored[1] in target areas[2]	Target: Minimum 2000 projects completed (cumulative)	2018 result: 1,468 projects completed at the end of 2018.
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Progress in 2018: The FFS achieved a significant milestone during 2018, surpassing 1,000 completed projects, and ultimately completing 1,468 infrastructure projects by the end of the year. Despite this achievement, the programme fell short of attaining its 2018 target of 2,000 infrastructure projects completed by end of year.

The primary challenge in reaching the 2,000 project target was due to the 41 percent drop in donor funding in 2018 as compared to the previous year. With additional funding, FFS would have increased the number of FFIS projects undertaken, especially in the five priority areas, and likely achieved the target.

It is important to note that, although the FFS did not meet this target, the Facility more than doubled the target set for indicator 2.a, the number of medium-size infrastructure projects implemented in the newly liberated areas. This indicator refers to the number of FFES projects implemented during the reporting period. It therefore indicates the level of implementation of significantly larger, more complex projects which not only require sizeable budgets, but also a significant amount of FFS staff resources. Moreover, in many cases, the complexity of the projects means that dozens of smaller, individual efforts will be packaged into one large FFES project due to their collective impact acting as a significant magnet for returns.

In large part due to augmented procurement capacity in the Service Centre through employing 27 procurement officers, as well as having in the region of 200 engineers in the field to develop and monitor projects, the FFS far exceeded its rate of expenditure in any past year and, in fact, expended more in 2018 than in 2015, 2016 and 2017 combined. Because 2018 was characterized by a growing number of FFS projects overall, the level of expenditure is perhaps a more appropriate measure of the overall effectiveness and delivery of the Facility in 2018.

Finally, the development of a high-level target such as this, for a programme that functions in an operationally challenging environment, will always result in a number which is somewhat arbitrary, as it is impossible to detach the achievement of that target from the need for certain assumptions to facilitate operation, namely security of the operational environment, consistent political support, and fully-met funding needs.

1.c. Indicator: # of houses rehabilitated in liberated areas	Target: 10,000 houses rehabilitated in newly liberated areas	2018 result: 16,207
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Progress in 2018: FFS made notable progress in 2018 with regards to the implementation of its housing portfolio, exceeding the target by more than 6,000 units. Reasons for exceeding the target relate not only to the speed with which new housing projects in West Mosul were developed and deployed during the latter parts of 2018, but also to government prioritization and funding availability. Housing is often a top priority for government officials, and although funding is not always available to support all requests, FFS has been requested to undertake housing rehabilitation in almost all locations of work. Moreover, FFS has seen an increase in donor support to fund activities in this sector particularly in West Mosul, following the success demonstrated by the upscaled pilot which was undertaken in Ramadi and Fallujah through 2017 and 2018.

1.d. Indicator: # of immediate livelihood opportunities created for individuals, including women and youth in the target areas	Target: 30,000 people engaged through cash-generating job opportunities (cumulative, 14,000 youth and 4000 women)	2018 result: Cumulatively, 26,505 cash-generating job opportunities have been created (20,893 for completed projects and 5,612 for projects under implementation), including 3,035 filled by women (1,855 for completed projects and 1,180 for those under implementation) and 9,401 constituting youth.
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Progress in 2018: FFS has made great progress in the implementation of livelihood-targeted activities in 2018, particularly cash for work (CfW) projects, which has resulted in the programme coming very close to achieving its overall target for indicator 1.d., having engaged 26,505 people in livelihood opportunities. When calculating and reporting on this indicator, the FFS only counts beneficiaries of livelihoods projects that are either under implementation or completed during the reporting period, as the target refers to those individuals that have *already* been engaged in livelihoods activities. However, significant amount of staff time is taken to identify and plan these livelihoods projects. If those projects which were under development in 2018 were counted in this calculation, an additional 3,634 beneficiaries would be added to the result, bringing the total to 30,139 people.

The Facility fell short in meeting its target for the number of women engaged in livelihoods activities, having engaged 3,035 women by the end of 2018. Among the reasons for not meeting this target, funding secured for livelihood activities in 2018 was almost exclusively for CfW projects in Mosul, with funding for alternative livelihood activities only received in December 2018. Due to the extent of the damage in Mosul, the majority of CfW projects focused on heavy rubble removal. Despite major gains achieved by FFS in changing mindsets regarding the engagement of women in non-traditional livelihood activities, it remains difficult to secure the participation of women in the likes of rubble removal focused work. However, the team is confident that once the heaviest rubble removal is done in Mosul, and in the rest of the FFS priority areas, it will be easier to identify projects that have proven to be more conducive to female engagement, such as painting, cleaning and repair of desks and furniture.

The Facility also fell slightly short of achieving its target for youth engagement in livelihood-generating activities according to available FFS data. 2018 has been a seminal year for the refinement of data collection methods that allow for age-disaggregated data for livelihoods activities, specifically cash for work. Prior to mid-2017, age data was not collected from cash for work beneficiaries, and therefore the data reported is from mid-2017 only. When reporting on engagement of “youth,” the FFS abides by the general United Nations definition of youth who are legally employable, therefore those individuals between the ages of 18-24.

It is also important to note that while FFS is now measuring youth participation in CfW, the intention of livelihoods activities has always been to target families based on need and vulnerability, and therefore not to restrict based on age. While the programme recognizes that there are benefits to understanding the proportion of CfW beneficiaries which can be categorised as ‘youth’ to fully understand and explore impacts, the FFS livelihoods activities were not designed to give preferential status to young people when recruiting workers for the projects.

1.e. Indicator: # of small business grants provided in the target areas (gender disaggregated)	Target: 7000 small business grants provided (cumulative)	2018 result: 3,481 small business grants delivered by the end of 2018.
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Progress in 2018: Following the revision of the FFS Project Document, monitoring of the implementation of small business grants and grants to women-headed households was separated into two separate indicators. The Facility saw its biggest implementation gap for indicator 1.e, having provided 3,481 small business grants by the end of 2018.

Various factors were at play here. Firstly, as outlined above, FFS interventions are limited by, and driven by, available funding. While at the end of the year, the programme received additional funding aimed partially at providing small business grants, the majority of funding received for the duration of 2018 was focused on Window One projects. Funding for Window Two activities for the 2018 period focused predominantly on cash for work activities. This aligned with priorities set by the Government of Iraq for FFS, which were overwhelmingly directed at Window One activities and cash for work. Because of these two factors, it was difficult for FFS to redirect its limited sources of funding towards small business grants.

With the additional funding received in December 2018, the programme is confident in its ability to increase the number of small business grants to be provided in 2019.

1.f. Indicator: # of small grants provided to women headed households	Target: 3,000 women headed households provided with small grants (cumulative)	2018 result: 4,858 women headed households provided with small grants
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Progress in 2018: Following the success of pilot projects in Ramadi and Fallujah to provide grants to vulnerable women headed households (WHH), FFS prioritized the implementation of a second phase of the project in Ramadi with an additional 3,000 grants planned to be distributed to WHH. Successful implementation of this project towards the end of 2018 meant that FFS comfortably met this target. Grants to WHH have proven to be an effective means of supporting women in situations of extreme vulnerability as part of Window Two activities and will continue to be applied as a means to reaching those in the greatest need of support through 2019.

1.g. Indicator: # and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities

Target: Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded

2018 result: 3 international Stabilization Specialists, 3 Area Coordinators and seven Municipal Stabilization Advisors in place.

Progress in 2018: By the end of 2018, three international Stabilization Specialists and three Area Coordinators were in place. One additional international Stabilization Advisor was in place for central Iraq until June of 2018. In addition, seven Municipal Stabilization Advisors (MSAs) embedded in municipal authorities continued to provide vital capacity support functions. Finally, an additional three MSAs were in the process of being recruited. Delays in recruitment processes was the main reason that FFS fell short of reaching this target. However, the programme is confident that recruitment processes will be finalized in 2019 and the three additional MSAs will be deployed to municipal authorities.

1.h. Indicator: # of women and youth engaged in leading/promoting social cohesion in the newly liberated areas

Target: 100 youth and 50 women engaged in promoting social cohesion (pilot initiatives)

2018 result: 600 individuals were engaged in social cohesion activities as of the end of Q4. Of those 600, 0 were women.

Progress in 2018: As outlined above, Window Four was reopened at the beginning of 2018. Due to the sensitive nature of interventions related to reconciliation and social cohesion, the Window Four team spent a significant proportion of time during 2018 undertaking detailed assessments in each of the target areas, in order to ensure that future programming under Window Four will be sensitive to the social cohesion related needs of communities.

The programme did not engage any women in social cohesion activities by the end of 2018, however further emphasis on female engagement in Window Four activities is planned for 2019. To date, however, data disaggregated by age is not being collected for Window Four activities and therefore the programme is unable to report on the number of youth engaged through Window Four in 2018. The monitoring and evaluation team is refining collection methods for the collection of age-disaggregated data and reporting on this target should begin in 2019.

OUTPUT 2: FUNDING FACILITY FOR EXPANDED STABILIZATION

2.a Indicator: # of medium-size infrastructure projects implemented in the newly liberated areas

Target: 45 medium-size infrastructure projects implemented (cumulative)

2018 result: 89 medium-size infrastructure projects completed. 17 projects are under implementation.

Progress in 2018: The FFS far exceeded its target for Indicator 2.1, having completed 89 medium size projects by the end of 2018, with 17 additional projects under implementation. In the case of this indicator, “medium size projects” refers to FFES projects—that is, those projects that are inherently larger and more complex than FFIS projects.

That an increasingly large proportion of FFS projects are FFES projects reflects the desire of the Government of Iraq for the FFS to undertake large scale, complex projects, such as hospitals and universities, which, once operational, are magnets for returns and mitigate the danger of secondary displacement through creating long-term employment opportunities.



SECTION THREE: KEY 2018 DEVELOPMENTS

WORK PROGRESSED WELL THROUGH THE YEAR AT THE TIKRIT TEACHING HOSPITAL. BY THE END OF THE YEAR THE CIVIL RENOVATION WORKS STOOD AT 36%, MEANING THAT THE OVERALL WORK ON THE MAIN BUILDING HAD REACHED 10% COMPLETION.



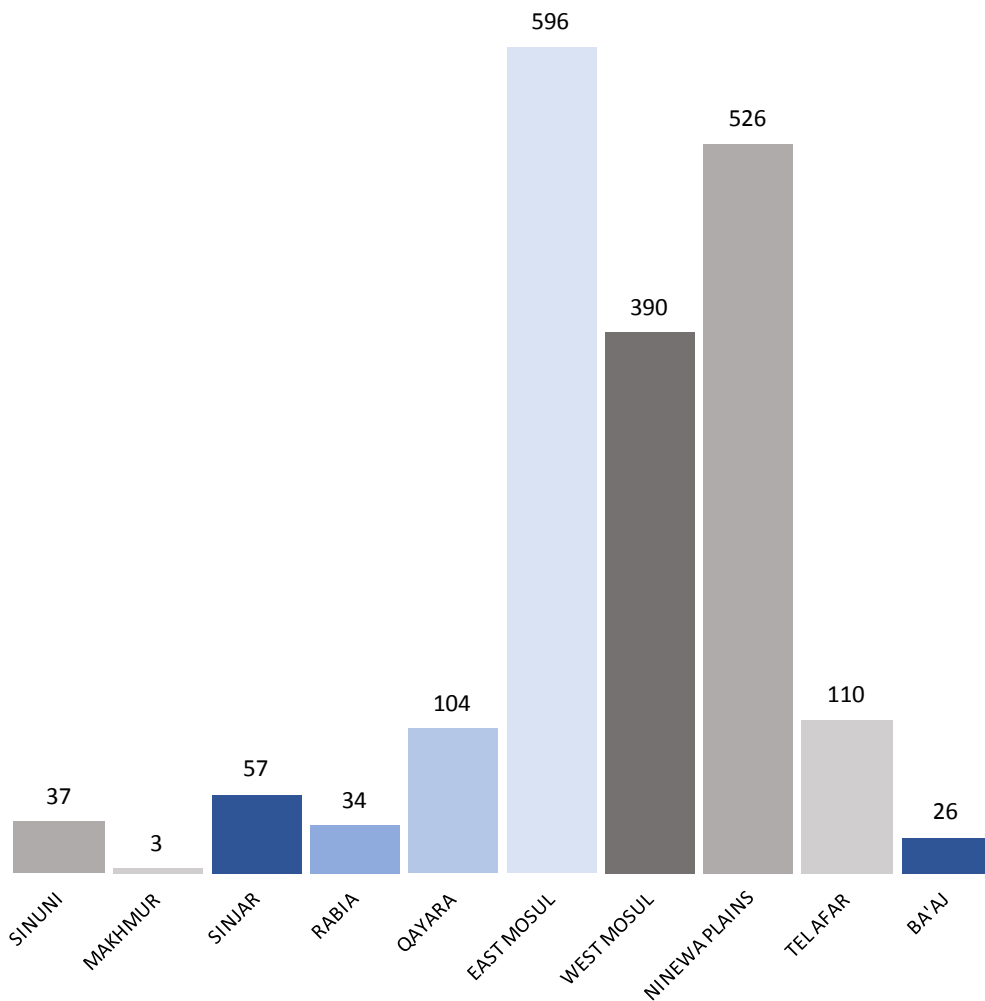
BASHAR ABDULRAHMAN, IS PICTURED WORKING AT HIS STALL IN WEST MOSUL'S YABESAT MUNICIPAL MARKET. THE REHABILITATION OF THE MARKET WAS COMPLETED BY FFS IN 2018.

NINEWA

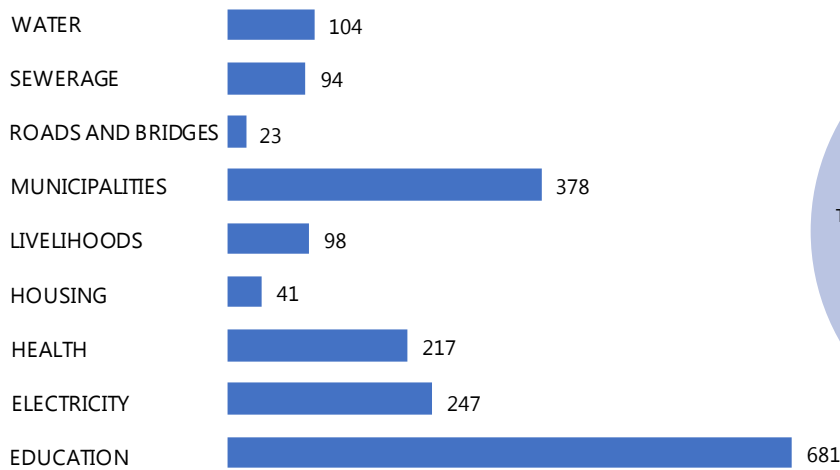
Projects in Ninewa comprise more than 60% of the FFS's overall portfolio of work. The 2018 year was the first in which all geographical areas of FFS work were liberated for the entire duration of the year. In large part due to this, the year saw the completion of a large number of important projects in a variety of sectors over the course of the year. As well, important steps towards the preparation of other large-scale projects were taken, preparing, where funding allows, for implementation in 2019.

One of the major challenges this year, however, was scarcity of funding. The scale of the damage in Mosul, as well as the complex nature of the contexts in many of the communities outside of Mosul, meant that this geographical area is in dire need of stabilization activities. Funding constraints meant that, although levels of completion and implementation remained high over the course of 2018, many of the projects prepared during the year for 2019 implementation may not take place.

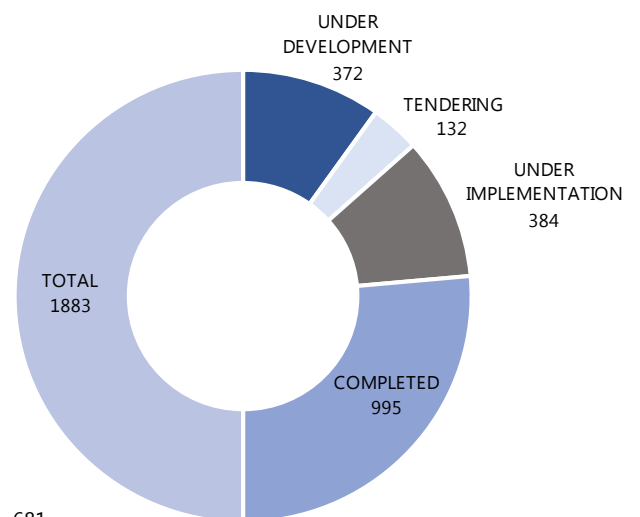
NINEWA PROJECTS BY LOCATION



NINEWA PROJECTS BY SECTOR



NINEWA PROJECTS BY STATUS



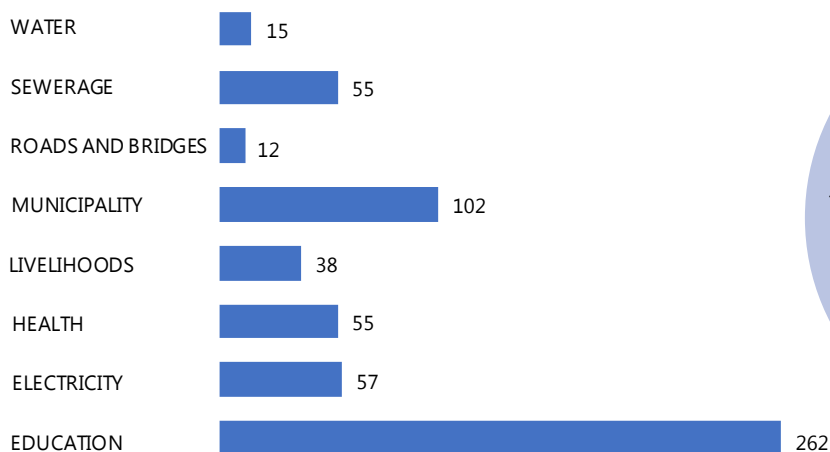


RAND MAHMOOD, WHO WORKS AT THE DEPARTMENT OF EMPLOYMENT AND SOCIAL PROTECTION IN EAST MOSUL, REHABILITATED IN 2018 WITH THE SUPPORT OF FFS.

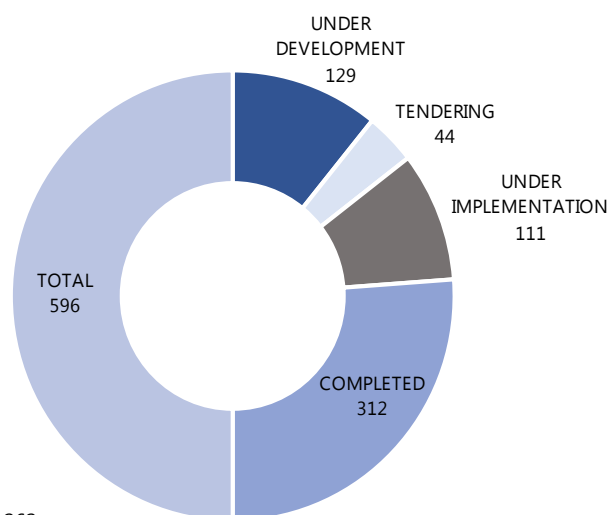
EAST MOSUL

Stabilization work in East Mosul moved ahead substantially during the 2018 year. By the end of 2018, there were 596 projects in East Mosul. Of those, 312 were completed, 111 were under implementation and 173 were under development. While all sectors of work remained important, East Mosul’s profound significance in the areas of higher education, electricity and specialized medical care were foregrounded as the FFS achievements gained momentum throughout 2018.

EAST MOSUL PROJECTS BY SECTOR



EAST MOSUL PROJECTS BY STATUS





WITH THE COMPLETION OF AL ZAHOOR AND AL SAHIRON (PICTURED) PLANTS, IN ADDITION TO AL QASOOR, CLEAN WATER WAS MADE AVAILABLE TO MORE THAN 470,000 EAST MOSUL RESIDENTS.

Water

By the end of the year, there were 16 water sector projects in East Mosul. Of these 16, seven are completed, four under implementation and four in development. The most demanding FFS projects in the water sector during the early part of 2018 focused on the rehabilitation of East Mosul's large water treatment plants (WTPs): Al Zahoor, Al Sahiron and Al Qubba. With completion of Al Zahoor and Al Sahiron reached early in the second quarter, the capacity of these plants was added to that of the Al Qasoor WTP, which was rehabilitated by FFS in 2017. With the completion of Al Zahoor and Al Sahiron plants, in addition to Al Qasoor, clean water was made available to more than 470,000 residents.



WORK HAS BEEN COMPLETED AT THE AL SAHIRON WATER TREATMENT PLANT IN EAST MOSUL.



FFS ENGINEER SAHAR STANDS FOR A PHOTO IN THE PUMP ROOM AT AL QUBBA WATER TREATMENT PLANT IN EAST MOSUL. WORK AT AL QUBBA WAS 73% COMPLETE AT THE END OF 2018.

Through 2018, work was ongoing on the largest single WTP, Al Qubba. When completed, the plant will have a full operating capacity of 12,000 cubic meters per hour and will serve a population of approximately 700,000 in 30 neighborhoods. Work slowed during the middle part of 2018 due to the unavailability of certain necessary pieces of equipment, but momentum built in the later months, and by the end of the year the project was 73% complete. Expected completion of Al Qubba in 2019 will effectively complete the normalization of water supply for East Mosul.

Also ongoing throughout the year was support to the East Mosul Water Directorate through the provision of tools and equipment as well as repair work on Water Directorate vehicles. Both of these projects were completed during year. These types of projects, although perhaps small in comparison to the large WTP rehabilitation projects, are crucial to ensuring that the local Directorate has the capacity to maintain the water system, particularly the newly rehabilitated facilities undertaken by FFS.



THE ALARBAJEYA SUBSTATION IN EAST MOSUL, WHICH WAS COMPLETED IN 2018.

Electricity

The number of electricity projects in East Mosul grew considerably throughout 2018, with a total of 57 projects by the end of the year. Twenty-eight of those projects are completed, 24 of them having been completed during 2018. Considering the significant size and complexity of electricity sector projects, this rate of completion within a one-year period is most certainly a significant achievement in itself. In addition, 18 projects were under implementation and 11 were under development.

An outstanding achievement during 2018 was the completion, early in the year, of the capacity enhancement of the 8.5 kilometres long Baweza underground cable. This project involved the laying of new cable, as well as repairs to existing cables. By late January, once completed, the cable was supplying electricity to some 78,000 beneficiaries. Further underground lines, notably those to Al Qubba, Iskan, Mujamah Sihy substations, were also in the process of installation and connection during 2018. These underground cables are essential in order to ensure that once completed, these substations will be fully connected to the broader electrical network.



NOW THAT THE MUJAMMAH SIHY SUBSTATION IN EAST MOSUL IS COMPLETE, IT IS PROVIDING ELECTRICITY FOR 35,000 PEOPLE.

Other projects were aimed at facilitating the stabilization process in other sectors. A prime example was the successful rehabilitation early in 2018 of the electrical network of the Northern Technical University – which brought benefits not only to education as a sector in itself but also in re-establishing access to the Technical University, and therefore to the training of skilled personnel to be employed in electrical engineering.

Finally, similar to in the water sector, support was given to the Electricity Distribution Directorate and to the Electricity Transmission Directorate through the rehabilitation of and supply of furniture for the Electricity Distribution Directorate building and the supply of furniture and a generator to the Electricity Transmission Directorate.



A TRAINING SESSION UNDERWAY AT THE ELECTRICITY TRANSMISSION DIRECTORATE BUILDING IN EAST MOSUL.



THE ELECTRICITY DISTRIBUTION DIRECTORATE BUILDING IN EAST MOSUL WAS HEAVILY DAMAGED DURING THE BATTLE TO LIBERATE THE CITY.



AL RASHIDIYA PHC WAS COMPLETELY RESTORED BY MID-YEAR, SERVING AN AREA WITH OVER 40,000 RESIDENTS.

Health

By the end of the year, there were 55 health sector projects in East Mosul. Of those, 24 are complete, five are under implementation and 26 are under development. As 2018 opened, East Mosul was experiencing the benefits of intensive FFS concentration on the rehabilitation of primary health centres (PHCs) during the later months of 2017. The process continued in 2018, particularly through the supply of essential furniture to nine centres, the provision of which is important to ensure the full functionality of the PHCs.

Work continued on other PHCs; the Al Rashidiya PHC was completely restored by mid-year, serving an area with over 40,000 residents and doing so at the scale of some 200 patients per day, who are served by three doctors and an overall staff of 60. Also completed was work on the Al Qadisiya PHC, which serves an estimated 300 patients per day. Finally, work on the Al Zahour PHC began near the end of October 2018 and stood at 45% completion by the end of December.



AL RASHIDIYA PHC SERVES SOME 200 PATIENTS PER DAY AND EMPLOYS THREE DOCTORS AND AN OVERALL STAFF OF 60.

What was undoubtedly one of the largest achievements of the year was the finalization of the designs for three major East Mosul hospitals: Al Shifaa Surgical Unit, Ibn Al Atheer Pediatric Hospital and the Al Khansa Maternity Hospital. Since late 2017, a third-party engineering firm with expertise in hospital design has been working with FFS and the Ninewa Health Directorate to develop designs and BOQs for these hospital complexes. East Mosul is a major hospital centre, with a large catchment area extending well beyond the city itself. Because of the intricacies of the design and planning of hospital buildings, much of 2018 was occupied in this essential process.

Much of the discussion in 2018 focused on the future of the Al Shifaa General Hospital. The Al Shifaa Medical Complex had some of the best health services in the country prior to ISIL's occupation. Due to the significant amount of damage to the whole Al Shifaa campus, the merits of rebuilding on the existing site or of breaking off key units and services for relocation to other hospitals or to a new site were debated. These issues reached resolution during the summer months, with the result that BoQs were compiled for rebuilding on the existing site, with work commencing first on the Surgical Unit. When completed, the Surgical Unit will be able to undertake at least 12 surgeries per day. By year's end, the unit was at 45% completion, with floor concrete, marble sills, and cement plastering for the service building all ongoing.

Meanwhile, the development of designs and BoQs for the Al Khansa Maternity Hospital and the Ibn al Atheer Pediatric Hospital was ongoing through 2018. Both have historically been large and important institutions, sharing a catchment population of some 750,000.

The Al Khansa Maternity Hospital is Mosul's main hospital specializing in providing health services in gynecology and obstetrics. The hospital opened in 1986 and in 2008 became a teaching center for the doctors specializing in maternal medicine, authorized by the Arab board for health specialties. The hospital is expected to have a capacity of 400 beds and 850 staff, serving up to 1,000 women and children per day. Due to extensive damage, however, it is operating at a fraction of its original capacity. At the moment, approximately only 135 out of 400 beds are in use, roughly 35% utilization.



DURING THE 2018 YEAR, THE ASSESSMENT AND DESIGN FOR AL KHANSA MATERNITY HOSPITAL WAS COMPLETED BY THE FFS, ALTHOUGH THE PROJECT REMAINS UNFUNDED.

The Ibn al Atheer Pediatric Hospital is the only specialized pediatric hospital in the whole of Mosul, as the pediatric hospital in West Mosul is also damaged, and no other specialized facilities are available on the eastern side. Previous to ISIL, the Ibn al Atheer Pediatric Hospital had 245 beds, serving around 1,000 patients per day, and employed 500 medical staff and 250 administrative staff. The hospital is currently only functioning at about 50% capacity, with 135 beds currently in use.

The old building that housed the Ibn al Atheer Pediatric Hospital was not originally built as a hospital, and therefore the layout and design has been modified many times over the course of its 50 years in operation. In contrast, the new designs for the rehabilitation take into consideration modern international and Iraqi medical standards for the hospital and will provide a building suitable for providing leading-edge pediatric care. The BoQs for this hospital were revised five times and have now been approved by the Ministry of Health. The project went to tender in late October 2018. The scope of work includes full rehabilitation of the civil, mechanical, and electrical systems that have been damaged, as well as supplying medical equipment that was damaged and looted.

With the planning processes for both hospitals complete by the end of 2018, work on the Ibn al Atheer Pediatric Hospital will begin in 2019. Funding, however, for the Al Khansa Hospital had yet to be secured.

Education

The 2018 year saw transformational activity in the education sector in East Mosul, at numerous levels of education. By the end of the year, some 263 projects were at varying stages of completion, with 123 projects completed, 59 under implementation and 80 under development.

At kindergarten, elementary and secondary school levels, the rehabilitation of neighbourhood schools was an ongoing process throughout the year and built on the substantial work in the education sector completed in 2017. Essential not only to provide solid educational foundations for pupils but also in order to assure displaced families of high-quality education for their children and so expedite their return, this was a high priority of FFS from the beginning of the year and was also driven by the many community requests in this area.

During 2018, approximately 16 facilities from kindergarten to secondary school levels were completed for both boys and girls in many areas of the city. A milestone during the third quarter was the completed rehabilitation of the Al-Futawa School for Girls which, now completed, operates 20 classrooms, educating 650 girls and employing 22 female teachers. Giving due regard to the reality that under ISIL occupation the education of girls had suffered especially severely, this type of project is making an important contribution to reestablishing education for girls in East Mosul. This school's counterpart, the Al-Futawa School for Boys, was also under ongoing repair, with completion reached in November. Another facet of secondary education was represented by the Ninewa Industrial High School. Completed at the very end of 2017, this school was brought into full operation early in 2018. Through vocational skill development, this high school helps to support young people gain the skills they need to acquire longer term employment opportunities.

FFS Impact: Completed Projects



HEADMISTRESS AMRA IBRAHIM BAHER, 62, STANDS FOR A PHOTO AT THE ENTRANCE TO THE IZZDIN AL QASSEN MIXED PRIMARY SCHOOL IN EAST MOSUL.

The Headmistress of Izzdin al Qassem Mixed Primary School, Ms. Amra, has worked as a teacher for 41 years, including 21 years in this school. Amra was the first person to return to the school after the area was liberated from ISIL control. *"I cried when I saw the damage that was done to the school,"* she says. *"It was hit by 8 mortars and 1 rocket. At first I was very sad and emotional, but then I was determined to bring the school back to how it was. When I saw that UNDP was working in another school I told them about my school and they came to help."*

The school had suffered extensive damage during the battle to liberate the city but the rehabilitation project began in 2018 and was finished in April. Now that it is completed, 1,000 students have returned to their studies. *"UNDP has made a lot of improvements and a lot of changes to the school,"* says Amra. *"We are very happy and very grateful."*

Of the 1,000 students, 500 are girls. Having suffered greatly under ISIL occupation, in many cases having no access to education, the girls at Izzdin al Qassem Mixed Primary School have big dreams for their futures.

STUDENTS AT THE IZZDIN AL QASSAN MIXED PRIMARY SCHOOL IN EAST MOSUL SING AND RECITE POETRY TDURING A WEEKLY FLAG RAISING ROUTINE.



Mina's (pictured) favourite subject is English. *"I like learning English so I can talk to people from all over the world,"* she says. *"When I grow up I want to be a doctor so I can help people when they are ill."*

MINA, AGE 12, WHO WANTS TO BE A DOCTOR WHEN SHE GROWS UP.



Shayma (pictured) wants to be an engineer when she grows up. She likes studying Maths, Science and English, but especially English, she says.

SHYAMA, AGE 12, LOVES MATHS AND SCIENCE.



Sabra's (pictured) favorite subject is also English. *"I love learning English, and my dream is to be a pharmacist in the future,"* she says, in perfect English.

SABRA, AGE 11, WHO WANTS TO BE A PHARMACIST WHEN SHE GETS OLDER.



East Mosul is a crucially important location for higher education. The historic Mosul University entered the period of ISIL occupation as an institution serving some 40,000 students with 11,000 teaching staff, the second-largest in Iraq, after the University of Baghdad. It consists of two parts – or a split campus – containing 24 colleges spanning 2.5 square kilometers.

Following the liberation, the University not only faced a situation in which key buildings had been critically damaged or destroyed, but also in which library resources and technical equipment had been burned or despoiled. FFS was urged to support the rehabilitation of Mosul University, and its affiliates, by the Government of Iraq due to its symbolic importance of the university to Iraqis, the large number of students and faculty employed, and its criticality as a center of learning for Iraqis.

To rehabilitate the university comprehensively, as well as giving attention to the city's other institutions, the Northern Technical University and Ninewa University, is a task of immense complexity and one that by some estimates may ultimately cost up to USD 500 million.

During the first part of 2018, the FFS team mapped out the facilities that require rehabilitation works at Mosul University and agreed with Mosul Administration on projects to be completed by REFAATO and those to be completed by FFS. As work is ongoing, FFS coordinates with the Mosul REFAATO Coordinator closely.

An elaborate planning process during the early months of 2018 yielded 38 FFS projects at a cost of approximately USD 40 million. The projects are diverse, with rubble clearance still required in some parts of the campus, as well as electrical restoration. Rehabilitation of buildings, however, in many cases also including installation of technical equipment, has emerged as a major priority.



THE WOMEN'S EDUCATION FACULTY AT MOSUL UNIVERSITY, COMPLETED DURING 2018.

Gender has been an important cross-cutting theme during the Mosul University rehabilitation. In May 2018 a ceremony was held to mark the rehabilitation and furnishing of the Al Hadba Women's Dormitory and of the Women's Education Faculty. The Al Hadba Women's Dormitory will provide 1,000 women with a place to reside on campus, giving them the opportunity to return to higher education. Similarly, the rehabilitation of the Women's Education Faculty, including the Sports Hall, will allow 2,200 young women the ability to go back to school. During visits to the campus, the FFS team has had the opportunity to meet students of the Al Hadba Women's Dormitory; taking classes in typically male dominated fields such as Oil and Petroleum Engineering, there is no doubt that the rehabilitation of these structures is reestablishing educational opportunities for the next generation of female Iraqi leaders.



AL HADBA WOMEN'S DORMITORY AT MOSUL UNIVERSITY, WHICH HAS BEEN REHABILITATED WITH THE SUPPORT OF THE FFS.

Elsewhere, on all of the campuses, active work has proceeded simultaneously with the development and planning processes of additional projects. Examples of completion and near-completion by the end of 2018 include the rehabilitation of Al-Berhawi Study Hall at the Computer and Mathematics Science College and of the Security Camera Building and Communication Building.

The list of projects which were initiated on the campus in 2018 and that are now under implementation is fittingly diverse given the wide scope of subjects that are studied and researched at the University. Projects include:

- Rehabilitation of the main Student Center Building
- Rehabilitation of Hydraulic Laboratory Building
- Rehabilitation of the Dean's Building of the Engineering College
- Rehabilitation of the Dean's Building of the Science College
- Rehabilitation of the Dean's Building of the Mathematics and Computer Science College
- Rehabilitation of the Education College (main building)



UNDP HEAD OF STABILIZATION, DR. MOHAMMADSIDDIQ MUDAWI VISITS WORK AT MOSUL UNIVERSITY.

- Rehabilitation of Geography Department in the Education College
- Rehabilitation of Quran Science Department in the Education College
- Rehabilitation of Livestock Department in the Forest & Agriculture College
- Rehabilitation of Chemistry Department in the Science College
- Rehabilitation of Chemical Material Store in the Science College
- Rehabilitation of Bio-physics Department in the Science College
- Rehabilitation of Al Berhawi study hall at the Computer & Mathematics Science College
- Rehabilitation of Nidhal Al Asadi study hall at the Computer & Mathematics Science College
- Rehabilitation of Fine Arts College in the second compound of Mosul University
- Rehabilitation of Ibn Khaldun Library in second compound of Mosul University



STUDENTS RELAX ON CAMPUS AT EAST MOSUL'S NORTHERN TECHNICAL UNIVERSITY.

In addition, there are various projects underway in 2018 that will support the general running and maintenance of the University campus such as the rehabilitation of the Jameaa Substation, the main station which provides power to the campus and the rehabilitation of Central Workshop for car maintenance. For the most part, many of these major projects are expected to be brought successively to completion as the 2019 year unfolds.



KHWAREZMY HALL AT NINEWA UNIVERSITY, COMPLETED DURING 2018.

At Ninewa University, equally significant progress was made in 2018 towards the rehabilitation of the campus. Noteworthy projects completed over the course of the year include the first phase of work on Al Khwarizmi Hall, including provision of IT and office equipment and the rehabilitation of the facades of the Computer Engineering Building, the Communication Engineering Department and the Dean's Building of the Medical College. Moreover, the rehabilitation of the main Medical College building was completed, as was the rehabilitation of three additional buildings within the Medical College complex. Work on the campus in 2019 will focus on the delivery of equipment to the numerous laboratories on campus including the biochemistry, medical biology, anatomy, chemistry, computer, microbiology and tissue labs. This is in addition to nine projects which will supply specialized equipment to engineering labs on campus.

Finally, numerous projects were completed at the Northern Technical College campus. One of the largest projects at the College, second only to the rehabilitation of the Medical Department, was the rehabilitation of the electrical system which, once completed, helped to ensure a reliable electrical support to the campus. Light rehabilitation works were undertaken on selected buildings on campus including the Dean's Building, study halls, course halls, computer centre and library halls for the Technical Engineering College. However, it is important to note that there are a significant number of projects for the Northern Technical College, approximately 29, which have been developed by the East Mosul team but are still awaiting funding.



CHILDREN TAKE PART IN THE CELEBRATIONS AT THE OPENING CEREMONY OF SAYEDATEE AL JAMILA BRIDGE IN EAST MOSUL.

Roads and Bridges

Because of the urban geography of East Mosul, bridges over tributaries of the Tigris River have especial importance to maintaining traffic flow and the overall coherence of the city. While bridges over the Tigris itself are the responsibility of a number of international partners, in 2018 FFS projects have focused especially on internal bridges over Khosar Creek in East Mosul. Support for the rehabilitation of bridges in East Mosul involved both the rehabilitation work itself, but also assessment and design processes prior to the initiation of the rehabilitation projects. By the end of 2018, there were 12 roads and bridges projects in East Mosul, seven which were completed, four under implementation and one under development.

Prior to work beginning on bridge projects, the development of detailed structural engineering assessments and designs is an important and essential component of these complex and large-scale endeavors. Four of these such assessments, for the Al Sukr Bridge, Sues Bridge, Sanharib Bridge and al-Muthana bridges, have been undertaken since the beginning of 2018. In the case of Al Muthana Bridge the complexity of the necessary structural, electrical and sewerage work necessitated an assessment and design process, which began in April 2018 and completed in July 2018. The ultimate result of the assessment process of the Al Muthana Bridge was a full design and BoQ for the bridge, examples of which can be seen in Figure 6 below. Projects completed in 2018 not only focused on design and engineering assessments. In March 2018 work on the Sayedatee Al Jamila Bridge was completed and in April 2018, the bridge was ceremonially opened, connecting the two populous and commercially important neighbourhoods of Al Muthana and Al Zuhor, as well as giving access to Mosul University.

In addition, following the design processes, work began on the Al Sukar Bridge and the Sues Bridge. The rehabilitation of

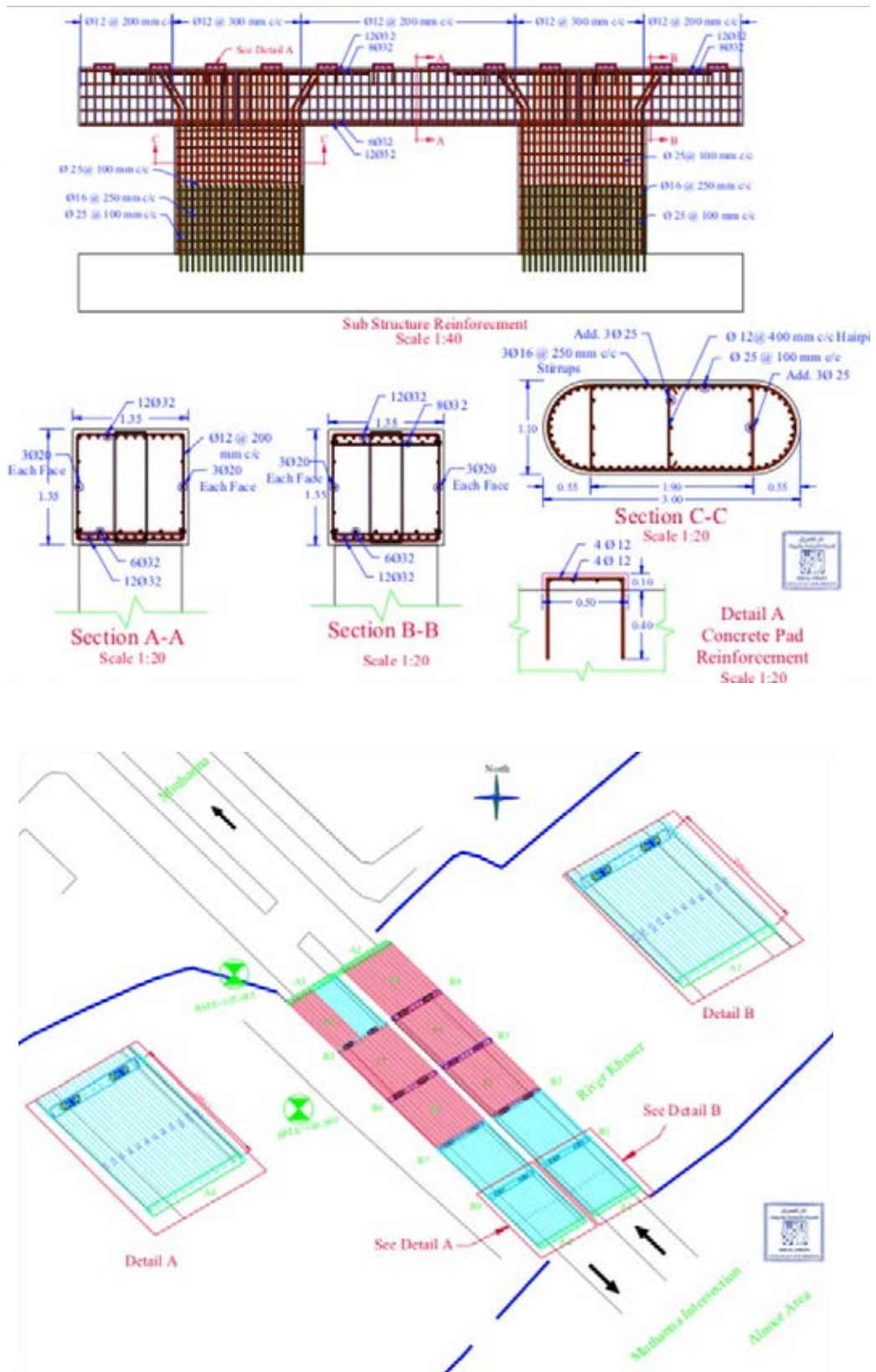


FIGURE 6: SELECTED OUTPUTS OF THE ASSESSMENT AND DESIGN PROCESS FOR AL MUTHANA BRIDGE

the Al-Sukar Bridge proceeded at a steady pace throughout the later months of 2018, and reached 85% completion by the end of the year. The rehabilitation of the Sues Bridge began at the end of November and had reached 5% completion by the end of the year. Also, the contract for the Sanharib Bridge was awarded in December, and work is expected to start in the early part of 2019.

Finally, the rehabilitation and furnishing of the Roads and Bridges Directorate in Al Faysaliya neighborhood reached completion during the year. The opening of the Qebba roundabout in February represented a major advance in traffic flow, and it was quickly followed by three other equally important roundabouts.



THE ASSESSMENT AND DESIGN FOR AL SUKR BRIDGE WAS UNDERTAKEN IN 2018 AND THE PROJECT WAS 85% COMPLETE BY THE END OF THE YEAR.

Sewerage

Work in the sewerage sector is sometimes undervalued, with many of the works being pursued underground, through the laying of sewerage pipework. Repairing the destroyed sewerage system in urban areas, however, is essential and the 56 sewerage projects in East Mosul have made a significant contribution to the system's repair. Of the 56 projects, 49 are completed, 19 of those having been completed in 2018. One project remains under implementation and five are under development. Of the 19 sewerage sites fully repaired, 18 consisted of the laying or repairing of sewerage pipes and/or the repair of drainage valleys. Finally, the provision of a sewerage truck to the Sewerage Department will enable the municipality to support the maintenance of these newly repaired/laid pipes.

WINDOW TWO

Livelihoods

By the end of 2018, there were a total of 38 livelihoods sector projects in East Mosul. Of these 38, 18 have been completed, four were under implementation and 16 were under development. While an initial spectrum of 13 cash-for-work projects had been completed late in 2017 or were finished in early 2018, other such projects saw active consideration during the 2018 year. Because during the early part of 2017, following the liberation of East Mosul priority was given to unrolling CfW projects as quickly as possible and due to hard working conditions, women's engagement was not always given a priority. Early in the 2018 year, however, approaches evolved. A specialized project supporting the repair of desks at Kokjely schools employed 20 laborers, 16 of which were women. This project is an important example of how projects which are developed with the specific needs of women in mind can be successfully in attracting women workers. As well, this type of project can combine unskilled women and skilled men who can transfer the knowledge, in addition to targeting undergraduates from Fine Arts College at Mosul University who can create murals in corridors and walls of schools. One project to support mural drawing was under development in the fourth quarter of 2018.

In the Nerkhal district, 700 workers and 16 field monitors were employed for 60 days to clear debris and garbage during the first quarter. A large project for rubble removal in the area of the Technical College and Technical Institute was also initiated during this period. Employing 258 workers, including 100 women, the number of female workers on this project reached almost 40%, exemplifying the need for the work to create opportunities for women as well as men. During the second quarter, again with a substantial proportion of women workers, a project was launched for rubble removal at Mosul University. Starting with the Veterinary College and the Electrical Engineering College, university buildings were systematically cleared and most importantly the Central Library. In total, 155 workers, including 30 women, were employed for 75 days to clear rubble from the University, helping to facilitate the other rehabilitation ongoing on the campus. Finally, the remaining active projects during the later stages of 2018 included garbage removal in the areas of A-Hadba, Al-Jazir, and Al-Salam.



A CFW TEAM CLEARS RUBBLE AND DEBRIS FROM AROUND THE CENTRAL LIBRARY AT THE UNIVERSITY OF MOSUL.



A CASH FOR WORK TEAM STANDS IN THE UNIVERSITY OF MOSUL CAMPUS.



MEMBERS OF A CASH FOR WORK TEAM CLEAR A ROAD AT THE ENTRANCE TO THE NORTHERN TECHNICAL UNIVERSITY IN EAST MOSUL.

WINDOW THREE

Support for municipalities has remained a priority for the FFS in East Mosul, helping to support the municipal government to reestablish itself, and start to fill its role in providing municipal services. The end of 2018 saw 103 municipalities projects in East Mosul, 56 of which were completed, 16 under implementation and 30 under development. The scope of municipal support grew in 2018 a trend that is fitting considering the extent of the role that the municipal government would typically play in a city as large as Mosul.

Municipalities

Repair of local street networks was a priority for FFS in East Mosul throughout 2018, with 13 such projects being completed during the year. In total these street projects collectively rehabilitated some 400 kilometers of urban thoroughfares across the city in neighbourhoods such as Al-Jamasa, Al-Atshana, Al Zuhour and Al Hadba. Four road rehabilitation projects remained ongoing as the year closed.

In addition, key buildings were brought back into operation. The rehabilitation of the East Mosul Municipal Maintenance Factory was attained early in 2018. Numerous projects which supported the rehabilitation of Municipal Section buildings reached completion during the year in neighborhoods such as Al Hadba, Al Thaqafa and Al Wahdaa, providing much needed space for the municipality to operate out of in these areas.

Work was also ongoing during the second half of the year on the renewal of the municipality's capacity for forest management – important environmentally and for public recreation. Rehabilitation of the Forest Management Building and Warehouse was in hand during the later months of 2018, and by the end of December handover of the site of the Nursery Plantation was expected in early 2019.



A ROAD IN THE AL RASHIDIYA NEIGHBOURHOOD OF EAST MOSUL, WHICH WAS REPAVED IN 2018. IN TOTAL, MORE THAN 400 KM. OF ROADWAYS WERE REHABILITATED BY THE FFS IN EAST MOSUL ALONE.



QUBBA ROUNDABOUT IN EAST MOSUL, WHICH HAS BEEN REHABILITATED IN 2018, INCLUDING REBUILDING THE ARCHES, FOUNTAIN, GARDEN PARK, LIGHTING, GROUNDS AND SEATING.

Finally, by the end of 2018 the site of the Heavy Truck Maintenance and Carpentry Factory had been handed over to the contractor and rehabilitation work is expected to begin in early 2019.



THE MUNICIPALITY MAINTENANCE FACTORY, REHABILITATED BY THE FFS IN 2018.



ESSENTIAL DAY-TO-DAY MAINTENANCE TAKES PLACE IN THE MUNICIPALITY MAINTENANCE FACTORY, REHABILITATED BY THE FFS IN 2018.



THE OUTSIDE OF THE AL KARAMA POLICE STATION. THE REHABILITATION OF THE POLICE STATION WAS COMPLETED IN 2018.



INSIDE THE AL KARAMA POLICE STATION.

Police and Justice

FFS efforts in this sector were focused both on the restoration of the necessary facilities for effective community policing and on traffic management in a city where road and bridge repair was leading throughout the year to greatly increased traffic circulation. A project to support the amelioration of traffic management achieved partial installation of traffic kiosks and prefabricated units by year's end. The increase in traffic volume in East Mosul still requires the police to direct and control traffic flow. The kiosks that have been delivered provide the traffic police with a degree of shelter and comfort in order for them to perform their tasks.

However, success was attained through the successfully completion of the rehabilitation of two key community police stations. By the end of 2018, both the Al Karama and Abi Tammam Police Stations were complete, providing headquarters for police which operate in approximately ten East Mosul neighborhoods.



MUSICIAN AND MUSIC TEACHER TAHSEEN HADDAD PLAYS AN OUD INSIDE THE DAMAGED REMAINS OF THE THEATRE HE MANAGES. AL RABEA THEATRE IN EAST MOSUL IS THE CITY'S LARGEST, AND WAS DESCRIBED AS "THE MOTHER OF THEATRES", EXPLAINS MR. HADDAD, WHO HAS WORKED THERE SINCE 1979.

Agriculture

Two agriculture-related projects were launched during the second half of 2018. The rehabilitation of the Seed Testing and Certification Department commenced early in the third quarter and was rapidly completed in September. The site handover for restoration for the Al-Jamoos Municipal Station, which will now become an alternative location for the Directorate of Agriculture was carried out in early September, and the project was completed by the end of October.

Youth, Sport, and Culture

Preparation work for the rehabilitation of the al Rabea Theatre, to which dramatic performances had returned almost immediately after liberation from ISIL but in a context of urgently-needed repairs, was initiated during the second half of 2018, and by year's end design and BoQ preparation were approaching completion. It is important to note, however, that the project to rehabilitate this historically and culturally important building remains unfunded. Work to rehabilitate football playgrounds in four neighbourhoods was initiated at the end of the year, as was the rehabilitation work on the Al Muthana Sports and Youth Centre, which stood at 18% complete by year's end.

Social Protection

In this area, the main achievement of 2018 was the rehabilitation of the Women's Department of Employment and Social Protection, with its ability to provide financial benefits to women and notably to single parents, as well as business loans and benefits directed at persons with special needs. Also, by the end of 2018, work on the Administrative Office of Social Protection had reached 65%, with electrical and roofing work showing substantial progress.

FFS Impact: Completed Projects



Rand Mahmood right has worked for the past three years at the Department of Employment and Social Protection. As an employee of the department, Rand's main job is to visit families in their homes to gather information and assess their benefit eligibility. *"Part of my job is to visit families in their homes and give them a form to fill out with questions about the benefits and the size and ages of family members etc,"* explains Rand. *"When I come back to the office I input the data into the computer; this is my favorite part of my job - I really like working on the computer."*

The building suffered some damage during the battle to liberate Mosul. Before the rehabilitation was completed in May 2018, the department's employees worked in a small space with limited facilities. *"Before rehabilitation we were many employees working out of one room,"* says Rand. *"Now we have plenty of space and different rooms to work out of."*



The Department of Employment and Social Protection plays an important role in the Mosul community, providing financial support to families without any other source of income. The Department also offers loans for small businesses and provides benefits for persons with special needs. The Department employs 36 staff, and serves approximately 100,000 beneficiaries, and is processing 2,500 loans this year. Previously, this administrative structure provided financial support to 69,000 women and financial benefits to 1,690 recipients.



Father of nine Mahmood Hassan, 66, is one of those recipients. Mahmood is retired and receives a monthly benefit of 175,000 IQD, approximately \$150, from the department. *"It's not a lot of money but it's a big help for me and my family,"* he says.

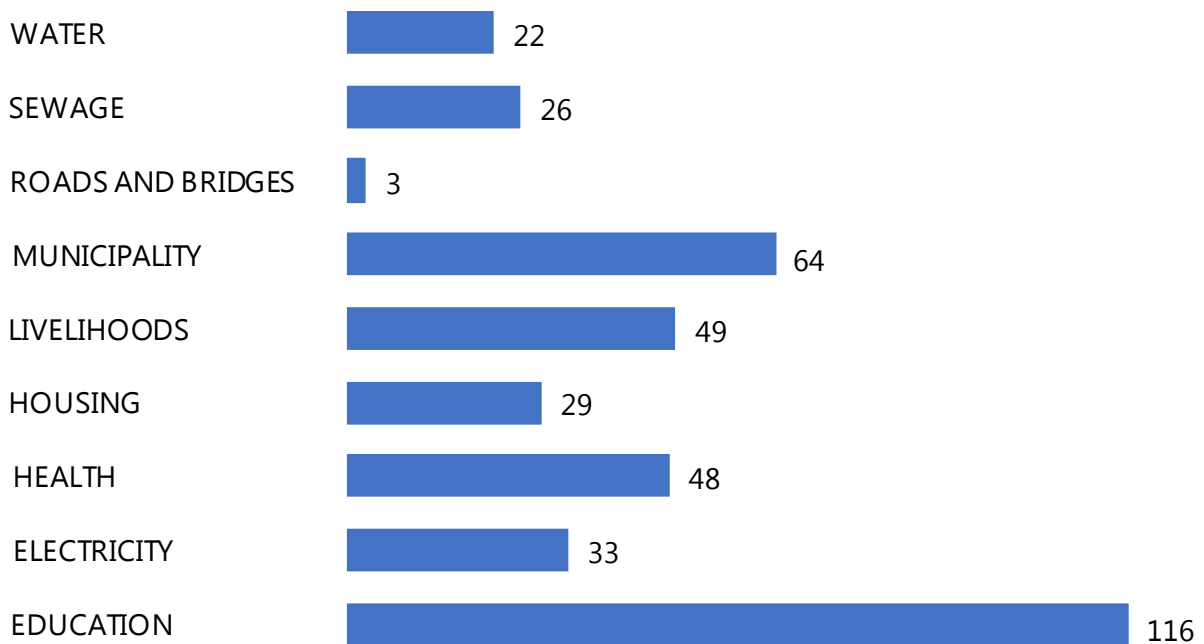


MEMBERS OF A CASH-FOR-WORK TEAM CLEAR THE STREETS OF MOSUL'S OLD CITY.

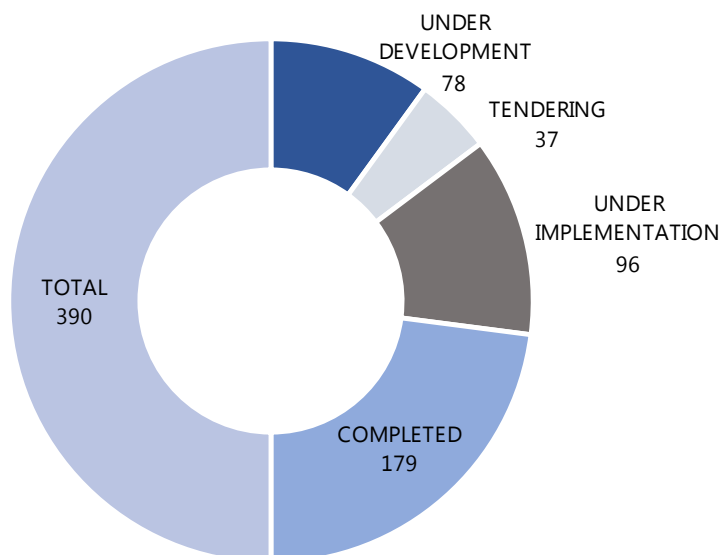
WEST MOSUL

At the beginning of the 2018 year, there remained exceptional challenges to stabilization in West Mosul that arose both from this portion of the city’s relatively recent liberation from ISIL occupation and more broadly from the extended urban conflict that had taken place. Significant progress was made, however, particularly in the housing sector where work began to rehabilitate 15,000 houses. In total, there were 391 projects in West Mosul by the end of the year. Of those 391, 179 were completed, 96 under implementation and 115 under development.

WEST MOSUL PROJECTS BY SECTOR



WEST MOSUL PROJECTS BY STATUS





A WORKER STANDS FOR A PHOTO AT THE DANEDAN WATER TREATMENT PLANT IN WEST MOSUL. THE REHABILITATION OF THE PLANT WAS COMPLETED IN AUGUST 2018.



WORK IS ONGOING AT THE NEW WATER TREATMENT PLANT, WHICH WAS 30% COMPLETE BY THE END OF THE YEAR.

Water

Work to rehabilitate water sector infrastructure in West Mosul continued in 2018, with a total of 23 projects. Of those 23, seven were completed, eight under implementation and seven under development.

An important accomplishment during the 2018 year was the enhancement of the capacity to provide secure and high-quality water supplies to West Mosul districts through the rehabilitation of water treatment plants (WTPs). Of outstanding importance was the completion of the new Danedan WTP. With work ongoing throughout the earlier part of the year, the plant reached completion in August, to the benefit of some 55,000 residents. During the ensuing months, a second phase of work focused on the rehabilitation of the office buildings to this plant, and sunshades for its water tanks, reaching completion in late November. Looking ahead to 2019, plans are under way for rehabilitating the old Danedan WTP, located in close proximity, and this will in effect double the water supply capacity of what will then be the Danedan complex. The BoQs for the rehabilitation of the old Danedan WTP were developed during the 2018 year, and the project was advertised in October. Following the selection of an appropriate contractor, work is expected to begin in early 2019.



BEFORE: THE INTAKE AT THE DANEDAN WATER TREATMENT PLANT IN WEST MOSUL.



AFTER: THE REHABILITATED INTAKE AT THE DANEDAN WATER TREATMENT PLANT IN WEST MOSUL. NOW THAT THE PROJECT IS COMPLETE, THE PLANT SERVES SOME 55,000 RESIDENTS.

Rehabilitation work on the al-Ghizlani WTP, meanwhile, also came to fruition during the fourth quarter, providing some 95,000 people with clean water. A planned second phase will involve building a new intake platform that will reach far into the waters of the Tigris River and thus will address a persistent problem of reduced water levels that originates from developments far upstream in Turkey.

Progress was also made on the New Water Treatment Plant, reaching 30% completion by the end of the year. The New Water Treatment Plant is the largest in the city. When completed, it will provide water for close to one million people. In addition to this, the Water Directorate Building was essentially complete by year's end and work progressed rapidly on the rehabilitation and equipping of the Groundwater Directorate, which stood at 78% complete by the end of the year. Together with extensive and ongoing work on repair and renewal of water pipes, FFS projects during 2018 have transformed the accessibility of clean water to residents of West Mosul.



A DISTRIBUTION TRANSFORMER IN WEST MOSUL. 200 OUTDOOR DISTRIBUTION TRANSFORMERS WERE SUPPLIED IN WEST MOSUL IN 2018.

Electricity

Work to repair the devastated West Mosul electrical network continued in 2018, with a total of 33 projects. Of those 33 projects, five were completed, 16 were being implemented and 12 were under development.

Infrastructural areas are frequently interdependent, and thus some of the most significant electrical achievements of 2018 have involved the supply of power for water treatment plants. Prime among them was the successful installation of a 33KV underground power line from the Badoosh substation to the New Right Bank WTP as well as the installation of two underground feeder lines from the West Mosul 132kV Mobile Substation to Old WTP on Mosul's west bank. A further major project that was about to begin work as the year ended was another 33KV underground line connecting the Mansoor and Dawasa substations, and thus connecting the Danedan and al-Ghizlani WTPs to a permanent power source. Finally, a project to install cables connecting Yarmuk substation to Bab-Sinjar substation was initiated during 2018, with work expected to begin in early 2019.

In addition to the installation of these underground lines, one of the most significant achievements of 2018 was the supply of 200 outdoor distribution transformers, as well as accessories and equipment needed for installation. Transformers form a crucial part of the overall electrical network, breaking down the current coming from substations so that it can be used in homes and businesses. The supply of these transformers will help to normalize the electricity supply for 25,000 people in West Mosul. The process to supply an additional 595 transformers is underway, and delivery is expected in 2019.



WEST MOSUL 132KV MOBILE SUBSTATION, WHICH WAS 63% COMPLETE BY THE END OF 2018.

In a broader sense, restoration and connection of electrical infrastructure proceeded through 16 discrete but interrelated projects. The rehabilitation of Badoosh, Al Mansoor, West Mobile and Tarmook 132KV substations stood at 7%, 41%, 63% and 12% respectively. Progress towards the rehabilitation of six 33/11 KV substations was also significant, with work on three of the substations, Al- Nahrawan, Al- Warshan and Bab Al Tob beginning near the end of 2018 and work on the three others, 17 Tamooz, Sinae Ayman and Al-Haramaat ranging from 12%-15% complete. Rehabilitation of substations and distribution transformers was complemented by the smaller-scale but essential process of procuring and installing poles, cables, and joints advanced in many neighbourhoods, and it is expected that in 2019 this work will reach substantially into the heavily-damaged Old City.

The scale of the work to rehabilitate the heavy damaged West Mosul electrical network cannot be understated. While FFS has made significant progress in 2018 towards the restoration of electricity in numerous West Mosul neighborhoods, much work, notably in the Old City, remains to be done. Projects that would significant contribution to the normalization of electricity supply in West Mosul, such as the supply of 1,500 distribution transformers, the rehabilitation of the distribution grid of the Old City and the rehabilitation of four additional 33/11 KV substations, have been prepared but are currently unfunded.



A BABY IS WEIGHED AT WAHBIA SHABKHUN PRIMARY HEALTHCARE CENTRE IN WEST MOSUL, WHICH WAS REHABILITATED BY THE FFS.

Health

By the end of 2018, there were 48 health sector projects in West Mosul. Of those, 16 were completed, eight were being implemented and 24 were under development. In the broadest terms, FFS priorities in the health sector in West Mosul were concentrated in two complementary areas: the rehabilitation of Primary Health Centres (PHCs) distributed throughout the city and the necessarily intricate process of restoring the two major hospital sites – the West Mosul General Hospital and the al-Shifaa hospital complex – towards full provision of medical services. Both of these areas of rehabilitation are crucial not only by themselves, but in support of the ability to give care to all patients care in a fully integrated manner.



A PHARMACIST WORKS AT THE SALEH AL-SHABKHON PRIMARY HEALTHCARE CENTRE, WHICH REOPENED IN 2018 FOLLOWING ITS REHABILITATION IN 2017.

The rehabilitation of PHCs was an area of substantial achievement during the year, with six centres at or near completion across the city. Two PHCs were completed during 2018, the Al-Mowali PHC and Abu-Sayf PHC. Al-Mowali, the larger of the two, will serve 30 patients per day and employ two doctors and 19 staff. It has a catchment area with over 12,000 people. Abu-Sayf serves 15 patients per day and employs one doctor and 12 staff. This PHC serves an area with over 7,000 people. Also during the year, furniture for five PHCs was delivered, with medical equipment provided to another three. Furniture is waiting to be delivered for an additional three PHCs in 2019.

The hospital restorations are longer-term by their nature, as the rehabilitation of sophisticated medical facilities from intense damage and – as with some departments and buildings in the al-Shifaa complex – entire destruction is a complex task that is made all the more intricate by the need to go beyond simple replication of pre-existing facilities so as to arrive at the highest levels of care by the most modern standards. Work in 2018 focused on preparations for the rehabilitation of West Mosul General Hospital and parts of the large al-Shifaa complex.



THE MATERNITY WARD AT AL-BATOOOL TEACHING HOSPITAL AT AL SHIFAA HOSPITAL COMPLEX IN WEST MOSUL. THE ASSESSMENT FOR THE HOSPITAL WAS COMPLETED IN 2018, BUT REHABILITATION WILL WAIT UNTIL FUNDING IS SECURED.



A VIEW OVER AL SHIFAA HOSPITAL COMPLEX. FFS COMPLETED THE ASSESSMENT FOR THE IBN SINAA HOSPITAL, THE ONCOLOGY HOSPITAL, THE AL BATOOOL MATERNITY AND OBSTETRICS HOSPITAL, THE BURNS AND PLASTIC SURGERY UNIT, FERTILITY CENTRE AND BLOOD BANK, ALL LOCATED INSIDE THE COMPLEX, IN 2018.

West Mosul General Hospital is the largest general healthcare facility in West Mosul. Prior to ISIL, the Hospital had 290 beds and treated 1,500 patients per day. In addition, the facility employed 600 medical staff and 300 administrative staff. The al-Shifaa complex consists of numerous specialized hospitals and units of which UNDP undertook detailed architectural, structural, and electromechanical assessments for six; the Ibn Sinaa Hospital Complex, the Oncology Hospital, the Al Batool Maternity and Obstetrics Hospital, the Burns and Plastic Surgery Unit, Fertility Centre and Blood Bank (see Figure 7).

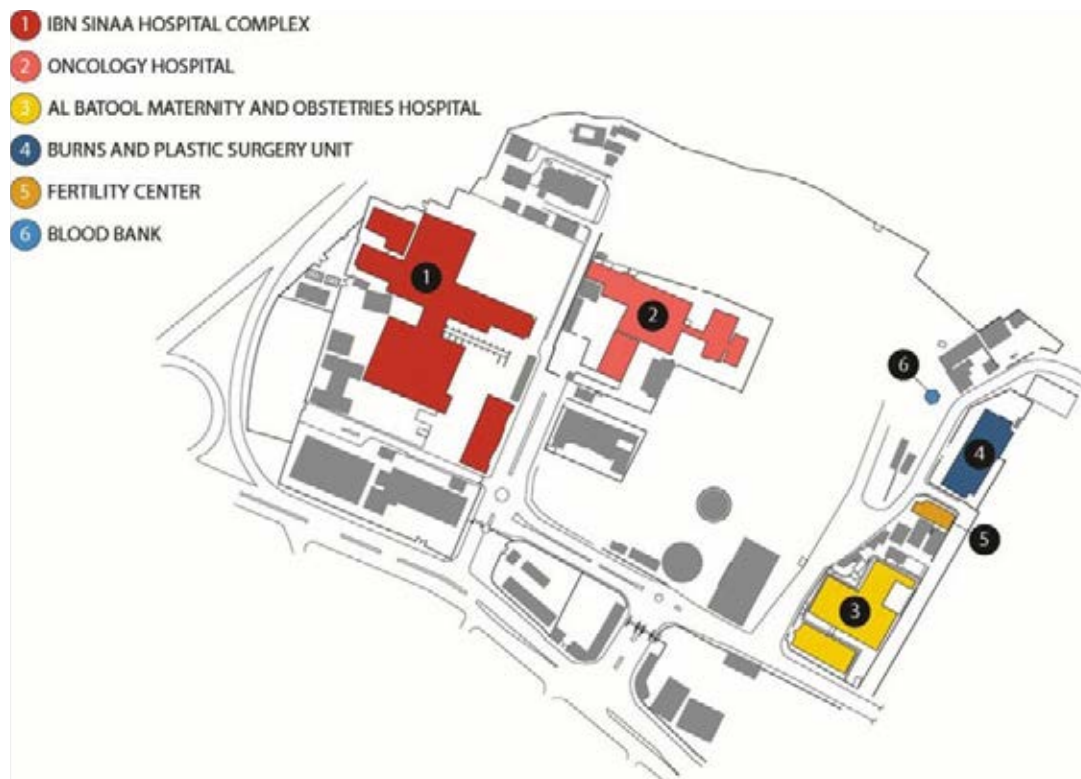


FIGURE 7: THE AL-SHIFAA COMPLEX

During the year planning was confided to the internationally reputed infrastructure consulting firm Engicon, which offered its designs for the West Mosul General Hospital in May, and then in June provided a series of designs and drawings for the al-Shifaa complex. Consultations between the consulting firm, UNDP, the Ministry of Health and the Ninewa Department of Health were ongoing and work is expected to begin on these facilities in 2019, providing funding can be secured.



STUDENTS WALK TO THEIR CLASSROOMS AT AL HAJ YUNIS SECONDARY SCHOOL FOR GIRLS IN WEST MOSUL. REHABILITATED IN 2018, MORE THAN 700 YOUNG WOMEN NOW ATTEND THE SCHOOL.

Education

As 2018 opened, the highest proportion of ongoing work in the education sector was in school rehabilitation, with its enormous importance not only for education itself but also for the health of neighbourhoods and the willingness of displaced families to return. By the end of the year, 117 education sector projects resulted in 73 projects being completed, 25 under implementation and 18 in development. As that number indicates, restoration of schools continued throughout the year to take a high priority.

School completions were distributed throughout the year and spread geographically across the city at all educational age levels, by the end of the year there were 64 primary, secondary, and high schools on which work had been completed and an additional 19 where work was ongoing. Counting the completed schools alone, these projects enabled upwards of 39,000 young people to go back to school. Both the immediate impact on the lives of these young people, as well as the broader impact on the country as the next generation of Iraqis are able to return to their studies, must be fully recognized.



A CLASS IN SESSION AT AL HAJ YOUNIS SECONDARY SCHOOL FOR GIRLS IN WEST MOSUL.



STUDENTS TAKE AN EXAMINATION AT MAYSALOUN SECONDARY AND HIGH SCHOOL FOR GIRLS IN WEST MOSUL. NOW THAT THE SCHOOL IS COMPLETED, 1169 STUDENTS HAVE RETURNED TO THEIR STUDIES.

As the year went on, the priority on school rehabilitation was complemented by a focus on two other major educational areas. One was the restoration of five important workshops, through full rehabilitation on original foundations, of the Vocational Training Centre (VTC) in the district of Nablus. This project, important for creating potential for skilled employment, was carried to completion in November. Once equipment for the facility is delivered classes will begin and this center will provide an opportunity for upwards of 1,200 young people to attain certification to work in skilled trades such as carpentry and welding. Furnishing of the VTC was carried out soon after, although with delivery of specialized equipment still awaited and the possibility of a second phase of work on a further eight workshops dependent on the securing of necessary funds.



A FAMILY STANDS AMID THE RUINS OF THEIR HOME IN THE BAB AL-JADED NEIGHBORHOOD OF GHIZLANI, WEST MOSUL, WHICH WAS HIT BY A ROCKET IN MARCH 2017. THEIR HOME WILL BE REHABILITATED WITH THE SUPPORT OF FFS.

Housing

As with other sectors in West Mosul, the startling level of destruction in residential districts, particularly in the Old City, meant that the task of rehabilitation of private homes would be onerous and complex. For this reason, a significant portion of 2018 was spent in various planning processes: housing assessments, vulnerability assessments, explosive hazard clearance and community liaising were all part of the overall preparation process for what certainly has emerged in 2018 as a flagship endeavor for the FFS programme. The year closed with 29 housing projects in West Mosul, six which were under implementation and 23 under development.

This scrupulous planning process was initiated in 2018, involving the creation of a specialized team of 71 housing engineers and 12 social organizers. A rapid assessment process was undertaken first, in coordination with government stakeholders and the Shelter Cluster. The goal of this rapid assessment was to prioritize the neighborhoods which would be targets for the first phase of the housing programme. In order to ensure fair geographic distribution, vulnerability information was collected for all West Mosul neighborhoods across the city's four administrative districts. Based on this information, neighborhoods were prioritized; one neighborhood was selected from each district to be implemented first, followed by a second set of neighborhoods from each of the districts to be implemented second.

Following this process, twelve priority neighbourhoods were identified (see Figure 8), which was then expanded to 25 neighborhoods. A systematic process of door to door assessments began, in coordination with FFS cash for work rubble removal projects which helped to clear access to homes where streets were blocked by rubble. By the end of the year, all neighborhoods had been assessed, with a total of 5,124 individual housing assessments and 3,783 vulnerability assessments having been undertaken in the span of only five months.



Mosul Housing Areas

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Under Implementation</p> <ul style="list-style-type: none"> - Al Islah al Zirai (374) - Bab Al Jadid (359) - Myassa (362) - Nablus (256) - Wadi Hajar (270) - Mansuriya (239) - 17 July (200) - Nahrawan Lot 1 (452) <p>Under Procurement</p> <ul style="list-style-type: none"> - Nahrawan Lot 2 (400) - Nahrawan Lot 3 (400) - Akidat & Tawafa (247) - Amil (333) - Khazraj (417) - Risala (300) | <p>Under Assessment</p> <ul style="list-style-type: none"> - Ahmadia - Nahrawan Lot 4 - Ras Al Koor - Naby Georgis - Al –Thawra <p>Proposed for Phase 2</p> <p>Old City:</p> <ul style="list-style-type: none"> - Khatuniya,, Sheikh Abu Ola Watheb Al-Ban & Al Maedan <p>Rabee:</p> <ul style="list-style-type: none"> - Sihha, Uruba, Abar, Matahin, Al Yarmook & Southern Industry |
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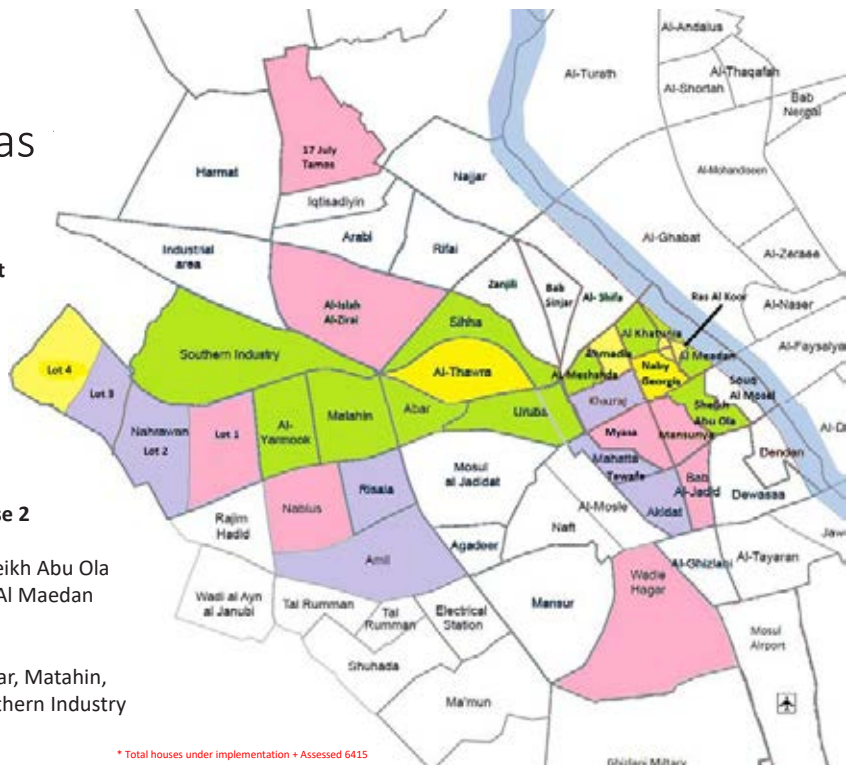


FIGURE 8: THE TWENTY-FIVE ASSESSMENT NEIGHBORHOODS IN WEST MOSUL

It should be noted that taking part in a vulnerability assessment was not a prerequisite for a homeowner to take part in the housing programme, but rather has been a tool to help inform the FFS housing team when it comes to the sequence in which houses will be rehabilitated in a particular neighborhood. There were, however, certain circumstances where a household was not considered for inclusion in the programme. These circumstances are as follows:

- Houses damaged above 60% (although case by case exceptions are sometimes made);
- Owners not present during housing assessments;
- People renting houses owned by public or private entities;
- Houses already repaired; and
- Houses presenting non-conflict related damage.

The close working relationship with the neighbourhood mukhtars was an important facet of the operationalization of this programme, as was close attention to the need for heritage buildings that were important to social and cultural cohesion. Because of the overwhelming need for housing, it was necessary for the FFS to build trust in the various communities – cultural as well as geographical – in order to forestall any perceptions of unfairness or preferential treatment given to some over others. The social organizers performed a key function in this regard, working to keep individuals and the boarder community up to date on the project’s progress. As the year progressed, the merits of this methodical and community-based approach became increasingly evident.



FOLLOWING CAREFUL PLANNING PROCESSES, WORK IS NOW UNDERWAY TO REHABILITATE HOMES IN WEST MOSUL.



WORK IS UNDERWAY TO REHABILITATE A FAMILY HOME IN THE WADI HAJAR NEIGHBOURHOOD OF WEST MOSUL.

Following an initial assessment, Bills of Quantity (BoQs) were developed for individual homes. Prior to finalization, the home owner was required to sign off on the BoQ to ensure their agreement with the work that would take place.

By the end of the year, implementation had begun in six neighborhoods; Baba Al Jadeed, Wadi Hajar, Al Islah Al Zirae, Al Mayassa, Nablus and Mansuriya neighborhood. In total these six projects will support the rehabilitation of 1,860 individual homes. An additional seven projects were tendering, and expected to begin imminently. Thus, by the end of 2018, following a meticulous planning process, FFS West Mosul housing projects are now moving rapidly not only towards addressing immediate needs for shelter but also towards providing a basis for IDPs to return to the city with assurance that housing will be available to them

Roads and Bridges

FFS work on roads and bridges in West Mosul during the 2018 year was limited to three projects, all of which are completed. The major bridges across the Tigris were being rehabilitated by international partners such as the World Bank, while the road grids within the city fell within municipal jurisdiction rather than being considered as roads and bridges projects in their own right. The one project completed during 2018 was the rehabilitation of a warehouse for the Roads and Bridges directorate. This warehouse is the main facility used to store machines and equipment which are needed to repair and maintain roads across the governorate.



WORKERS REPAIR THE SEWERAGE SYSTEM AT THE WEST MOSUL HOSPITAL COMPLEX.

Sewerage

Adequate sewerage facilities represent not only a basic service to residents but are also essential from the standpoint of public health. Accordingly, 26 projects were focused on the rehabilitation of the sewerage network in West Mosul. By the end of the year, 22 of those projects were completed, three were under implementation and one was under development.

In West Mosul, compromising of the infrastructure of pipes, connections, and culverts was extensive following the ISIL withdrawal, and it was accompanied by serious damage to equipment items such as sewerage vehicles and to the Sewerage Directorate building with its essential laboratory. Repairs to the vehicles were largely completed by mid-year, while by the end of 2018 the Directorate building and laboratory were completely rehabilitated and ready for handover. Meanwhile, no fewer than 15 individual projects directed at restoring a functional sewerage network through the laying and repairing of the sewerage piping network were completed through 2018.



MEMBERS OF AN FFS CASH FOR WORK TEAM CLEAR RUBBLE AND DEBRIS FROM OUTSIDE THE MOSUL MUSEUM IN WEST MOSUL.

WINDOW TWO

Livelihoods

Given the level of damage sustained by West Mosul during the ISIL occupation and through extended conflict, cash-for-work livelihoods projects continued throughout 2018 to have enormous importance with the objectives of the work of clearing rubble and other debris as efficiently as possible, thus expediting rehabilitation projects, and also providing immediate work opportunities to residents who have an urgent need for a cash-based livelihood. These projects continue to be vital for supporting other FFS work, perhaps most significantly the housing rehabilitation work which has been started in West Mosul. Without the clearance of the significant number of streets through the cash for work projects it would have been impossible for FFS assessment teams to access many houses, and equally impossible for homeowners to come back to the house while the assessments were being undertaken.

At the end of 2018, there were a total of 49 cash for work projects in West Mosul. Of the 49, 21 are completed, 10 were under implementation and 18 were under development. Overall, cash for work projects (those completed and/or under implementation) in West Mosul have employed 6,330 people, including 1,301 women. The projects are shorter-term, typically 45-60 days in length, so that many such schemes have been successfully cycled through neighborhoods across the city.

Implementation of cash for work projects are not without challenges. Delays have often been experienced because of encountering explosive materials – notably in the al-Maidan district, which was the last to be liberated from ISIL. In the Al-Ghizlani district, for example, workers cleared rubble and debris from Al Dawasa street and sub-streets. There were two additional locations for this project, the Post Office and Al Shuhada Park, which were put on hold following the discovery of two mortars in the Post Office. Once the sites were cleared by UNMAS, debris removal re-commenced and the project was subsequently completed at the beginning of November.



A CASH FOR WORK TEAM CLEARS STREETS IN MOSUL'S OLD CITY, WHICH SUFFERED EXTENSIVE DAMAGE DURING ISIL OCCUPATION AND THE BATTLE TO LIBERATE THE CITY.

The practicalities of working in confined spaces, particularly for projects in the Old City, also challenged the Livelihoods team. A project operating in the Old City's Khazraj, Qathep Alban, Mashahda, Mansoria and Mayasa neighborhoods required a crane to be installed to facilitate the removal of large pieces of rubble. Due to the challenges of installation and operation of a crane in the narrow streets of the Old City, the project was delayed for a number of days while engineering crews worked to have it stalled. Following the crane's installation, however, the results of the project were significant. Numerous alleyways and streets in the Khazraj, Qathep Alban, Mashahda, Mansoria and Mayasa neighborhoods were cleared, allowing access to home and business owners.

The 2018 year saw continued effort to engage women in livelihoods activities. Using previously tested tactics of developing specific projects, or parts of projects, that will allow women to either work inside or in the semi-sheltered areas, achieving the highest number of women employees possible on any given project was a priority not only due to the principle of gender balance but also to support the large number of women – frequently widows – who are the single-parent heads of their households. For example three CfW rubble and debris removal project phases were implemented in the Al Shifaa Hospital Complex. In these projects, 368 out of the 820 labourers were women, comprising 45% of the workforce. It is important to note, however, that having female engagement in these projects is no easy task. Particularly in West Mosul, where the livelihoods work is characterized by heavy rubble removal due to the extensive damage, it remains challenging to get women to participate in cash for work projects.

FFS Impact: Completed Projects

Lumia Tallat, 25 years old, sweeps the floor, clearing dust, rubble and debris from a dental clinic in a damaged building at the al-Shifaa Hospital Complex in West Mosul.

"This work is very helpful for me," she says. "I hope I can continue with this work. It's the only way I can support my family." In the battle for Mosul, one of her sons lost an eye after being hit by an ISIL car bomb. Her husband suffers from severe mental illness following the conflict with ISIL, so Lumia is the sole breadwinner for her and her family. She works with a cash for work team supported by the FFS, which allows her to bring in a small income to support her family. *"When I received my first payment, I was very happy to be able to buy electricity for my home," she explains.*

WINDOW THREE**Municipalities**

The general category of municipalities projects embraces many areas that are critical to the overall task of stabilization. A total of 65 municipalities projects were located in West Mosul, with 32 having been completed, 20 under implementation and 12 being developed.

During the early part of 2018, rehabilitation of markets was a major priority in West Mosul. As well as normalizing day-to-day commercial exchanges at neighbourhood level, the restoration of shops and market stalls in municipal markets becomes a source of revenue that can then be reinvested by the municipality in further renewal of services. The Yabesat Market and the Vegetable Market were both rehabilitated through FFS projects during the first half of 2018.

FFS Impact: Completed Projects

Badr Ahmed Alawi, is pictured at his market stall in the Yabesat Municipal Market in West Mosul where he sells grains and animals feed. Badr has worked out of the stall for ten years, but was forced to relocate his business to another neighbourhood some months after ISIL seized control of the city of Mosul. *“All the time ISIL were coming and asking questions about the rules and demanding too much money for rent,”* he says. He also explains that ISIL opened a factory for explosive materials behind the market stalls.

BADR AHMED ALAWI, A MARKET TRADER IN YABESAT MUNICIPAL MARKET.



Badr’s store was damaged during ISIL occupation and the battle to retake the city. *“We shopkeepers didn’t have the money to rehabilitate the shops ourselves,”* he says. *“So we really appreciate the work UNDP has done. I’m so happy to be back in this shop. Now it’s even better than it was before. The painting, the electricity, the roof, everything is better now – the work has been done to a high standard.”*

MR. ALAWI SERVES CUSTOMERS OUT OF HIS NEWLY REHABILITATED MARKET STALL.



The rehabilitation of Yabesat Market, including the repair of 126 shops and nine warehouses, was completed in March 2018. It is one of the oldest markets in Mosul, with the city's residents trading from its stores on a daily basis since 1990. The main produce sold in the market is a variety of grains, including barley, wheat, rice, beans and animal feed.

BEFORE: YABESAT MUNICIPAL MARKET SUFFERED EXTENSIVE DAMAGE DURING THE BATTLE TO LIBERATE THE CITY.

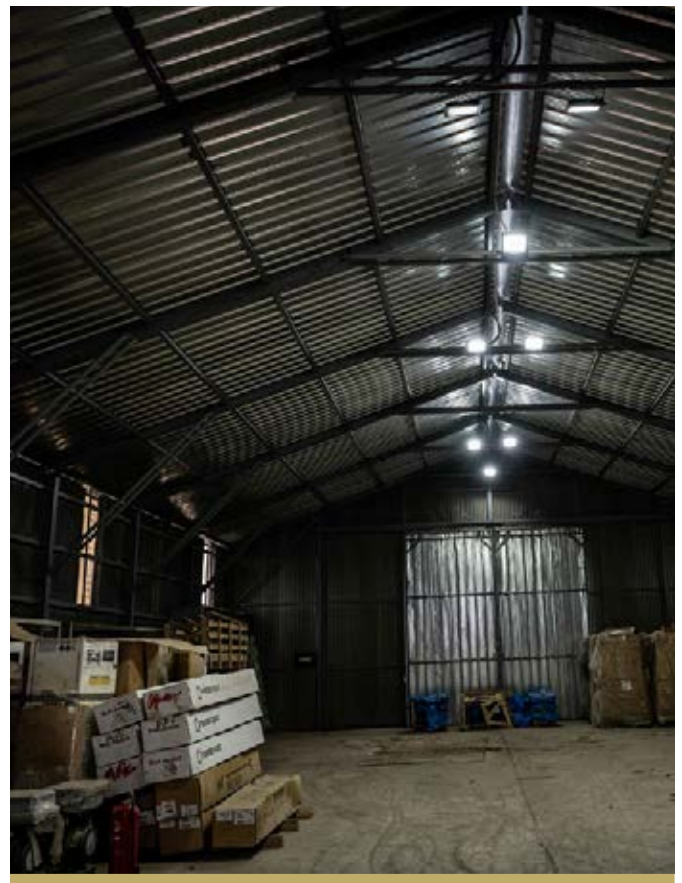


AFTER: YABESAT MUNICIPAL MARKET, FOLLOWING ITS REHABILITATION.





BEFORE: A WAREHOUSE AT THE OIL AND FUEL DEPOT IN WEST MOSUL, PRIOR TO ITS REHABILITATION.



AFTER: A WAREHOUSE AT THE OIL AND FUEL DEPOT, WHICH IS ESSENTIAL FOR STORING MUNICIPAL SUPPLIES AND REFUELING OF MUNICIPAL VEHICLES, WAS REHABILITATED IN 2018.

Certain forms of municipally-owned manufacturing also have multiple benefits for municipal services. An outstanding example is cement production for – among other uses – road repairs, and the large Badoosh Cement Factory has been the focus of a number of FFS projects throughout the year. By the end of December, the factory's management building was at 87% completion, while the associated Heavy Fluids Warehouse was at 12%. Also completed during the year was the Oil and Fuel depots in Wady Hajar, a vital facility for day to day municipal functions, allowing vehicles to refuel and municipal employees to access fuel for generators.

Meanwhile, the internal road network was in itself an area of sustained focus. Eight road grids were under active rehabilitation by the end of 2018, following essential removal of rubble and debris. Roads in the Nablus and al-Amel neighbourhoods were at 85% completion, awaiting only finishing touches, while others had also progressed rapidly during the second half of the year. In places, the work was complicated by the need for additional traffic features such as the rehabilitation of the Al Yarmouk roundabout, while it was also necessary in some locations to coordinate with water and sewer restoration. By the end of the year, traffic circulation had recovered dramatically from the almost total disruption that had been evident a year earlier. In West Mosul, increasing levels of traffic – and even the traffic jams that are the result – represent an encouraging sign that people are starting to return home.

A final area of expected municipal progress was that of recreation. As well as public health benefits, the ability to pursue outdoor recreation in safe and well-tended surroundings became an important symbol of the city's recovery. By the end of 2018, BoQs had been developed for Shuhudaa Park (with the nearby Wadi Hajar seed silo, and the Parks and Forestry Directorate facilities), and for three football fields, although additional funding will be required in order to realize these important projects.



THE INSIDE OF THE WEST MOSUL POLICE HEADQUARTERS. NOW REHABILITATED, IT IS THE BASE FOR MORE THAN 700 POLICE OFFICERS.

Police and Justice

A highlight of 2018 in the Police and Justice sector was the completion of rehabilitation work on the West Mosul Police Headquarters. Situated in the Ghizlani district of West Mosul, the headquarters is a large complex that has an administrative leadership role for police operations throughout Ninewa. Work began on this project during the second quarter, completion was reached in November, and furnishing quickly followed.



THE UMM AL RABEAN POLICE STATION IN WEST MOSUL, REHABILITATED IN 2018.



TRAFFIC POLICE OFFICERS STAND IN FRONT OF A PREFABRICATED CABIN IN WEST MOSUL. TWENTY-SEVEN OF THESE CABINS WERE INSTALLED IN 2018 TO PROVIDE SPACE FOR THE POLICE OFFICERS WHO FACILITATE THE FLOW OF TRAFFIC.

Other police stations in the city were also readied for use during the year, the first being that of al-Jamhuriya at the al-Shifaa hospital complex, followed in the later months by Yarmouk-1, Umm al-Rabeean, and al-Rabia. Work had begun on the al-Hadba police station in the Old City, reached 3% completion and will continue in 2019. BoQs were also in preparation for the police station in Badoosh. Traffic policing was enhanced by the provision mid-year of 27 kiosks for traffic police and six traffic police containers. In all of this, the rejuvenation of community policing is the essential goal. Finally, in the justice system, a project to support the full rehabilitation of the West Mosul High Court was under procurement as 2018 ended.



A BARBER SHOP IN THE TELESQOF MUNICIPALITY SHOPS. THE SHOPS WERE REHABILITATED BY FFS IN 2018.

NINEWA PLAINS

During 2018, FFS increased the level of its activity in this region, determining, in consultation with community leaders and local authorities, the sectors in which needs were most urgent. Destruction under ISIL occupation reached overwhelming proportions in the towns of the Ninewa Plains, and recurrent security issues have remained a concern throughout 2018. These factors have continued to inhibit the re-establishment of IDPs, although by the end of 2018 well over half of the pre-ISIL population had returned to many of the Ninewa Plains communities. That 187 projects were added to the Ninewa Plains portfolio in 2018 gives an accurate indication of stabilization work directed throughout this large and diverse region. In total there were 527 projects in the Ninewa Plains. Of those, 336 were completed, 111 were under implementation and 79 under development. Over half of the completed projects were completed in 2018, giving an additional indication of the scale of the work in the Ninewa Plains over the course of the 2018 year.



A PROJECT TO REHABILITATE THE WATER NETWORK IN BATNAYA WAS ONGOING IN 2018.

Water

Community leaders in Ninewa Plains have consistently identified the scarcity of drinkable water to be a widespread and continuous problem throughout the region and the 34 water sector projects in the Plains have made a significant contribution towards regularizing water supply in these communities. The rehabilitation of water treatment plants has been a priority in a number of towns. The Al Qasr (Hamdaniya) and Khawaja Khalil (Telkaif) WTPs were begun in the early months of the year and, once completed, ultimately brought clean water to beneficiaries ranging into the tens of thousands. A project of exceptional importance was the restoration of the Telkaif Pumping Station, coming to fruition in November 2018. Working in conjunction with the newly completed Khawaja Khalil WTP, together the two facilities now have the capacity to provide clean water in Telkaif and its surrounding villages. Another pumping station, at Al Qosh, stood at 95% at the end of the year. Also essential were a multiplicity of vital water-related projects, including pipeline repair and also the use of wells. For example, repairs to the pipeline from Telesqof pump station to Sereshka village main tank stood at 68% by year's end, and repairs to the pipeline from Telesqof to Hatara village main tank at 61%. A project to support the rehabilitation of the full water distribution network in Batnaya began in the latter part of 2018. The installation of a steel reservoir with five wells in Karamless, meanwhile, was completed by the end of 2018, while the installation of five wells and an accompanying network in South Shikhan stood at 55%. Other projects at Bartela and Batnaya, in addition to the development of wells at Al Qosh, were ongoing with completion expected in 2019.



PART OF THE SUBSTATION IN TELESKOF, REHABILITATED IN 2018 BY FFS.

Electricity

FFS has been active in the restoration of electricity access to Ninewa Plains since immediately after the liberation from ISIL. 2018 was no exception to this, with 32 electricity sector projects having been completed over the duration of the year. A foundational achievement in early 2018 was the completion and activation of three 132KV DC Twin Teal Transmission Lines, which enabled power to be transmitted from East Mosul to key centres in Ninewa Plains, Intisar 132KV, Qaraqush 132KV and Tahrir 132KV substations in Hamdaniya.

This was followed by a sustained and successful effort to rehabilitate six permanent substations across the region, to offset the use of temporary mobile substations. The substations, two in Bashiqa, two in Hamdaniya, one in Telesqof, and one in Talkaif, provide electricity for more than 120,000 individuals in the Ninewa plains. Work is ongoing on three of the substations (two in Bashiqa and one in Hamdaniya) and completion is expected during the middle parts of 2019. While substations have prime importance in the large-scale distribution of power, replacement of hundreds of destroyed or looted transformers also played a vital role in restoring effective power access. In total, 869 transformers were distributed in the various towns of the Ninewa Plains, and their villages.

Installation of generators in key buildings – notably primary healthcare centres – was also prioritized. The generators initially provided power sources where permanent connections were still lacking, but their longer-term role will be to afford back-up power in case of need. By the close of 2018, rehabilitation of power lines was also ongoing, an example being the line between Qaraqush and Bashiqa. In all of these respects, electrical infrastructure was markedly extended and improved in the region.



DOCTORS WALK THROUGH THE NEWLY REHABILITATED HALLS OF HAMDANIYA GENERAL HOSPITAL.



NURSES STAND FOR A PHOTO IN THE MATERNITY WARD OF THE HAMDANIYA GENERAL HOSPITAL.

Health

By the end of 2018, there were 90 FFS health sector projects in Ninewa Plains, of which 60 had already reached completion and the balance were either in progress or in planning stages. Over the course of the year, the rehabilitation of eight PHCs were completed in Bartela (3), Bashiqa, Hamdaniya (2), Batnaya and Nimrud. Projects continued to be realized as the year progressed, with work ongoing by the end of the year at five additional PHCs: Aski Mosul PHC, Main Health Center in Hatra, Al Salamia Sub PHC, Abbas Rajab Sub PHC and the Badosh Dam Residential Compound PHC.

Despite the significant progress towards the rehabilitation of PHCs in the region, the centrepiece of FFS activity throughout the year has been the Hamdaniya Hospital. Located some 35 kilometres southeast of Mosul, this large general hospital in effect serves the entire 500,000 population of Ninewa Plains. The initial phase of restoration of the hospital was completed in early 2018, with an opening ceremony in February. The completion of Phase One gives citizens of the Ninewa Plains access to maternity and emergency buildings and five operating theaters, amongst other medical facilities. Phase Two was initiated in September, with planning and technical review carried out during the middle months of the year, and 30% completion by the end of 2018 of roofing and window installation for administrative services. Phase Two includes significant rehabilitation works for the pediatric building, blood bank, autopsy building, central medical store, and the main hall.



KHADAR, 53, AND HIS WIFE DUNIA, 44, SIT WITH THEIR NEPHEW INSIDE THEIR HOME IN BASHIQA. THE FAMILY FLED WHEN ISIL MILITANTS TOOK CONTROL OF THE TOWN OF BASHIQA BUT THEY HAVE NOW RETURNED TO THEIR HOME, WHICH WAS REHABILITATED BY FFS.

Housing

Ninewa Plains experienced substantial housing damage resulting from conflict and ISIL occupation, and consequently this has been an area of focus for FFS since the latter part of 2017. The return of IDPs, including those from minority communities, is heavily dependent on housing availability, and projects were pursued during 2018 in Bartela and Bashiqa. Noteworthy progress was accomplished in Bartela, where six housing projects worked to rehabilitate 1,475 housing units in the town, all of which were completed by year's end. Two additional projects remained active in Bartela: the rehabilitation of 500 additional units, which was 55% complete by the end of the year; and additional housing work on the Al Mahhaba complex, which stood at 60% complete by the end of the year. Community religious leaders had especially requested that this area be rehabilitated to facilitate the return of IDP families. The Bartela projects, as a whole, should ultimately enable the return of some 12,000 people. In Bashiqa, two housing projects were completed over the course of the year, with 260 units having been rehabilitated.



BEFORE: HOUSES IN BOTH BARTELA AND BASHIQA WERE SEVERELY DAMAGED. THIS EXAMPLE SHOWS EXTENSIVE BURNING INSIDE A HOME.



AFTER: THIS FAMILY'S HOME WAS REHABILITATED BY THE FFS.



A CLASS IN SESSION AT AL QUBA PRIMARY SCHOOL FOR GIRLS, NEAR THE TOWN OF TEL KAIF, WHICH WAS REHABILITATED IN 2018 BY FFS.

Education

Education projects in Ninewa Plains were numerous and diverse, the total reaching 155 projects by the end of the year, with 126 of those completed, 19 under implementation, and 10 in development. Over the course of the year, 21 schools were rehabilitated, adding to the 62 schools that were rehabilitated during 2017. Telesqof provided an excellent example of the diversity of types of schools that were rehabilitated in the Ninewa Plains region. In the early part of 2018, a kindergarten was completed, as well an industrial high school and a high school for boys. The Al-Quba School for Girls and the Al-Quba School for Boys in Telkaif reached completion in the middle months of the year, as did complementary schools for boys and for girls in the Badosh Dam area, as well as in Hamdaniya, Batnaya, Bashiqa and Bartela. An important achievement in the second half of the year was the completion of the Vocational School for Girls in Bartela, providing 200 girls with training in areas such as computers, sewing, and culinary expertise. By the end of the year, ongoing projects continued in many communities, focusing on the rehabilitation of school buildings, as well as furniture, laboratory equipment and computers to selected schools.



STUDENTS ARE BACK IN CLASS AT THE TELESQOF HIGH SCHOOL, FOLLOWING ITS REHABILITATION IN 2018.



A CASH FOR WORK TEAM CLEARS STREETS IN BARTELA.

WINDOW TWO

Livelihoods

FFS completed two livelihoods projects during the second quarter of 2018 in Bashiqa and Bartela. These projects employed 103 people each, for a duration of 90 days in Bashiqa and 60 days in Bartela. A further project was initiated during the year that was designed to coordinate rubble removal in clusters of smaller communities in the vicinity of Hamdaniya. However, challenges related to the development of the project meant that ultimately it was implemented in Hamdaniya proper, instead of the surrounding villages. The project is employing 217 people and by the end of the year, it had reached 44% completion.



MUNICIPAL SHOPS IN THE TOWN OF HAMAM AL-ALIL, WHICH HAVE RE-OPENED FOLLOWING THEIR REHABILITATION BY FFS.

WINDOW THREE

Municipalities

Municipalities projects throughout the areas of FFS activity stimulate economic activity and enhance the quality of life for residents through offering improved mobility through neighbourhoods, recreational opportunities and ameliorated public spaces. For good reason, these projects typically find high levels of community favour. In Ninewa Plains, the year 2018 saw an extended series of accomplishments through the 134 projects in this sector.

Early in the year, municipal shops in Bashiqa were fully restored, while similar work in Telesqof, Batnaya and in Hammam Al Alil followed soon afterwards. Comparable projects were carried forward in other towns, and by the end of the year some 63 municipal shops in Bartella were approaching completion. Renovation and reopening of public parks was another area of focus. Telkaif Market Park and Hamdaniya Park reached completion in the early part of 2018, while the Telkaif Main Park was the subject of a large project that came to fruition in December. Parks were also under renovation in Al-Salam, Baqufa, Hammam Al Alil, and Telesqof.



A BOY WALKS THROUGH THE RIVER PARK IN HAMMAM AL ALIL, WHICH WAS REHABILITATED BY FFS.

Municipal buildings were restored in a number of communities, a prime example being the ceremonial opening of the Real Estate Building in Telkaif in July, as well as the Nationality and Civil Status Building in Telkaif, the Agriculture building in Telkaif and the Legal Notary building in Hamdaniya. Another town that benefited from a series of municipal projects was Hammam Al Alil. The completion of three roundabouts in that town greatly enhanced traffic flow, while rehabilitation work was also completed during the later months of the year on the Mayor’s Building, the Courthouse, and the Municipal Equipment Workshop. Another facet of the wide spectrum of municipalities projects was the renovation of valleys in both Telesqof and Al Qosh, a valley being a drainage channel that has the capacity both to facilitate the drainage of grey or rain water away from streets and quickly out of the area.

Finally, in a region where agriculture has major importance, two important projects were carried to fruition during 2018: the restoration of the Hamdaniya Veterinary Clinic and the Veterinary Health Center in Telkaif.



WORK IS ONGOING AT QAYARA GENERAL HOSPITAL, THE LARGEST HOSPITAL BETWEEN MOSUL AND TIKRIT.

GREATER NINEWA

The greater Ninewa area comprises six communities: Ba'aj, Qayara, Rabia, Sinjar, Sinuni and Tel Afar. Five of these communities, Ba'aj, Rabia, Sinjar, Sinuni and Tel Afar, make up the western Ninewa priority area, whereas Qayara is considered part of the Baiji-Hatra corridor. All of these areas in Ninewa are complex and diverse, along both ethnic and sectarian lines.

During 2018, security concerns, derived substantially from the complex network of security actors operating in many of these communities, continued to plague the area. Lack of employment opportunities also continued to be a challenge. Traditionally over 80% of the population of these communities are either employed by the government, or through agriculture. In Ba'aj and Tel Afar, however, positive changes were noted through the year, with the agricultural sector becoming more and more active.

The opening of the road from Sinjar to Erbil during the latter part of 2018 was notable. However, although the expectation was that this would help to facilitate more returns, in fact many people used the opening of the road as an opportunity to leave the area, many citing security concerns and lack of employment as their reasons for leaving. These types of occurrences are clear confirmation of the importance of the stabilization work that remains to be done.



WORK AT THE AL HOD WATER TREATMENT PLANT STOOD AT 70% COMPLETION AT THE END OF THE YEAR.

QAYARA

FFS projects under way in Qayara have been diverse throughout 2018 and have had considerable success in prompting the return of the area's IDPs, to the point that the pre-ISIL population has, in effect, been restored. It is relevant to note that much of the population of the main Qayara town (80%) remained, even during ISIL occupation. Of the 20% that did leave, however, most have returned. The situation is different in Qayara's surrounding villages, where approximately only 10% of the pre-ISIL population has returned. By the end of the year, there was a total of 104 projects. Of those 104, 73 were completed, 11 under implementation and 20 under development.

The water sector has been given a high priority throughout the year. The Al Faris WTP reached full refurbishment during the second quarter, although the subsequent work on the Al Hod WTP went more slowly because of delays in supply of pumps and electrical equipment. It stood at 70% by the end of 2018, and when it is completed these two projects together will have restored clean water to some 47,000 residents. Further projects to support the rehabilitation of the water network in Qayara have been prepared but are currently unfunded.

In the health sector, the major activity during the year has been a FFES project to restore the 132-bed Qayara General Hospital, the largest hospital between Mosul and Tikrit. Qayara Hospital was only four months old when ISIL captured Qayara. It is a four-story building, which includes two operating theatres. The building has one floor devoted to maternity services, one for the operating theatres and also has an isolation ward. The Hospital is currently non-functional due to the extent of damage and the scale of work which is ongoing.

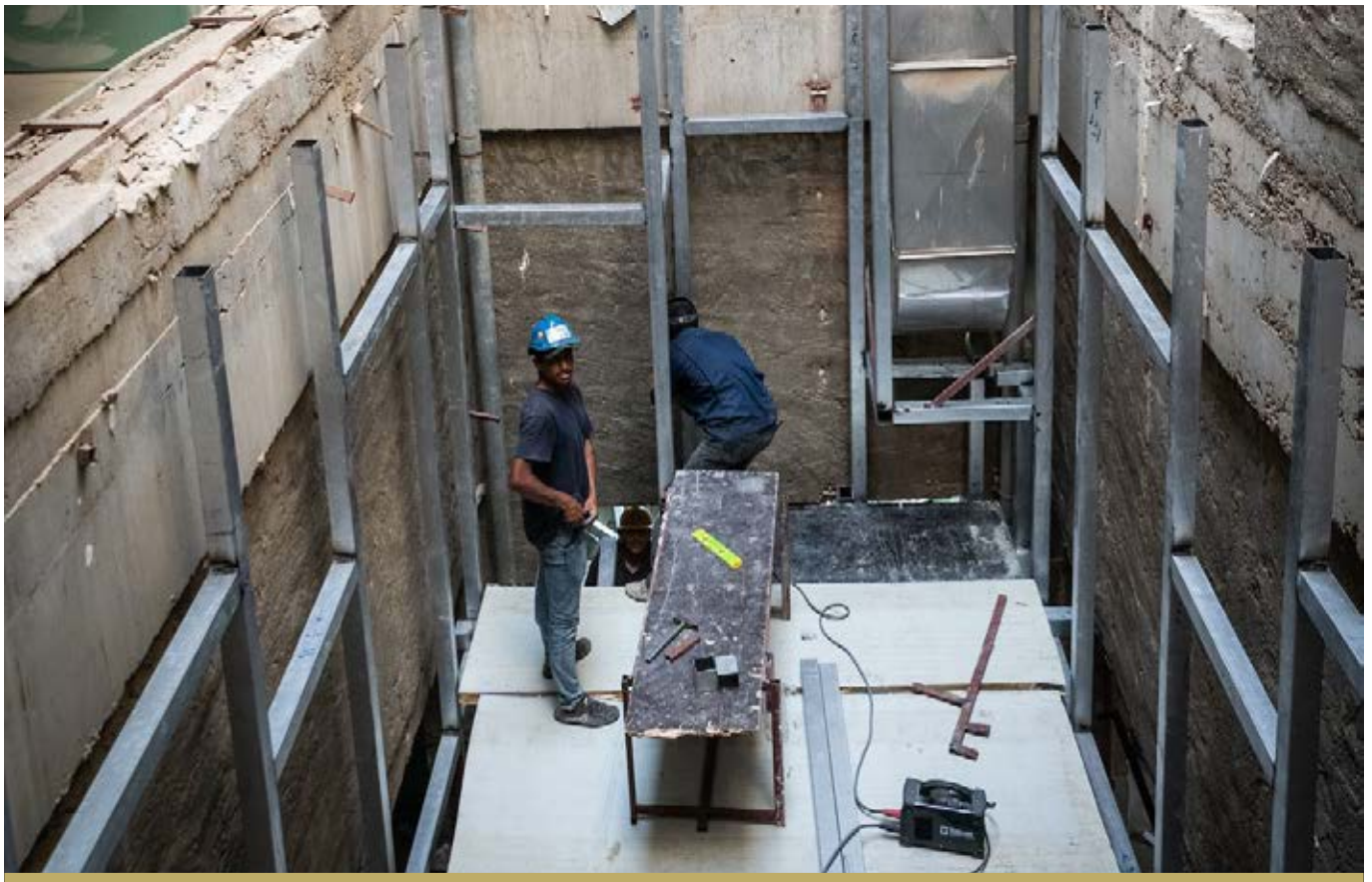


BEFORE: THE FAÇADE OF QAYARA HOSPITAL PRIOR TO THE BEGINNING OF REHABILITATION WORKS.



AFTER: WORK IS ONGOING TO REPAIR THE FAÇADE OF THE BUILDING, AS WELL AS THE INTERIOR.

The damage to the building was severe. A bomb was detonated within the main elevator shaft, meaning that significant rehabilitation was needed to the heart of the building. In addition, the facility was completely looted, including removal of all electrical items, windows and doors. The work stood at 60% by the end of 2018, and supply of medical equipment is expected early in 2019 once the rehabilitation of the building itself is complete.



WORK AT QAYARA HOSPITAL WAS 60% COMPLETE BY THE END OF 2018.

The Qayara Health Sector, meanwhile, has reached completion, comprising a PHC on the ground floor and the offices of the Qayara Health Department above. Also completed during the year was the Haj Ali PHC. It is estimated that this PHC has a catchment area including 8,000 people and will provide essential access to medical care, particularly while the rehabilitation of the General Hospital is still ongoing.

Work in the electricity sector was highlighted by the provision of 115 outdoor transformers which are used to breakdown the electrical current coming from substations so that it can be used in homes and businesses. The project to supply and install a further 135 transformers began late in 2018 and is expected to be completed within 2019. The supply of equipment for the Qayara Power Plant, including installation of key IT equipment, was completed early in 2018.

Activity in the education sector included a series of school projects that were added to the many completions in late 2017. The rehabilitation of three schools were completed during the 2018 year, including the provision of furniture to those schools. In total the rehabilitation of schools in Qayara in both 2017 and 2018 allowed approximately 14,000 pupils to return to school.

A significant proportion of projects undertaken in Qayara during 2018 were in the municipalities sector. Projects included an important environmental measure that was completed in early 2018: the Dukan Valley Project, which converted a polluted stream into a healthy watercourse flowing through a concrete gully. Heavy equipment – including two garbage compacting trucks – was provided to the municipality during the first half of 2018, and in the police and justice sector, rehabilitation of the Courthouse and the Notary Building was completed, along with installation of five cabins for traffic police. The rehabilitation of the Mayor's building was initiated in 2018 and progress is expected early in 2019.

RABIA, SINUNI AND SINJAR

The security situation in this portion of Greater Ninewa has been of ongoing concern. While for much of 2018 there were few overt breaches, the presence of competing security forces created the environment for potential instability. This situation has posed continuing obstacles to the return of IDPs, as well as practical problems such as the long-term closure of the normally much-used road between Duhok and Sinjar. Another challenge during the year has been the absence of local government officials who have been deterred by security concerns from returning to their duties, thus limiting service expectations of potentially returning IDPs. Although officials for certain Directorates have returned over the course of the year, staffing shortages have persisted. For all that these are extended and deep-seated concerns, nevertheless 2018 saw substantial progress accomplished by FFS projects. In total in Rabia, Sinuni and Sinjar there were a total of 128 projects. Of those 128, 79 were completed, 20 are under implementation and 29 are under development. Thirty-four of those projects were in Rabia, 57 in Sinjar and 37 in Sinuni.

In Sinuni and Sinjar, two livelihoods projects early in the year provided employment for 124 workers in Sinjar (30 of them women) and 102 workers in Sinuni (26 of them women) and provided for clearance work that underwrote projects in other sectors.

In the water sector, rehabilitation of the Sinjar Main Pumping Station and the Barbarosh Pumping Station both reached completion in November, providing ameliorated access to water for 40,000 people in Sinjar, and surrounding villages. The rehabilitation of the Sinjar Water Directorate was also completed, as was the provision of furniture to the Water Directorate in Rabia. Finally, the BOQ has been developed for the rehabilitation of the Shimal WTP Operations Centre in Sinuni and further progress is expected in 2019.

Electrical access was enhanced for the entire area by the connection in early 2018 of the 45-kilometre 132 KV transmission line between Al-Awinat and Sinuni as well as the installation of a 45MVA 132/33 KV mobile substation in Sinuni. Finally, transformers were distributed to all three locations; 40 in Rabia, 100 in Sinjar and 80 in Sinuni. A major project to rehabilitate the Cement Factory Substation in Sinjar was initiated at the very end of the year. This will be complimented by the provision of electrical items to Sinjar proper, as well as to the surrounding villages.



THE 132/33 KV MOBILE SUBSTATION INSTALLED IN SINUNI DURING 2018.



THE BEIRUT MIXED SECONDARY SCHOOL IN SINUNI, REHABILITATED BY FFS.

Exceptionally active through the year was the education sector. In total, the rehabilitation of 28 schools was completed during the year: 9 in Rabia, 9 in Sinjar and 10 in Sinuni. Significantly in gender terms, they included the Alqithara School for Girls in Sinjar, the Sinjar Secondary School for Girls, and the Sinjar High School for Girls. In total, these 28 schools will allow approximately 14,000 young people to return to their studies. Work was also completed at several important other education-related facilities namely the educational store in Rabia, which houses important educational items like books and desks for all Telefar sub-districts, the Sinjar Education Directorate building and the Sinjar Teachers Institute. Prior to 2014, the Institute normally had 65 graduates per year. Now that the rehabilitation is complete, students can begin to return to their studies.

The main PHCs in Sinjar and Sinuni, both of which were rehabilitated by FFS in 2016, continued to function as the main health care facilities for the area, substituting for the still heavily damaged Sinjar Hospital. Their function was augmented during this year, with the provision of medical equipment. Furniture for both facilities will be delivered in 2019. Work on two additional PHCs in Sinjar was ongoing during the year. By year's end, the Al Urubaa PHC in Al Urubaa Complex and the Qadsya PHC in Al Shimal were both 1% complete.

Projects in the municipalities sector were completed in all Rabia and Sinjar districts over the course of the year. In Rabia the supply of furniture to the Council building, as well as to the district Directorate was complimented by the rehabilitation of the Agricultural Building. Once functional, the Agricultural Building will house activities responsible for seed allocation, resolving any agriculture related land issues as well as other agricultural related activities. In Sinjar, the municipality was supported through the provision of a water truck, which will help to support the maintenance of the water network, and a dump truck. The Agricultural building in Sinjar was also rehabilitated and, when completed, was supplied with furniture. Finally, the rehabilitation of the municipality building in Sinjar was completed, providing a much-needed headquarters for municipal officials in Sinjar.

TEL AFAR

For most of 2018 stability characterized Tel Afar and the rate of return remained positive during the year, with some 300,000 returnees bringing the population to about half of its pre-ISIL level. Crucial to returns has been the stabilization effort of the FFS. In total there were 110 projects by the end of the year, 15 completed, 24 under implementation and 71 under development. Water-related projects, and those in education, were especially important in 2018.

Reconstruction of box culverts went on throughout the middle months of the year, while a start was made by the end of the year on rehabilitation of the Abu Maria Al Jadeed and Abu Maria Al Qadeem pumping stations, with site clearance giving place to internal road construction, pipe maintenance, and roof construction as 6% completion was approached. Ultimately these two pumping stations will pump water to approximately 400,000 individuals. The preparations for work on the WTP in Badush sub-district began in 2018, with the project ready to start in early 2019.

In order to support the re-establishment of electricity to Tel Afar and its villages as quickly as possible, 265 transformers were supplied to the municipality, as well as much needed electrical items that will be used to fix and then maintain the network.

Finally, education projects included the rehabilitation of five primary schools, along with completion of work on the Al-Shuhada High School for Girls. Work was also in progress as the year ended on the Municipality Council Building. Rehabilitation works were ongoing at four additional schools at year's end. However, significant additional support is needed in the education sector in Tel Afar; BoQs for 25 projects have been prepared but are currently unfunded.

The rehabilitation of the Municipal Council Building, as well as the supply of a generator and furniture, was completed during the year. Numerous other municipality sector projects were ongoing, namely the rehabilitation of the building for the Directorate of Register of Real Estate and the Nationality & Civil Status Building. Both of these buildings, as well as the Council Building, will house important municipal functions, essential for a district that is still challenged with instability.

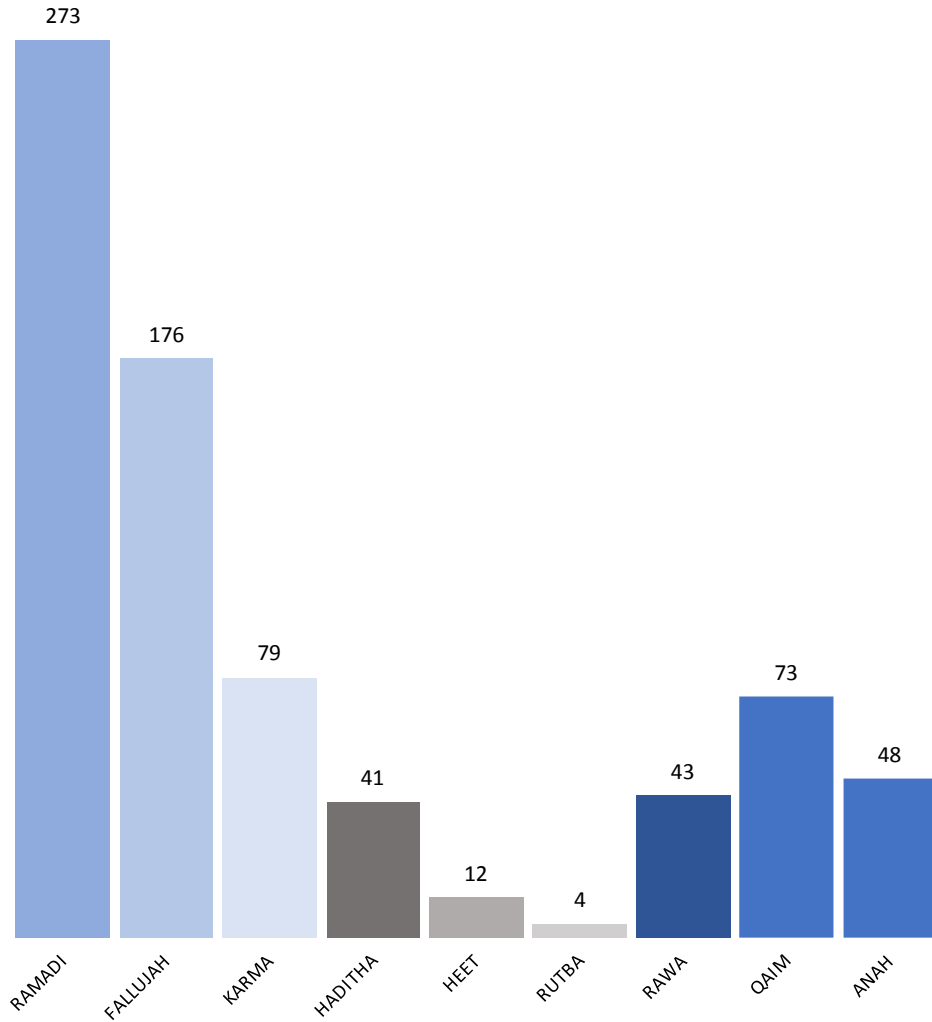


THE REHABILITATED MAIN MARKET IN HEET, BUSY AND FULL OF LIFE. THE FIRST FFS PROJECT IN HEET WAS IN 2016.

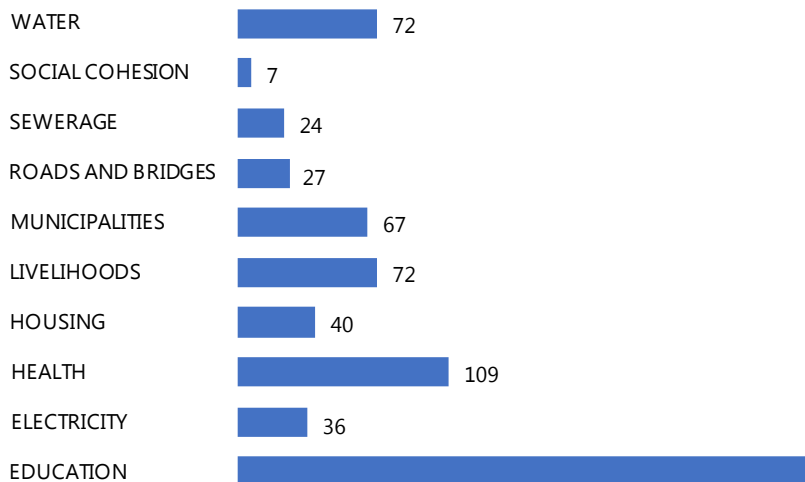
ANBAR

FFS activity in Anbar has varied widely according to region. The major urban areas of Ramadi and Fallujah were liberated relatively early and saw considerable progress in stabilization efforts during 2017. Western Anbar, by contrast, was still the scene of conflict almost to the end of 2017, and only in December of that year did the liberation of Al Qaim, Rawa, and Anah signify that ISIL forces had been expelled. Thus, while return rates of IDPs reached 96% during the early months of 2018 in Anbar as a whole, the return rate to Western Anbar was considerably lower than in Ramadi and Fallujah. Time in the early part of the year was necessarily invested by FFS in the development of projects in the western area, so that implementation largely came later in 2018 than elsewhere in the governorate.

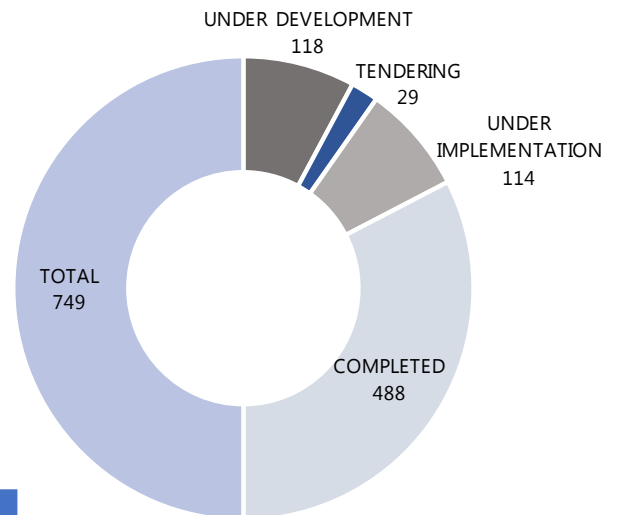
ANBAR PROJECTS BY LOCATION



ANBAR PROJECTS BY SECTOR



ANBAR PROJECTS BY STATUS





YOUNG WOMEN IN CLASS AT THE GIRLS' COLLEGE OF RAMADI UNIVERSITY. FIVE COLLEGES ON THE CAMPUS WERE REHABILITATED BY THE FFS IN 2018.

RAMADI

Water

Substantial progress on bringing clean water to all districts of Ramadi had been accomplished in 2016 and 2017 and was continued in the early part of 2018. By mid-year, there were 27 projects all of which had been completed. In this context of substantial achievement in 2016 and 2017, which made significant progress in normalizing the water supply in Ramadi, only two water projects were undertaken and completed in 2018; the supply of materials for the water network and the supply of a generator for the Qasr Aladala water Project.

Electricity

As with the water sector, work on electrical restoration in Ramadi was continued from 2016 and 2017, where significant progress had been made. By the end of 2018, there were 13 electricity sector projects in Ramadi, with 12 having been completed. One of those projects was completed in 2018, with the installation of 33 250 KVA diesel generators early in the year, bringing to 153 the total number of generators supplied to Anbar as a whole. An additional project involving the second phase of supplying materials for Electrical Distribution Networks was under development during the latter part of the year. The 33 installed generators brought electricity to some 40,000 people, meaning that the overall impact of the twelve electricity projects completed in 2017 and 2018 had benefited more than a million residents of the city.



WORK IS ONGOING INSIDE THE RAMADI MATERNITY HOSPITAL, WHICH WAS 18% COMPLETE BY THE END OF THE YEAR.

Health

Of the total of 74 FFS projects in the health sector in Ramadi, 66 have been completed, one was under implementation by late 2018, and seven under development. The main emphasis during the early part of the year was on primary health care. In addition to 18 PHCs already rehabilitated in 2016 and 2017, the early months of 2018 saw completion of medical equipment supply to eight main PHCs and four sub-PHCs, allowing these centres to serve some 84,000 residents, including almost 45,000 women. The supply of medical equipment was also completed during the year, with all 12 PHCs having been furnished with equipment such as x-ray machines and beds.

As primary health care needs were being increasingly and successfully addressed, attention turned during the second half of 2018 to rehabilitating the Ramadi Maternity Hospital, an FFES project that emerged from the design and tendering phase during the third quarter of the year and by the end of 2018 was approaching 18% completion. Since the liberation of Ramadi, the Ramadi Maternity Hospital has been a project that has been identified by the Government of Iraq as an urgent priority and this project thus came to represent the major focus of FFES work in the city.

When completed the Hospital will give access to maternal and pediatric health care for 432,000 people, as well as citizens of greater Anbar governorate. As there is no other major hospital serving the western portion of the governorate, it is possible that the hospital may attract patients from as far away as Heet, Haditha, Anah, Rawa and Al Qaim.

At the beginning of 2018, FFS attained approval for the hospital designs, completed by a third-party engineering firm with expertise in hospital design, from the Ministry of Health and Anbar Directorate of Health. The preliminary evaluation for the hospital's restoration was completed in the first half of the year and the technical evaluation of the proposed design was also completed by the end of quarter two. Also during the development phase the BoQ for the supply of a significant amount of equipment and furniture for the hospital was developed. Although the BOQ has been developed, the tendering of this project will wait for a point when the overall rehabilitation is closer to completion.



A VIEW OF THE CAMPUS AT THE GIRLS' COLLEGE OF ANBAR UNIVERSITY.

Education

A total of 83 education sector projects have taken place in Ramadi, 58 of which have been completed and 24 which are under implementation. An important focus of FFS work in the education sector was Anbar University. The university is a leading higher educational institution of some 20,000 students. Of those, fully one-third originate beyond Anbar itself, while those from within the governorate come not only from Ramadi but also from many other cities and towns. Thus, the university, in addition to its purely educational role, has great importance in promoting social cohesion in Anbar and beyond. Accomplishments by FFS projects early in 2018 included rehabilitating the areas for five departments for Women's Education, namely the History Department, the Arabic Language Department, the Quranic Science Department, and the English and Geography building. Also completed during the first quarter was the environmental improvement brought about by restoring green areas, roads and sidewalks on the university campus. As the year proceeded, rehabilitation was extended to the Civil Engineering Department of the College of Engineering, the Presidency Building, and the Examination Department Building.

Outside of the university, the year also saw sustained activity in restoring access to primary, secondary and high school education. A total of 21 schools were completed in Ramadi alone in 2018, impacting a total of 5,900 young people. By the end of the year projects to supply these schools with furniture was ongoing, with delivery expected in early 2019.



THE PALESTINE CONCRETE BRIDGE IN RAMADI, WHICH IS LARGEST BRIDGE PROJECT IN ANBAR.



THE PALESTINE CONCRETE BRIDGE, AT 11% COMPLETION BY THE END OF 2018.

Roads and Bridges

With the location of Ramadi on the Euphrates River and at the parting of the Euphrates Channel, bridges have evident importance to traffic flow and, more generally, for the social and economic cohesion of the city. By the end of the year there were five roads and bridges projects, four of which were completed and one under implementation. FFS projects during 2018 were directed at renovating key river bridges, as well as an additional road bridge at Anbar University. Early in the year, restoration work was completed on the Al Ma'moun Floating Bridge and the Palestine Iron Bridge. Implementation then began on the Palestine Concrete Bridge, which by the end of 2018 had reached 11%. The University Bridge, meanwhile, reached completion towards the end of the year, providing a much-needed link between Anbar University and the city of Ramadi.

Sewerage

In terms of sewerage, nine of the 11 FFS projects in Ramadi were complete by the early part of 2018. By the end of the year, just two were outstanding: the D1 Waste Water Treatment Plant (stage 2) stood at 63% completion, while the H1 Waste Water Treatment Plant (stage 2) had reached 62%. When complete, these two projects will expand capacity to reach a further 26,000 residents and help to ensure that waste water is not ejected directly into the Euphrates River, which would have significant detrimental impact on the environment.

Housing

Along with Fallujah, Ramadi has been the testing ground for an innovative and highly successful FFS model of housing rehabilitation. Initiated in 2017, the model was expanded and refined during the first quarter of 2018. The key feature is that the work of FFS housing engineers, led by a team leader and manager, is complemented by city-based social organizers (in Ramadi a team of four, all of them women) who undertake the day to day liaising with home-owners. The upper limit of rehabilitation costs per unit is set at USD 2,000 per home. Private companies are selected through a fair and transparent process, contracted and deployed to conduct the repairs.

In Ramadi, a total of 22 housing projects have been undertaken, of which only one was under implementation at the close of 2018. Given that each project would typically result in the restoration of some 500 housing units, the number of residents who have found sound and stable housing through this sophisticated development model already runs into many thousands in Ramadi alone. By the end of the year only the final project at 8 Shubat remained and had recently been awarded.

WINDOW TWO

Livelihoods

Sixteen cash for work projects have been located in Ramadi, fourteen of which are completed, one which is under implementation and one which is under development. One cash for work clean-up project was completed early in 2018: the Western Ramadi Cleanup Stage III, which employed 262 people. Two further projects went into implementation later in the year, one of them a rubble removal program in central Ramadi that wrapped up by the end of the year after employing 450. The final project was a cash grants project for households headed by women. Initially tested in Fallujah, this model has proved highly effective in empowering women in making home improvements, as well as enabling single mothers to support children in school. Of a target of 1587 Ramadi recipients, 1417 had received their grants by the end of November 2018 and further distributions were planned to reach into January 2019. One final project was under development in the far west of the Ramadi district, in Baghdadi, a town in the western part of Anbar. When finalized and implemented in 2019 this project will employ 160 people.



STUDENTS IN A SEWING CLASS AT RAMADI VOCATIONAL TRAINING CENTRE.

WINDOW THREE

Municipalities

By year's end, a total of 23 municipality sector projects had been undertaken in Ramadi. Of those 23, 15 were completed, five were under implementation and three were under development.

An important municipalities project completed in early 2018 was the rehabilitation of the Ramadi Asphalt Plant. The benefits flowing from such a facility are multiple. As well as providing a local supply of necessary materials for road repairs it also employs 25 people providing an important local source of employment. Also completed during 2018 was the restoration of two police stations in central Ramadi that have key importance to the operation of community policing: Al Qattana and Al Malaab. The offices of the Municipality and the Mayor were also fully restored by November.



THE INSIDE OF AL MALAAB POLICE STATION IN RAMADI, REHABILITATED IN 2018.



A WOMAN PARTICIPATES IN AN IT CLASS AT THE RAMADI VOCATIONAL TRAINING CENTRE.

Projects later in the year focused increasingly on equipping a series of workshops of the Ramadi Vocational Training Centre, which was rehabilitated by FFS in 2017. The Centre's importance to the generation of secure employment, notably for young people, is essential to the future of the city. Equipment for the aluminum and PVC workshop, household appliances workshop, hairdressing workshop, mobile devices workshop, sewing workshop, typographic design workshop and the wood veneer workshop of the Centre were all delivered by the end of the year, the process continued into 2019 for the sanitary works workshop, the carpentry workshop, the electrical and mechanical workshop and the air-conditioning and cooling workshop where delivery is expected early in the year.



A MURAL IN FALLUJAH CITY



WATER PUMPS AT THE AL AZRAGIYAH WATER COMPLEX IN FALLUJAH, REHABILITATED IN 2017. PRIOR TO REHABILITATION IT WAS NOT FUNCTIONAL, BUT NOW IT SERVES 60% OF THE FALLUJAH POPULATION.

FALLUJAH

Water

Although six of Fallujah's nine water sector projects were already complete before the opening of 2018, major benefits for the students of Fallujah University will be realized by the rehabilitation of the university's Water Complex, which will provide a reliable supply of clean water to the campus. As of the end of 2018, the project was in the bidding process, with a contract to be awarded early in 2019. Also under development was a project to provide necessary materials and fittings for the city's water system.



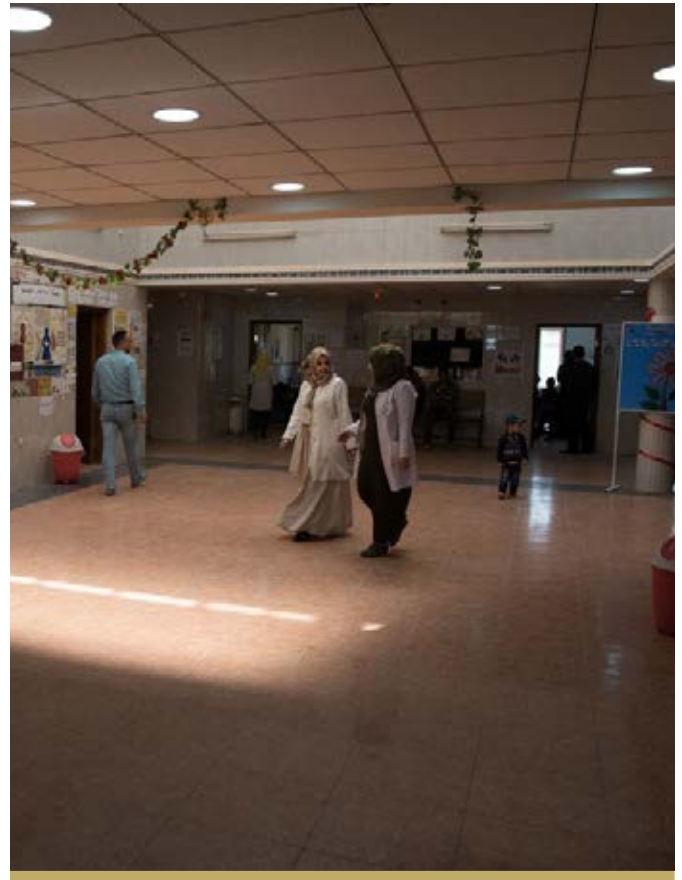
AL-CEMENT PHCC NOW PROVIDES ESSENTIAL HEALTH SERVICES, SUCH AS VACCINATIONS, FOR THE SURROUNDING COMMUNITY.

Health

At the close of the year, there were 19 health sector projects in Fallujah. Of the 19, 12 were completed, six were under implementation and one was in development. As in other major centres of FFS activity, health projects in Fallujah are divided between PHCs and the hospital sector. Regarding PHCs, the main concentration in 2018 has been on the supply of necessary furniture and medical equipment for Fallujah's six principal PHCs which were rehabilitated during 2017. In progress since early in the year, the furniture was delivered in July, however delivery of the equipment was delayed by difficulty with importation procedures, and stood at 75% by the end of the year.



BEFORE: THE AL-CEMENT PHCC IN FALLUJAH, WHICH WAS NOT IN USE PRIOR TO ITS REHABILITATION IN 2018.



THE AL-CEMENT PHC IN FALLUJAH, WHERE WORK WAS COMPLETED IN 2018.

One of the PHCs that was rehabilitated in 2017 and received furniture in 2018 was the Al-Cement PHC, which now serves a catchment area of 42,000 people. The facility employs six doctors, seven dentists, three pharmacists, and 30 administrative staff. The building was severely damaged in the battle to liberate the city, and prior to rehabilitation could only serve 45 people per day. Now that the rehabilitation is complete, the PHC serves 150 people per day.

The largest single health project in Fallujah during 2018 was the renovation of the Fallujah Teaching Hospital, an FFES project. The hospital had continued to be semi-operational, but conflict-related damage had been structural in places and also included multiple locations of fire damage. Its five-floor capacity of 327 beds was thus severely compromised, as also were the electrical and mechanical service areas and the engineering department. As with all hospital restorations, the work is complex and time consuming, and by the end of 2018 stood at 8%. When the facility is restored to full operation, its area of service will reach far beyond Fallujah itself and extend into an extensive rural catchment area, as well as its substantial contribution to medical education in its role as a teaching hospital.



THE WATER TREATMENT PLANT AT THE ANBAR TECHNICAL INSTITUTE, REHABILITATED IN 2018. PRIOR TO ITS REHABILITATION, THERE WAS NO SOURCE OF WATER ON CAMPUS.

Education

Education projects in Fallujah were numerous in 2018 and totalled 86 by the end of the year. Of those 86, 55 were completed, 24 were under implementation and six were under development. Fallujah benefited significantly from the Anbar-wide FFES education initiative, with 26 schools in Fallujah alone restored within this programme during 2018. Many additional projects were developed and implemented during the year, and these extended not only to school reconstruction but also to furniture and equipment. The areas in which neighbourhood schools benefited from these initiatives were spread all through the city, and both girls and boys resumed school attendance as a result.



BEFORE: WORKSHOPS AT THE ANBAR TECHNICAL INSTITUTE, PRIOR TO THEIR REHABILITATION.



WORKSHOPS AT THE ANBAR TECHNICAL INSTITUTE. THE WORKSHOPS WERE REHABILITATED DURING 2018.

Projects were also active in respect of higher education. Early in 2018, rehabilitation of the 4000-student Fallujah Industrial School was successfully accomplished, including the provision of equipment for the workshops. The Anbar Technical Institute followed by mid-year. Located in the Saqlawiya district of Fallujah, the Technical Institute serves some 2000 students (200 of them women), 25% of whom come to the school from outside the Anbar governorate. The Institute benefited from the installation of a new perimeter fence, rehabilitation of the women's dormitory, rehabilitation of workshops and the restoration of functionality to its water system. Six workshops were rehabilitated on the campus, including the mechanical, woodworking and welding workshops.



BEFORE: THE HALLWAY OF THE GIRLS' HOSTEL AT WOMEN'S DORMITORY, ANBAR TECHNICAL INSTITUTE.



THE HALLS OF THE WOMEN'S DORMITORY AT THE ANBAR TECHNICAL INSTITUTE.

The women's dormitory on campus was also rehabilitated during the year, rehabilitating the main dorms as well as the kitchen and eating hall. The facility now can house 60 women, who come from all over Iraq to study at the Technical Institute. In total, there are 1,200 women undertaking studies in the technical departments, medical departments and management departments.

The impacts of both the Industrial School and the Technical Institute in terms of skilled personnel are evident, as well as the employment that both institutions generate directly.



BEFORE: THE COLLEGE OF ADMINISTRATION AND ECONOMICS, WHILE WORK WAS ONGOING.



AFTER: OUTSIDE THE COLLEGE OF ADMINISTRATION AND ECONOMICS AT FALLUJAH UNIVERSITY, WHICH WAS REHABILITATED IN 2018.

Finally, the rehabilitation of the Al-Sekeniya Complex of Fallujah University was continued from late 2017, focusing particularly on the Administration and Economic, Veterinary and Law Colleges. Rehabilitation work on the Administration and Economic was completed during the year, allowing 1,200 students to return to their studies.



WORK IS ONGOING ON THE COLLEGE OF LAW AT FALLUJAH UNIVERSITY.



ANIMALS ARE FED AT THE ANIMAL SHEDS AT FALLUJAH UNIVERSITY. THE SHEDS HOUSE COWS, SHEEP, HORSES, DUCKS AND OTHER ANIMALS FOR THE VETERINARY COLLEGE, AND WERE COMPLETED IN 2018.



THE LABORATORY BUILDING FOR THE VETERINARY COLLEGE, WHICH IS BEING REHABILITATED BY FFS.



BOTH SPANS OF THE JAPANESE BRIDGE ARE BEING REHABILITATED BY THE FFS, AND THE PROJECT WAS 21% COMPLETE BY THE END OF THE YEAR.



THE FALLUJAH IRON BRIDGE. THE REHABILITATION OF THE BRIDGE WAS COMPLETED IN 2018.

Roads and Bridges

In Fallujah, as in other riverine cities, bridges are essential to the maintenance of mobility and thus to the economy of the city and its surrounding region. There were five projects at the end of 2018, three which were completed and two under implementation. FFES bridge rehabilitation entered 2018 working on four Fallujah bridges. The first to see completion was the Japanese Iron Bridge in February.

It was followed in July by the Fallujah Iron Bridge. An iconic landmark dating from 1932, the Fallujah iron Bridge is also a key river crossing for entry to the city from the west. Work continued to the end of the year on the Karma River Concrete Bridge. Work began on the bridge in February, and rapid progress meant that it had reached 87% completion by the end of the year. Work also began in May on the Japanese Concrete Bridge, a large but heavily damaged structure designed to carry multiple lanes of traffic, and by the end of 2018 the work was approaching 21% completion.



THE KARMA RIVER CONCRETE BRIDGE WAS ALMOST COMPLETE BY THE END OF 2018.



THE JAPANESE BRIDGE, A LARGE TWO-SPAN BRIDGE OUTSIDE OF FALLUJAH.

Sewerage

With respect to sewerage, the only Fallujah project of 2018 was aimed at rehabilitation of the Al Nuiamiyah Sewage Plant (two sections). This project is a major undertaking that will bring benefits to the city's entire population by bringing about transformational improvement in wastewater treatment. The Plant is a large facility, which has four intake facilities, from four different neighborhoods within Fallujah. Each intake serves approximately 52,000 people, meaning all together, the four intake facilities could serve neighborhoods with a total population of 208,000 people. At the moment the Plant is completely non-functional, meaning that there is no wastewater treatment taking place in Fallujah before sewerage is pumped into the river system.

The assessment and design for the Al Nuiamiyah Sewage Plant was commissioned by FFS. Following an extensive consultation period with the responsible government departments and ministries, the design was approved by the Ministry of Municipalities. However, as of the end of 2018 the project remains in development as a search continues for necessary funding.

Housing

With housing needs comparable to those of Ramadi, Fallujah continued during 2018 to be location for important FFS projects in this sector. Utilizing the same successful approach as in Ramadi, a total of 12 projects were mobilized in Fallujah and by the end of the year all had been carried to successful completion. The final projects to be accomplished late in 2018 were those in the neighbourhoods of Al Askari, Al Jolan, and Al Moalmeen. All told, the projects are estimated to benefit some 12,000 people, including more than 5500 women, through the rehabilitation of 4,939 housing units.

WINDOW TWO

Livelihoods

Livelihoods projects commenced in Fallujah as early as in 2016, reaching a total of 34 projects by the end of 2018. Most of these projects were completed, with only one still under implementation by the end of the year. Completed early in the year was the repair of damaged desks in the city's school, an endeavour that employed 60 people. During the later months, the Southern Fallujah Rubble Removal Project was completed after employing 150 workers. Its larger counterpart in Northern Fallujah stood at 80% completion by year's end, employing 250 workers and ten monitors.



BEFORE: THE MUNICIPAL WORKSHOPS IN FALLUJAH PRIOR TO REHABILITATION.



THE MUNICIPAL WORKSHOPS IN FALLUJAH, REHABILITATED IN 2018.

WINDOW THREE

Municipalities

The 2018 year was productive for municipalities projects in Fallujah. Of the nine such projects that entered the year, seven reached completion during the year. They included the city's asphalt plant, with its benefits for employment and road repair supplies. Playgrounds were also established in the districts of Al-Gughayfi, Jubail, and Nazzal. Before mid-year, work was completed on the city's Central Workshop, used for storage and maintenance of heavy vehicles and machinery. A separate project was subsequently accomplished for the full supply of the workshop's tools and equipment.

Rehabilitation of the Mayor's Office followed, providing office accommodation not only for the Mayor but also for other city officials and staff. A further project for the provision to the city of specialized heavy equipment was the only municipalities project that encountered lengthy delay, as customs clearance formalities proved difficult to complete, meaning that the project stood only at 25% by year's end. Nevertheless, the municipalities sector had seen solid attainments during the year that can reliably be expected to underpin both financial viability and the quality of life of the residents.



CLASS IS IN SESSION AT THE AL KARMA PRIMARY SCHOOL FOR BOYS, REHABILITATED IN 2018.

KARMA

FFS activity in Karma expanded significantly during the first half of 2018. By the end of the year there was a total of 79 projects in Karma, 57 of which were completed, 19 under implementation and three under development.



THREE FEMALE DOCTORS WHO WORK AT THE KARMA MAIN PHC. IN TOTAL, 15 DOCTORS ARE EMPLOYED AT THE FACILITY.

Projects were spread over the spectrum of Window One infrastructure rehabilitation. The rehabilitation of doctors' accommodations early in the year was important in providing a basis for the recruitment of additional medical personnel into the area. Provision of medical equipment to two PHCs, expected to be delivered in 2019, will also assist in ensuring that some 85,000 residents will have ready access to first-rate care.



WORKERS IN THE ADMINISTRATIVE OFFICES OF THE KARMA MAIN PHC. THE REHABILITATION OF THE CLINIC WAS COMPLETED IN 2017 AND FURNITURE WAS DELIVERED IN 2018.



750 GIRLS NOW ATTEND CLASSES AT THE AL-KHAMAEL SECONDARY SCHOOL FOR GIRLS, WHICH WAS REHABILITATED IN 2018.

A series of education projects came to fruition during the year, which included rehabilitation of ten schools at primary and intermediate levels that together brought approximately 3,500 pupils back to classes, including 1,000 girls. Two secondary schools, Al Watan and Al Gadeer, were deemed to require entire reconstruction rather than rehabilitation, meaning that these will be longer-term commitments and the projects are currently in development.



BOYS LEARN ENGLISH AT THE AL KARMA PRIMARY SCHOOL FOR BOYS.



NOW THAT REHABILITATION IS COMPLETE, ALL 18 CLASSROOMS OF THE AL-KHAMAEL SECONDARY SCHOOL FOR GIRLS ARE FUNCTIONAL.



A MAN CERTIFIES OFFICIAL DOCUMENTS AT THE COURT BUILDING IN KARMA, REHABILITATED IN 2018.

In the electricity sector, meanwhile, the supply of transformers was successfully delivered in June, while delivery of electrical equipment for the Al Khayrat distribution network encountered delays arising from customs processing of imported items and stood by year's end at 75%.

As regards livelihoods projects, two complementary cash for work projects were directed to Khayrat City, each involving rubble removal in three districts. Each project employed 158 people, bringing much needed employment opportunities into Karma.



MUNICIPAL SHOPS THAT WERE REHABILITATED BY FFS IN CENTRAL KARMA ARE NOW LIVELY, WITH ALL THE SHOPS REOPENED

An area of notable progress in 2018 was represented by Window Three municipalities projects. Early in the year, the Karma Public Library reopened, and a continuing project to supply books, IT equipment, and furniture reached completion by October. The Karma Community Police Station was completely rehabilitated shortly before mid-year, while rehabilitation of the Court House was completed a few weeks later. A further municipalities project involved the rehabilitation of irrigation channels that have prime importance for in the agricultural areas surrounding Karma. Thus, 2018 saw a diversity of key projects in and around the city.



A CLASS IN SESSION AT TAL ALZAATER SCHOOL FOR BOYS AND GIRLS, REHABILITATED IN 2018 BY FFS.

HEET, HADITHA, RUTBA

Of the total of 59 FFS projects undertaken in the west Anbar communities of Heet, Haditha, and Rutba, 38 have been completed. The first to be accomplished in 2018 was a livelihoods project in Rutba that employed 322 people, including 60 women, and had a marked impact in clearance of debris throughout the city.

The rehabilitation of three schools in Heet and one in Haditha that has been ongoing since late 2017 were brought to completion. The three reopened schools in Heet and one in Haditha, together, brought 1232 pupils back to school, including 891 girls.



A CLASS IN SESSION AT AL MUMTAZ PRIMARY SCHOOL FOR BOYS, ONE OF THE THREE SCHOOLS IN HEET THAT WERE REHABILITATED IN 2018 BY FFS.



THE OUTSIDE FAÇADE OF THE HEET COMMUNITY POLICE STATION, REHABILITATED IN 2018.



PART OF THE HEET ASPHALT FACTORY, JUST OUTSIDE THE CITY, WHICH WAS REHABILITATED BY THE FFS IN 2018.

Also completed prior to mid-year was the Heet Community Police Station, bringing reinvigorated community policing to some 70,000 people. Supply of heavy equipment to the three municipalities – garbage trucks, dump trucks, backhoes – became a priority during the second half of 2018, although these projects had yet to reach completion as the year ended. Also completed during the year was the asphalt factory in Heet. Now that it has been rehabilitated, it provides asphalt for all the paving of roads that is done in and around Heet.

ANAH, RAWA, AL QAIM

Collectively representing the westernmost portion of Anbar, these three communities were fully liberated from ISIL occupation only at the very end of 2017. As they were the final areas liberated in all of Iraq, they were immediately assigned an important priority for the FFS stabilization support that was clearly urgently required. FFS teams visited the towns soon after liberation, and determined that destruction was most substantial in Al Qaim, though also extensive in Anah and Rawa. Government facilities were some of the most comprehensively damaged. A stabilization workshop, facilitated by FFS in Baghdad, set priorities and took account of community requests for projects. In total there were 164 projects in western Anbar by the end of the year. Of those 164, 38 were completed, 17 were under implementation and 109 were in development. It is noteworthy that all of the 38 completed projects were finished during 2018, an indication of the swiftness which characterized the work of the FFS following the liberation of the region.

WINDOW ONE

Accordingly, although the early weeks of 2018 were largely occupied in planning and prioritizing, three electrical projects were set immediately in motion, installing large 250 KVA diesel generators in Al Qaim (40 units), Anah (2 units), and Rawa (5 units). Over the course of the year 12 electricity projects were completed, focusing on a sustained effort throughout the area to reinstall power lines and to bring generators and transformers into broad usage. A project to install a 33KV feeder line from Al-Obaidi District to Al Qaim was completed in June, reinstating power to the 13,000 residents of the district. By September electricity projects had installed additional diesel generators and 271 transformers in Anah, Rawa and Al Qaim, while provision of a 33/11 mobile substation for Al Qaim stood at 12% completion by the end of the year. The expanded capacity brought more reliable power to tens of thousands of residents.

FFS Impact: Completed Projects

Mr. Kamal Abdulsalam sits for a photo with his daughter Ilaf, 7, in their family home in Anah. Kamal and his family fled to Al Ameria camp when ISIL took control of the town, returning in December 2017 after liberation. *“When we came back we didn’t have enough water and electricity was provided by special generators,”* he explains. *“When UNDP started working here it changed for the better: the water, electricity and opportunities for work. Now we have power from the main supply for about 18 hours per day.”*



MR. KAMAL ABDULSALAM WITH HIS DAUGHTER, ILAF.

Aziza Hakim Ismail in her home in Anah. Her age is over 70; after 70 she stopped counting, she says.

“During Daesh control we paid for a generator to provide energy,” she explains. *“We can’t do anything without electricity. When my husband used to get up early to go to work it was dark, so we relied on power for things like that.”*

“Thanks to UNDP we now have power from the main supply for around 18 hours per day,” she says.

During 2018, FFS provided the Anah Municipality with 50 transformers for the electrical network. The transformers play an important role, breaking down the electrical current from the power stations to a voltage that is usage for homes and businesses. Without these transformers, electricity would not be available for people like Kamal and his daughter Ilaf and Aziza and her family.



AZIZA HAKIM ISMAIL IN HER HOME IN ANAH.

Water projects were also numerous, with 10 WTPs being rehabilitated in Anah, Rawa and Al Qaim proper, as well as in surrounding villages, such as Al Sakrah. With return rates growing to the point that in Anah by the end of March 2018 some 72% of IDPs had returned, it was clear that supplies of clean water must be geared to an increasing demand. The four completed water sector projects in Anah successfully supported the rehabilitation of four WTPs, including the Central WTP, thus helping to ensure a stable water supply for Anah's returning population. Both Rawa and Al Qaim also enjoying the completion of their respective central WTPs, along with three additional WTPs in Rawa and one additional one in Al Qaim. Although water supply is not continuous, residents now enjoy more than 12 hours of water per day in the main centres of Anah, Rawa and Al Qaim, a significant improvement to the time immediately after liberation.

FFS Impact: Completed Projects



MR. SALAH LATIF AL ANI, WHO HAS WORKED AT THE ANAH CENTRAL WATER STATION FOR TEN YEARS.

Mr. Salah Latif al Ani, 48, sits inside a laboratory at the Central Anah Water Station where he's worked for ten years. Salah stayed in Anah during ISIL occupation and continued working at the water station. *"The situation was very difficult when ISIL came here,"* he says. *"As a worker in this station it was very difficult to keep working here and to keep the station operating. I had to depend on my experience and my own spare parts since we had a shortage."*

"During ISIL we only had 4 to 5 hours of water per day," he recalls. *"Now the station provides enough water for everyone and it's very good quality. We are so grateful to UNDP for helping us rehabilitate this water station. When you give something back to someone that he had before and lost, he will appreciate and value it more than before. Water is life, and we appreciate it so much more now."*

In total, the FFS has rehabilitated four water treatment plants in and around Anah during 2018, including the Central Water Treatment Plant. The FFS has provided Anah municipality with essential maintenance materials for the rehabilitated water treatment plants and the water network. Many of these materials were looted during ISIL occupation, therefore these materials will allow the municipality to maintain its newly rehabilitated facilities.



70-YEAR-OLD RASHEED HAZIM IS PICTURED OUTSIDE HIS FAMILY HOME IN THE WESTERN ANBAR TOWN OF AL QAIM.

Rasheed (pictured) has 11 children and two wives, and so many grandchildren that he's lost count. During ISIL control of Al Qaim some of his family members fled, but he remained in his home until the battle for liberation started, at which time he moved to Erbil.

One of the things that made him decide to return to his home was the restoration of basic services, including water, he says. *"Now that the water project is completed it provides enough water for everyone and the quality is better than before,"* he says.

"It's very helpful for the people – it encourages them to come home. There's a generator for the water station to provide electricity so now we don't have any cuts in the water supply anymore."

During 2018, four water treatment plants were rehabilitated in Al Qaim, including the Central Water Treatment Plant. In addition 40 large diesel generators were provided to the Al Qaim municipality to help to run essential facilities, like the water treatment plants.



WORK IS UNDERWAY TO REHABILITATE AL KHOOR BRIDGE NEAR THE TOWN OF AL QAIM. THE PROJECT WAS 64% COMPLETE BY THE END OF THE YEAR.



STUDENTS STAND OUTSIDE THE THE ANAH SECONDARY SCHOOL FOR BOYS.

A highlight of the roads and bridges sector was the rehabilitation of the Al-Baidaa Floating Bridge in Al Qaim. The bridge connects Al Baidaa village to Al Ubaidi subdistrict and serves approximately 10,000 people. Also completed during the year in was the Hawejat Al-Karablah Bridge which provides essential access to markets in Al Qaim for up to 500 families who farm on a large river island. However, in this border town where the meanders of the Euphrates River are acute and where the stream divides in some places, these were just two of the four bridge projects undertaken. The other two, the Al-Khoor Floating Bridge and the Al-Obaidi Floating Bridge, remained under implementation at the end of the year, 64% and 35% complete, respectively.

Finally, in the education sector progress was most evident in Anah, where two projects were undertaken. Rehabilitation work was completed at the Anah Education Institute for Girls, giving the possibility for 414 young women to receive training to be teachers and the Anah Secondary School for Boys where more than 500 boys will now attend school.

Window Two

Another early priority was put on cash for work projects to remove rubble from each of the three communities. A cash for work project in Anah project created 100 jobs over a 75-day period, while a project in Rawa project provided 120 jobs over a similar duration. A further project in Al-Qaim afforded 150 jobs, again over 75 days, and women represented 10% of the beneficiaries.

FFS Impact: Completed Projects

MOTHER OF NINE HADIA HASSAN AWAD, 38, SITS IN HER BROTHER'S HOME IN AL QAIM.

In 2018, FFS supported a cash for work project in Al Qaim that employed 150 people, including 30 women, for 74 days. Hadia was part of that team, cleaning buildings and removing rubble and debris from around the town while earning an income. *"I enjoyed the work," she says. "It was not too difficult, and the most important thing is that we earned an income. I also enjoyed working with the other women."*

Despite being her first job Hadia explains that it was an easy decision to join the project because she needed to make money to pay rent and buy food and clothes for her children. *"I decided to accept the work because I needed the money. Since my husband is gone I don't have any other way to get an income, so I'm ready to do any job."*

During ISIL occupation, Hadia and her family stayed in the town. *"We had nowhere else to go," she says. "It was a difficult time, we were hungry and thirsty all the time."* Three years ago, Hadia's husband was arrested by ISIL militants and she has not seen him since. She tried to find him in Syria but was informed by ISIL fighters that they had killed him.

"If I didn't have this job I wouldn't have been able to come here and live near my brother," says Hadia, explaining that she was previously living in a house outside the city without water and electricity. As a result of the cash-for-work project she was able to rent a house near her brother and her work. *"When I started doing this work I decided to move and rent a house here. Now my life is better than before because I made some money."*

"Now that the work is finished my hope is to find other work so I can continue to provide for my children and pay the rent, but it's not easy to find work here."

In 2018, FFS has supported three cash for work projects in western Anbar, one each in Anah, Rawa and Al Qaim. Lack of employment opportunities is a significant barrier to returns to these remote communities, therefore these projects are very important for attracting people to return home. In 2019, FFS will conduct more CfW projects in western Anbar, including more projects targeted at women.



A BOY PLAYS ON A SLIDE IN RAWA'S MUNICIPAL PARK, REHABILITATED IN 2018 BY THE FFS.

WINDOW THREE

Municipalities projects began at the beginning of the year with projects aimed at rehabilitating the garage and workshop of Anah Municipality Directorate and the restoration of public parks and gardens in Rawa, where in addition completed rehabilitation of roads and sidewalks included the painting of curbstones. Also in Rawa, rehabilitation of the New Central Market and Shops was completed and vendors soon started moving into the complete building. Completion of market rehabilitation followed in Anah, where the project found similar popularity with the market vendors. Work on the Hay Al-Andulas Market in Al Qaim was ongoing as 2018 ended, as was rehabilitation of roads and sidewalks in Al Qaim.



SAIF TURKI SERVES A CUSTOMER AT A FLOUR DISTRIBUTION STALL IN RAWA CENTRAL MARKET. THE REHABILITATION OF THE MARKET WAS COMPLETED IN 2018. "NOW IT LOOKS BETTER THAN BEFORE," SAYS SAIF. "THE PAINTING, THE LIGHTING, IT WASN'T LIKE THIS BEFORE. NOW IT'S MUCH NICER."

WINDOW FOUR

The 2018 year saw the initiation of work on Window Four in western Anbar. Through Window Four, the FFS will seek to strengthen the process of stabilization through fortifying community level social cohesion by empowering the women, men and youth in the communities, and strengthening their capacities to resolve existing, and mitigate emerging, conflicts.

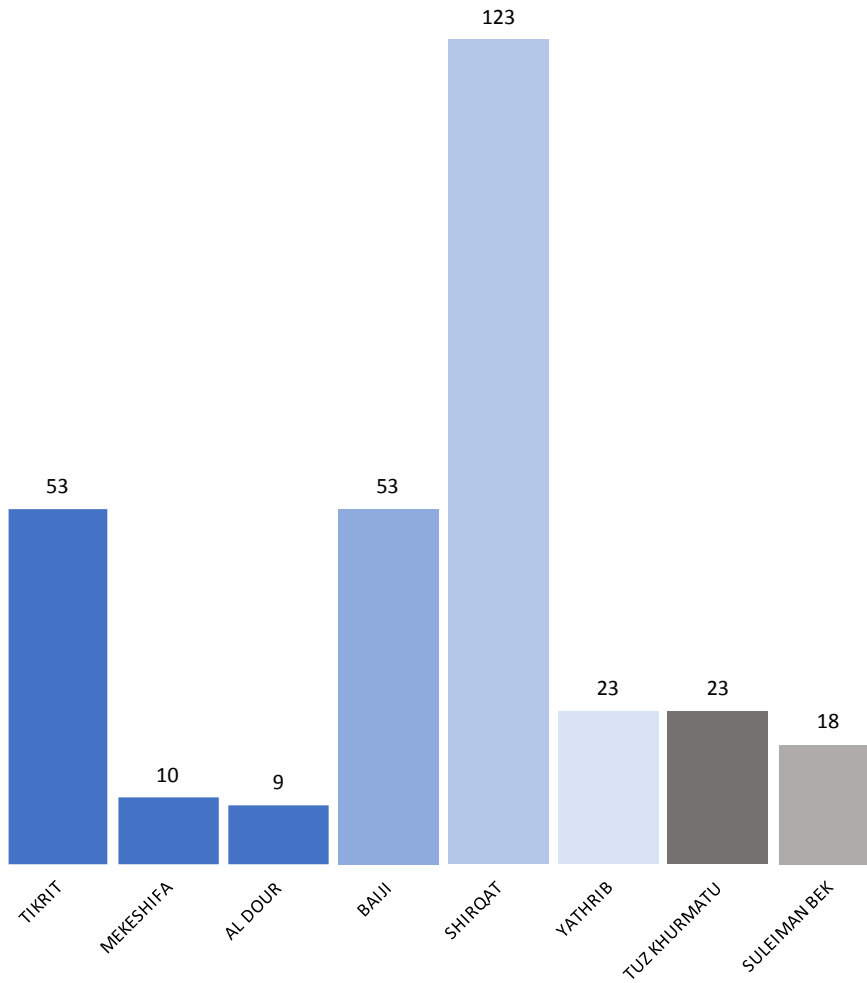
During 2018, initial consultations undertaken in western Anbar, and at the governorate level in Ramadi, which were used to identify issues that impact the social cohesion in the targeted locations and to prioritize issues that can potentially be addressed through FFS support. Consultations were also leveraged in order to identify stakeholders to be engaged in the broader Window Four process in western Anbar.

Three missions to western Anbar were undertaken during the year in order to consult with local government and other locally based stakeholders to gain a preliminary understanding of the situation in the area and assess local communities' perceptions of any potential reconciliation efforts. One activity was supported during the year, the Haditha Poetry Festival, which brought together renowned Arabic language poets who presented poetry on topics related to social cohesion and peaceful coexistence.

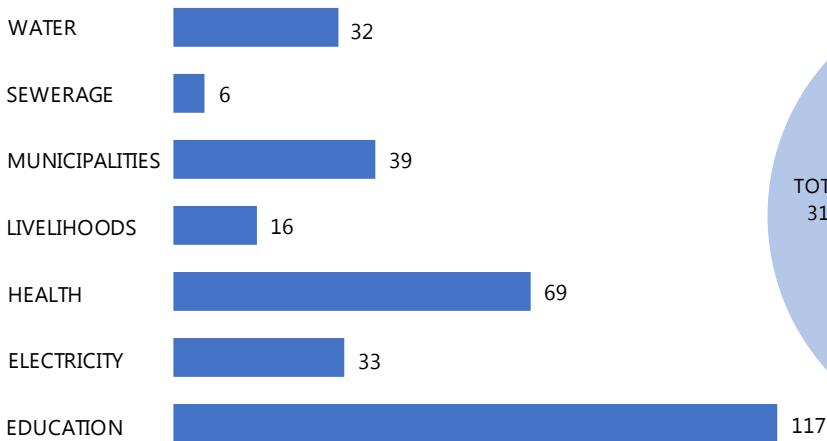
The outcomes of these initial consultation exercises undertaken in 2018 will guide the process of action planning for Window Four work in western Anbar and have laid the foundations for the further social cohesion related activities in 2019.

SALAH AL DIN

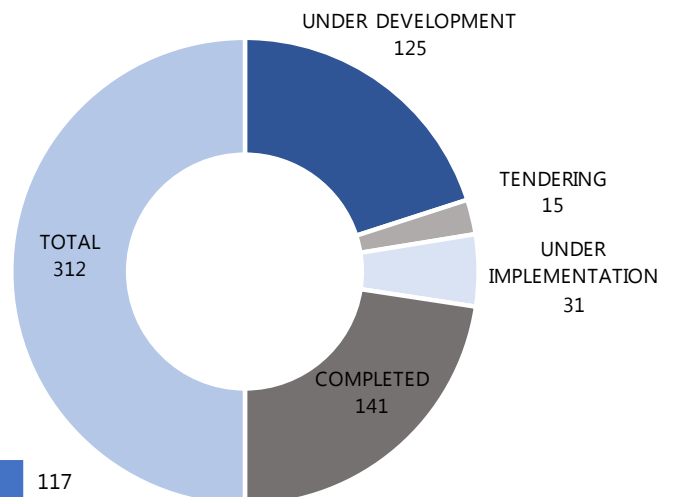
SALAH AL DIN PROJECTS BY LOCATION



SALAH AL DIN PROJECTS BY SECTOR



SALAH AL DIN PROJECTS BY STATUS





THE AL-FARIS WATER TREATMENT PLANT IN SHERGAT, COMPLETED DURING 2018.

SHERGAT

FFS projects have continued to make substantial progress in Shergat, helped since the early months of the year by the installation by Iraqi army engineers of a floating bridge linking East and West Shergat that has greatly facilitated access to the entire area. While the situation in the city itself is stable, elements of ISIL forces persist in more remote nearby areas such as the Makhoul Mountains. Attacks were carried out intermittently but unpredictably on highways and on villages close to the urban area, with damage and loss of life resulting. Military operations by land and air were launched in late 2018 in an effort to curb such activities and the 123 FFS projects in the area are continuing to support the stabilization effort. Of the 123 projects, 46 are completed, 11 are under implementation and 66 are under development.

Work in the health sector during 2018 built on the progress achieved during 2017, when four PHCs and the Main Hospital of Shergat were rehabilitated. Procurement of essential equipment for the Shergat General Hospital was complete by mid-year, and installation was accomplished over the ensuing months. In addition, work was completed on the Main Health Center in Al Namodhajiya neighborhood. With the rehabilitation of the PHCs and the rehabilitation and provision of equipment for the Main Hospital, access to healthcare is now achievable for the majority of people in Shergat and the surrounding villages.

Two interlinked projects saw the amelioration of access to electricity over the course of the year: the provision of equipment for Shergat substation as well as provision of electrical equipment to the Electricity Directorate. The substation helps to stabilise and distribute a regular power 220-volt supply, while the electrical equipment helps restore areas where damaged equipment had prevented supply before. Together, these projects have moved the damaged electrical network towards full rehabilitation.



WORK ON THE QAHTANIYA SCHOOL IN SHERGAT PROGRESSED WELL AND THE REHABILITATION OF THE SCHOOL WAS COMPLETED IN 2018.

The year opened with important progress in the water sector with the completion of the Al-Faris Water Treatment Plant. The plant has a capacity of 200 cubic meters per hour and now provides upwards of 15,000 people with clean water. At the end of the year similarly notable progress was made in this sector with the contract signed for the rehabilitation of the emergency power transmission line on the left bank of Shergat. This line is important to ensure a consistent power supply for the WTP which, in turn, helps to ensure reliable water supply. With the contract finalized, work will begin in early 2019.

During the later months of 2018, work in the education sector experienced rapid advances. In the context that population return had continued despite security issues, meaning that by the end of the year it was estimated that the overall level had reached some 75% of the pre-ISIL population, the need for schools to serve young families was self-evident. In total, seven schools were rehabilitated by the end of the year and projects to rehabilitate three additional schools were ongoing as the year closed. All together these schools will allow some 8,000 pupils to return to school.

Finally, in support of municipal affairs, the Shergat Municipality took delivery of a series of specialized heavy vehicles and furniture was provided for the Shergat Property Registration Office.



WORK IS UNDERWAY AT TIKRIT TEACHING HOSPITAL, THE LARGEST FFS PROJECT IN IRAQ.

TIKRIT

Although Tikrit has had a total of 53 FFS projects in Tikrit, most (45) of which had already been completed before the opening of 2018, the largest and most noteworthy has been and remains the rehabilitation of the Tikrit Teaching Hospital (TTH). The TTH is the pre-eminent medical institution of Salah Al Din, and is a comprehensive hospital of 400 beds that serves a population of some two million people. It has a close relationship with the College of Medicine of Tikrit University, and graduating medical students practice throughout Iraq. However, the TTH was severely damaged due to conflict preceding the liberation from ISIL. Not only were buildings damaged, but also equipment and supplies were extensively looted or destroyed. Rehabilitation has been carried out in stages, beginning in 2016, and a major achievement in 2018 was the restoration of the Surgical and Emergency Department as well as the Medical Oxygen Gas Plant. The Surgical and Emergency Department now serves around 140 patients per day and employs 151 medical staff and 131 administrative staff. The Medical Oxygen Gas Plant has an impact not only for the Tikrit Teaching Hospital, but also for the broader governorate. The Plant employs 15 operators and produces 500 cylinders of oxygen per day. There is only one other operational oxygen plant in Salah al Din, in Balad, but it only produces 50 cylinders per day. The Gas Plant at Tikrit Teaching Hospital, therefore, supplies most of the medical oxygen for the whole Salah al Din governorate.



OXYGEN GAS CANISTERS AT THE MEDICAL OXYGEN GAS PLANT.



THE INSIDE OF THE MEDICAL OXYGEN GAS PLANT AT THE TIKRIT TEACHING HOSPITAL, WHICH WAS REHABILITATED IN 2018

At the same time, a beginning was made to the intricate task of rehabilitating the hospital's main building, which comprises the outpatient clinic, an in-patient building, and energy and technological capacities for the entire hospital compound. By year's end, the project defined as the renovation of Tikrit Teaching Hospital, Part 1: Renovation Works, stood at 36%, meaning that the overall work on the main building had reached 10%.



WORK ON THE MAIN BUILDING OF THE HOSPITAL WAS ONGOING, AND WAS 10% COMPLETE BY THE END OF THE YEAR.



FEMALE TECHNICIANS WORK AT THE SALAH AL DIN MAIN CENTRAL HEALTH LABORATORY. THE REHABILITATION OF THE LABORATORY WAS COMPLETED IN JANUARY 2018.

Related to the hospital, but on another site was the rehabilitation of the Salah al Din Main Central Health Laboratory, which was completed in January. The Laboratory performs all the tests related to public health for the governorate, such as water quality tests. It also receives samples for testing from the governorate's primary health centres, and has various labs to support screening for bacteria, viruses, and other pathogens. Now that it is operational, the Laboratory does around 1,700 tests per month. Remarkably, Approximately 90% of the employees of the Laboratory are women. The city of Tikrit hosts an institute for women focused on biology, pharmacy, and other sciences, and the Laboratory recruits heavily from this institute.



SEDIMENTATION TANKS AT BAIJI'S CENTRAL WATER TREATMENT PLANT. THE TANKS WERE REHABILITATED IN 2018 AS PART OF PHASE ONE OF THE REHABILITATION OF THE FACILITY.

BAIJI

Baiji is part of one of the FFS's priority areas, and it is also an area in which security challenges persist, notably through the activities of ISIL elements operating from the Makhoul Mountains. Despite these intermittent threats and the delays to some projects that they have produced, return of IDPs to the Baiji area gathered momentum during 2018 – by mid-year, more than 80,000 had returned to the city and its surrounding villages. By the end of the year there were 53 projects in Baiji, 30 which were completed, six under implementation and 17 in development.

The 2018 year began with most projects at the development stage, but a project in the early months of the year brought 70 electrical transformers and electrical material consisting of various overhead wire fittings to the city and its environs, supporting the provision of power for districts that house a total of 75,000 people.

Work in the water sector was a highlight during the year, with Phase One of the rehabilitation of Baiji's central WTP completed. The first phase supported the rehabilitation of the intake pumps, electrical network and sedimentation tanks, amongst other activities. The completion of this first phase now provides more reliable water supply for central Baiji's residents, but upon the completion of Phase Two, which was under development as the year closed, the WTP will be able to provide most of Baiji with clean water.



CLASS IS IN SESSION AT THE SALMA ALTAGHLUBEA SCHOOL, REHABILITATED IN 2018.

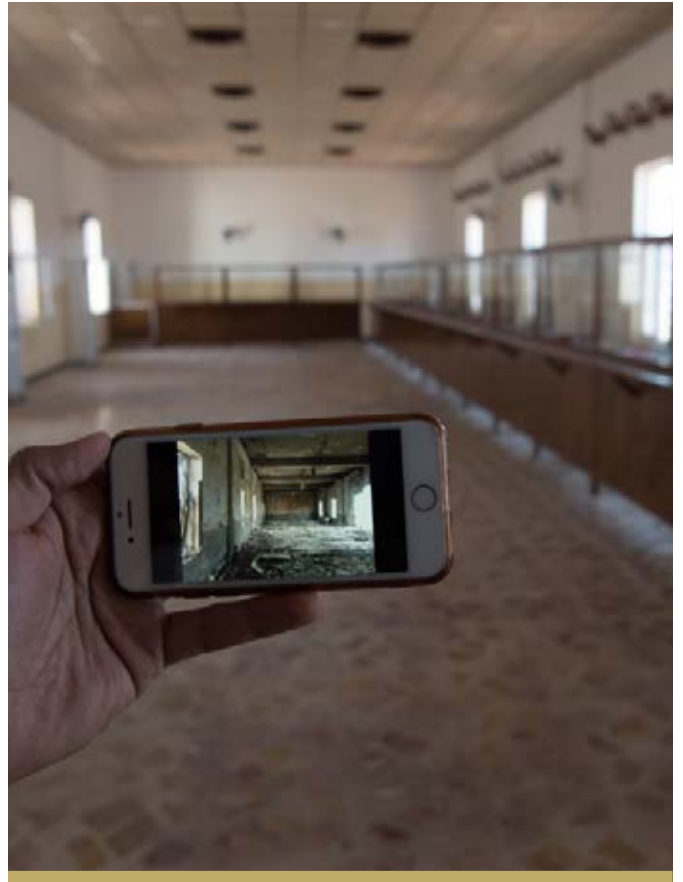


GIRLS PREPARE FOR THE START OF CLASSES AT THE SALMA ALTAGHLUBEA SCHOOL. THIS WAS ONE OF ELEVEN SCHOOLS REHABILITATED IN 2018 IN BAIJI.

By the end of 2018, the rehabilitation of eleven schools, as well as delivery of furniture was completed in Baiji. Many of the schools are located in central Baiji and are drawing children and young people from Baiji proper and the surrounding villages. Many of the schools conduct two, and even three shifts per day, sometimes educating more than 1,000 young people each day through these different shifts.



WORK IS ONGOING AT BAIJI'S CENTRAL PHC, WHICH WAS 83% COMPLETE AT THE END OF THE YEAR.



WORK ON THE NATIONAL ID CARD BUILDING WAS ALMOST COMPLETED BY THE END OF THE YEAR.

There was a single, yet extremely important, health sector project ongoing during the year. The rehabilitation of Baiji's Main PHC had reached 83% completion by year's end. With the hospital in Baiji severely damaged and Tikrit Teaching Hospital still under rehabilitation, the Main PHC is the central location for healthcare for residents of Baiji.

By mid-year a livelihoods project had employed 200 people (including ten women) in a successful rubble clearance initiative. In the municipalities sector, work was ongoing by the end of 2018 on buildings such as the Mayoralty Building/Garage, the Municipal Building, the National ID Card Building and the Baiji Police Station. Completion of the Mayoralty Building and the National ID Card Building is expected early in 2019.

AL DOUR/MKEISHIFAH

These two towns, located southeast of Tikrit on the road to Baghdad, were among the first areas to receive FFS support following their liberation from ISIL in 2015. In the meantime, their population has been entirely restored to pre-ISIL levels, and government services have fully resumed. Two final cash for work projects were completed in early 2018. They involved the re-painting of two schools in Al Dour: respectively, the Oqba Bin-Nafia Primary School and the Amer Bin Fohera Primary School for Girls. Together, these projects employed 200 people, including 40 women.

TOUZ KHURMATU AND SULEIMAN BEK

Touz Khurmatu and Suleiman Bek were two of the last locations added under FFS's prevue by the Steering Committee. Added at the beginning of 2018, initial assessments of stabilization needs occupied the early part of the year. By the end of the 2018 year, there were 41 projects in Touz Khurmatu and Suleiman Bek, one of which was completed, nine under implementation and 31 under development. Of the 41, 23 of the projects were in Touz Khurmatu and 18 in Suleiman Bek.

All the projects which were either completed or under implementation were in the education sector. The rehabilitation of one school, Al-Rashied School in Touz Khurmatu, was completed by the end of the year, allowing 780 students to go back to school. Rehabilitation work on four other schools, all in Touz Khurmatu was ongoing, with the contracts awarded for the projects late in 2018. Furniture is also being procured for the schools and delivery will take place in 2019.

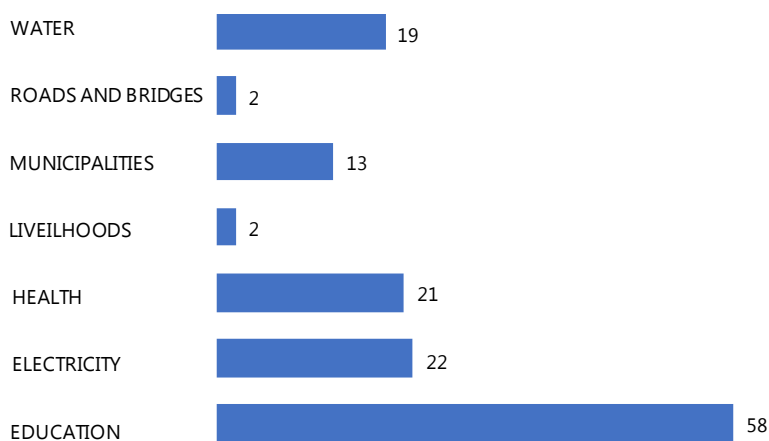
Projects to support the local municipalities through the provision of heavy equipment in both Touz Khurmatu and Suleiman Bek, and one to provide heavy equipment for the Water Directorate in Touz Khurmatu, were under procurement at the end of the year, and delivery of these items will also take place in 2019.

As in other FFS areas, however, stabilization work in in Touz Khurmatu and Suleiman Bek is plagued by under-funding. At the end of 2018 there were 27 projects under development which remain unfunded.

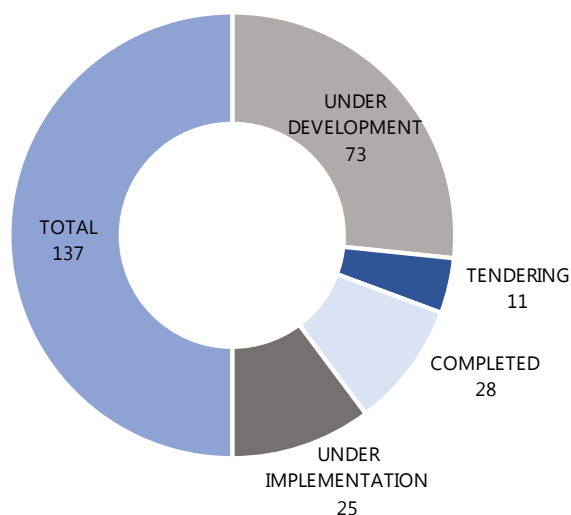
KIRKUK

Kirkuk at the beginning of 2018 was territory newly liberated from ISIL, and this situation explained both the urgent priority with which FFS has mobilized its projects in the governorate but also the reality that elements of ISIL have continued to conduct damaging raids and incursions. Attacks have taken place in areas that, while isolated, are located geographically close to urban centres, and they have ranged in form from explosive assaults on police to efforts to compromise electrical infrastructure. However, an important symbolic point was reached on 30 September 2018, when the first civilian aircraft landed at Kirkuk Airport, carrying senior officials of the Government of Iraq and of the Kirkuk governorate. Additionally, conversations between the Government of Iraq and the Kurdistan Regional Government raised the possibility of the reopening of the Altun Koubri Bridge over the Little Zab River, with all the easing of Kirkuk-Erbil communications that this would imply, including facilitating the importing of necessary rehabilitation supplies. By the end of the year the bridge was functional, even though not fully repaired. These advances in communications highlight the mobility that by then was bringing returning families to Hawijja and surrounding areas day by day, and thus confirming the growing stabilization that characterized the 2018 year.

KIRKUK PROJECTS BY SECTOR



KIRKUK PROJECTS BY STATUS



More specifically, FFS stabilization efforts were quickly undertaken in Kirkuk following liberation, focusing particularly on Hawija and its environs. By the end of the year, there were 138 projects in Kirkuk, consisting of six completed projects in Bashir and 131 projects in Hawija. Of the 131 projects in Hawija, 22 are completed, 25 are under implementation and 84 are under development. It is important to note that the majority of the 84 projects under development in Hawija are unfunded and will not be brought to fruition unless further funding is made available.

Projects completed during the year were focused in the education and livelihoods sectors. Fifteen schools were rehabilitated over the course of the year, allowing close to 3,000 young people to return to their education. Examples that had been carried to completion by the end of September included the Al-Qasmyiah Primary School, the Ghazia Primary Mixed School, the Al Nubua Mixed School, the Al Wahda al Watniya School, the Al-Awail Primary School, and the Aljazeera Mixed High School, along with the Rokan Primary School for Boys and the Primary School for Girls.

Additionally, a major livelihoods project in rubble removal employed some 310 workers (including 60 women) for 45 days and succeeded in clearing portions of the town that included the main industrial area, the site of the Technical Institute and streets, sidewalks and schools. Although successful, the project was particularly challenging to implement, as the UNDP team only managed to visit the project three times during its duration due to the remoteness of the area and a fluctuating security situation.

FFS Impact: Completed Projects



LAILA RASHEED SALEH, 51, WHO PARTICIPATED IN A CASH FOR WORK PROGRAMME IN HAWIJA.

Laila was a member of cash-for-work team in Hawija, clearing rubble, cleaning schools and public gardens, and painting roadside curbs around the town. *"The programme was very good for me," she says. "It provided me with money to buy medicine, to shop at the market, and for our daily life needs."*

During the programme, which lasted 45 days, the cash-for-work teams cleared 19 public gardens and 21 schools, helping students to return to their classrooms.

During ISIL occupation Laila's husband passed away from a heart attack, leaving her and her family dependent upon others for support. Shortly after he died they travelled to a camp for internally displaced people near Kirkuk where they stayed for a year and a half before returning home after the town was liberated.

"My hope for the future is to do another cash-for-work programme," says Laila. "Now I need money to upgrade my house, to buy a concrete roof. When it's raining my roof leaks because it's made from mud."



LAILA STANDS FOR A PHOTO WITH HER GRANDCHILDREN AND HER HUSBAND'S SECOND WIFE IN FRONT OF THEIR FAMILY HOME IN HAWIJA.



WORK ON THE HAWIJA WATER TREATMENT PLANT STARTED IN 2018 AND WAS 1% COMPLETE BY THE END OF THE YEAR.

Ongoing projects focused on the electricity, health, and water sectors. In the beginning of May, a contract was awarded for installation of a 132KV Twin Teal overhead transmission line to stretch 39 kilometres between substations at Mulla Abdulla substation and Hawija, thus taking a major step towards secure and abundant electrical connectivity. This project went slowly as the year proceeded, notably because of the discovery of explosive hazards along the route, but reached approximately one-third completion by the end of the year.

Substantial progress was made in the health sector with work ongoing at 16 health centres in Hawija and the surrounding villages. Progress ranged from 2%-85% at the various sites, however when complete, the positive impact these 16 health cares will have on the provision of medical care in the district will be immense. Other projects were ongoing, namely the installation of generators at the Hawijja Hospital and the supply of two ambulances, both of which will enhance the capacity of the Hospital.

Towards the end of the year, significant work in the water sector began, with the rehabilitation of the Hawija Water Treatment Plant and the installation of extension pipe lines for the villages of Hawija. Heavily damaged, the work on the WTP was 1% complete at the end of the year. When finished, the plant will work in conjunction with the extension pipes to provide 3,000 families with water as well as employing 27 people to facilitate its running. Finally, heavy machinery, specifically a dump truck and tracker, was supplied to the municipality during the 2018.

Also, at the end of the year the contract was signed for the engineering and design services for the R1 River Regulator as part of a Kirkuk Irrigation Project. The R1 site is located about 21 km southwest of Kirkuk city. The regulator was severely damaged and certain essential structural elements such as bridge, piers, steel gate, winches, electrical instruments, the crane and the crane rail were completely destroyed. Due to damage, the main gate for the structure cannot be closed, meaning it is not possible to re-direct water to the main offtake channels.

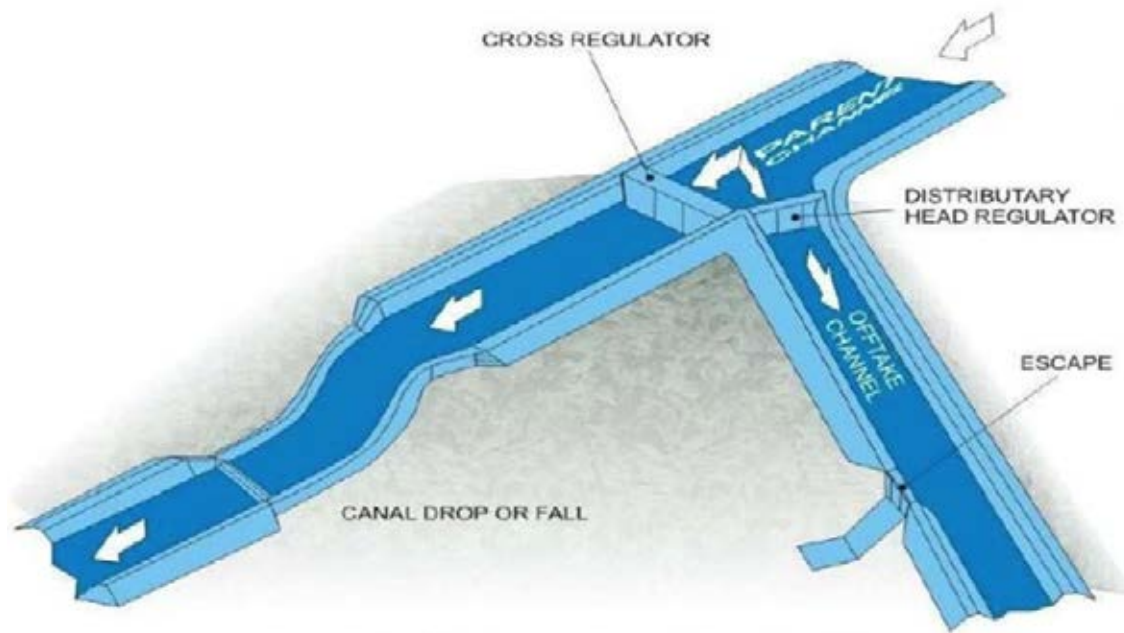


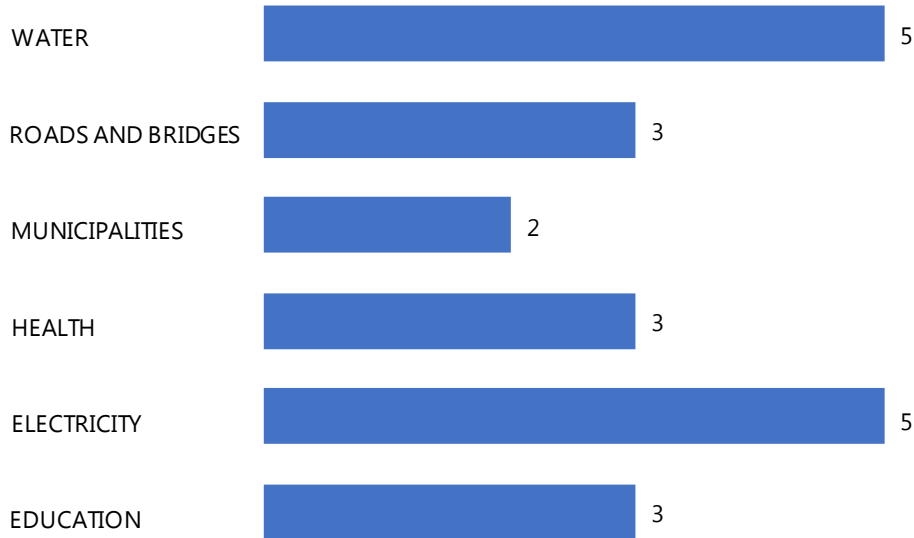
FIGURE 9: STRUCTURE OF A CROSS REGULATOR (RIVER REGULATOR)

The R1 is one of two main river regulators that diverts water off the main feeder river to different zones for agriculture, the main source of income in the area. The cross regulator is constructed across a canal to regulate the water level in an offtake channel that then feeds off to other areas located upstream (see Figure 9).

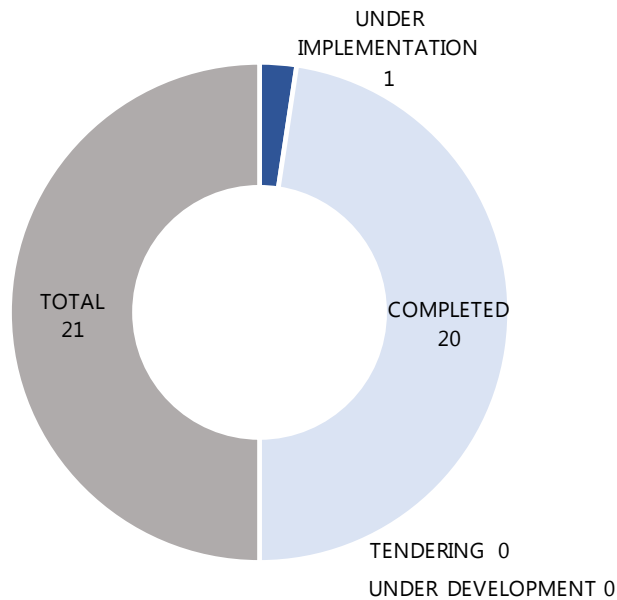
The R1 regulator is supplied by the flow of water diverted from Lower Zab River through Dibbis dam, which was constructed in 1965. The main beneficiaries of this project will be the people of Kirkuk, Salah al Din and Diyala governorates where the tributaries from the regulator ultimately supply water. If rehabilitated, the water supplied to these areas from the R1 will be used to supply water for irrigation and drinking water.

DIYALA

DIYALA PROJECTS BY SECTOR



DIYALA PROJECTS BY STATUS



SA'ADIYAH

With seventeen projects already completed before the opening of 2018, FFS activity in Sa'adiyah was at that time in the process of winding down. The remaining two projects in the area, completed early in the year, included the installation of a desalinization station for the water supply to two villages close to the main town, and the broader renovation of the water supply to a further village. The result will be to ameliorate water supply for some 16,000 residents of the rural surrounds of Sa'adiyah.



WORK IS ONGOING AT THE HAMRIN DAM AND THE PROJECT WAS 12% COMPLETE BY THE END OF THE YEAR.



WHEN FINISHED, THE DAM WILL IRRIGATE FARMLAND THAT WILL SUPPORT MORE THAN 11,000 FARMERS.

HAMRIN

The Hamrin Dam, built between 1976 and 1981, is essential to the irrigation of hundreds of thousands of hectares of agricultural land that provides a living for in excess of 11,000 farmers as well as making a major contribution to Iraq's national food supply. Its causeway is not only an important communication route for traffic going from northeast to southwest and vice versa, but is also essential to flood control of the agricultural area. Although the dam and causeway escaped major damage even when the scene of conflict during the ISIL era, maintenance was entirely neglected and the result was disrepair and deterioration.

In a context of erosion and landslides that are related to the causeway's degradation, FFS has cooperated with the Diyala Water Resource Directorate and the Bridges and Roads Directorate in searching for the most durable, sustainable and cost-effective resolution, which has been deemed to be the use of concrete mattress technology which, through this project, is being used for the first time in Iraq. This technology is ideal, as it requires a minimum quantity of imported material and allows for maximum use of local materials. The technology involves installing a layer of loose materials and fabric, with the top layer providing protection as it is made of a textile glove that is then filled with a concrete mixture. Once solidified, a concrete slab that protects the slope from erosion is formed. This requires a specialized company, with an essential early phase being underwater concrete work using divers. The project was awarded in mid-2018 and the contractor took possession of the site in early August 2018, following a consultancy meeting with the Governor of Diyala and the FFS. By year's end, the project stood at 12% completion.



SECTION FOUR: LESSONS LEARNED

A WORKER AT THE MEDICAL OXYGEN GAS PLANT AT THE TIKRIT TEACHING HOSPITAL IN SALAH AL DIN. THE GAS PLANT WAS REHABILITATED IN 2018, AND NOW SUPPLIES MEDICAL OXYGEN FOR THE WHOLE GOVERNORATE.



THE ICONIC FALLUJAH IRON BRIDGE. THE REHABILITATION OF THE BRIDGE BY FFS WAS COMPLETED IN 2018.

For a period now approaching four years, FFS has worked to fulfill its mandate in providing and coordinating immediate stabilization support to areas of Iraq liberated from ISIL, while also following through with expanded stabilization efforts through the rehabilitation of complex institutions such as hospitals and universities, major engineering tasks such as the rehabilitation of bridges and with Window Four social cohesion activities. The FFS model of stabilization has been consciously innovative and the programme endeavours to be self-reflective in identifying the challenges associated with the operating environment, with the immense range of projects and the variations not only in the timing of liberation (ranging from 2015 to late 2017) but also in the differing levels of destruction even within a single city or geographical area.

During 2018, the clear interest from donor and international communities in the applicability and replicability of the fundamental objectives, delivery and measures of success of UNDP's stabilization approach in Iraq was increasing notably. In turn, several third-party evaluation exercises, commissioned by both internal UNDP independent exercises and by specific donor countries, were initiated in 2018 and are now underway. When completed, it is anticipated that the outcomes of these evaluation exercises will contribute not only to the future programming of FFS, and also to the broader community of knowledge informing the broader understanding of stabilization.

EXTERNAL LESSONS LEARNED

Many lessons have been learned over time and have been identified, shared and documented through monitoring and reporting. In addition to its own internal evaluation exercises which are typically sector or location specific, FFS highly values opportunities to enlist expertise outside of the programme in order to assist in focusing both on the strengths of its approach to stabilization and on the challenges that have emerged and may still require adjustment. Third party monitoring and exercises focused on capturing lessons learned offer different perspectives on FFS practices and constitute an important part of applying innovations and routinely revising the effectiveness of our approach. Four such exercises were initiated in 2018:

1) Lessons learned study, Capturing Lessons Learned from Implementing the Funding Facility for Stabilization (FFS), undertaken by the UK Government's Stabilisation Unit

This study was conducted on behalf of the UK Stabilisation Unit and involved a largely qualitative approach. The study was not intended as a formal evaluation but rather a lessons learned study. It included substantial desk-based research together with key informant interviews alongside site visits to a wide spectrum of FFS projects in the city of Fallujah. The Report was also subject to a review by the Joint Steering Group. The goal of the study was to, "help capture lessons learned by the Funding Facility for Stabilization, other parts of the agency and their implementing partners from the implementation of the FFS for consideration, and possible future application to another context." The review exercise culminated in the production of a lessons learned report and a suite of recommendations.

2) Third party monitoring and evaluation exercise for the Funding Facility for Stabilization, undertaken by the Ministry of Foreign Affairs and International Cooperation of the United Arab Emirates (UAE)

Third party monitors contracted by UAE undertake routine monitoring visits on a monthly basis for Mosul-based UAE funded projects. These activities were kicked off with a high-level intensive monitoring exercise inclusive of targeted Key Informant Interviews with government representatives, other UN and NGO agencies, beneficiaries and end users. The routine monitoring conducted by UAE focuses on progress, impacts and the extent to which it is achieving its objectives. Feedback is provided periodically and findings from the monitoring inform FFS programming. Furthermore, the process is also meant to inform a lessons learned analysis, which can guide and direct future stabilization initiatives.

3) Midterm performance evaluation of the Funding Facility for Stabilization, undertaken for the United States Agency for International Development (USAID)

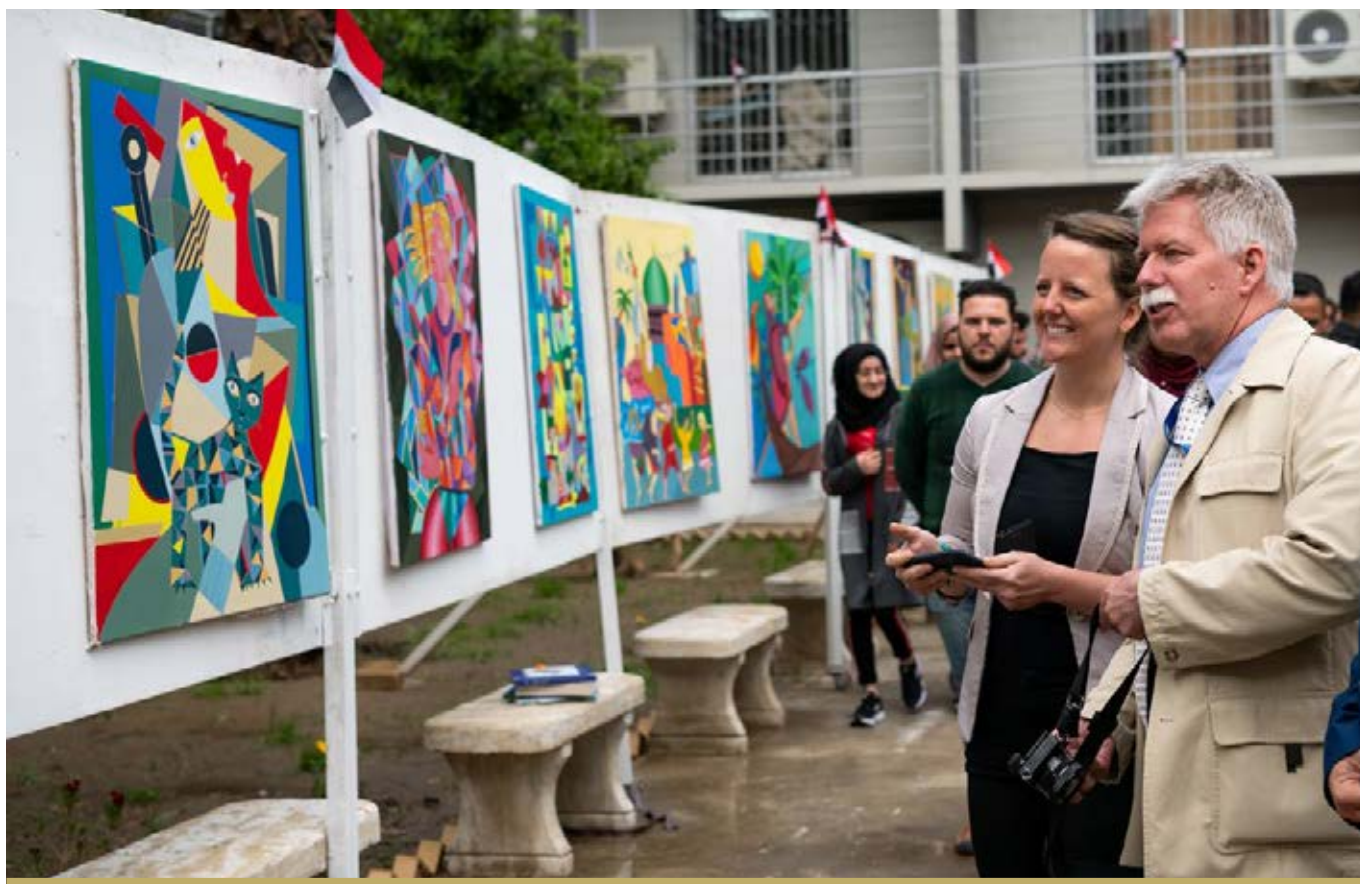
The initial stages of this evaluation began in early 2018 and will ultimately provide an extensive evaluation of the entire FFS programme. This evaluation compliments ongoing third-party monitor initiatives which sees teams of monitors dedicated to spot checking USAID-funded projects every month and provide FFS with reports whenever there are concerns or negativities.

Activities in 2018 were primarily focused on data collection which will then inform the delivery mechanics of the evaluation which will take place in 2019. The purpose of the evaluation will be to identify strengths and challenges, which promoted or impeded positive outcomes of the programme. This information will be used to inform future USAID stabilization programming in Iraq and other complex, insecure environments.

4) Three independent monitoring exercises in Iraq, undertaken on behalf of the United Kingdom's Conflict, Stability, and Security Fund

Initiated in 2017, and continuing into 2019, DFID supported third party monitoring focuses on differing areas of FFS activities and programming. Through 2018 three specific monitoring exercises were undertaken which focused on (i) FFS internal monitoring practices (ii) the effectiveness of Municipal Stabilization Specialists (MSAs) in providing capacity support to municipalities and (iii) an evaluation of FFS housing rehabilitation activities in West Mosul. The thorough and focused activities afford a deeply insightful exploration of targeted work areas and typically involve key informant interviews, beneficiary interviews and numerous site visits.

All of the four primary exercises undertaken in 2018 (some which were initiated in 2017) have different goals and objectives and, consequently, varying methodological approaches and findings. The extent to which the findings from each of the studies can be shared publicly varies, as many of the exercises are used to directly inform the donor government that commissioned it. Accordingly, the following summary presents an aggregation of selected findings from these important evaluation and monitoring reports. The summary reflects on both the elements of strength in the way FFS has discharged its mandate, and then a further series of areas in which matters might – and may yet, up until 2020 – be handled differently. The summary below should not be taken as representative of the content of any one evaluation or monitoring report, and do not constitute the findings from reports commissioned from the above-mentioned donor governments.



MEMBERS OF THE FFS TEAM ADMIRE ART WORK DONE BY STUDENTS OF MOSUL UNIVERSITY'S FINE ARTS COLLEGE, WHERE WORK WAS COMPLETED DURING 2018.

ELEMENTS OF STRENGTH

1) Unanimity among actors: FFS operates in a context in which there is considerable unanimity among important actors such as the Government of Iraq (GOI), the various Governors and Mayors, the members of the military coalition, and the donor states on the crucial necessity of bringing stability to Iraq following the ISIL occupation. The destruction, the human rights abuses, the displacement of populations, and the deep wounds left by conflict are all powerful arguments in themselves for the effective operation of a programme such as FFS, which can bring a uniquely effective first response to the many near-intractable problems that have been left by the immensely damaging ISIL occupation. Thus, despite functioning in an operationally challenging environment, FFS is in a position to demonstrate the effectiveness of its approaches, and act upon them, in a climate where the benefits are readily acknowledged and endorsed by major stakeholders.

2) Effectiveness in building confidence and trust: The leveraging of goodwill into effective stabilization depends crucially on the degree to which FFS is seen to instill and justify confidence and trust. In this sense, FFS has been effective in putting forward and demonstrating in many situations its impartiality vis-à-vis any conflicting agendas with which it may be confronted, whether political or motivated by individual gain. Its commitment to transparency of decision-making, including providing reasoned justification of difficult but necessary choices in resource allocation, has been combined with a robust approach to mitigating against risk of corruption. While there is a strong commitment in the FFS to moving speedily to address urgent needs, this has been balanced by a realization that haste is not the same as speed, and that careful stewardship is one of the hallmarks of organizational effectiveness of the kind that will ensure lasting accomplishments. For example, trust built through both speed of implementation and transparency is reaping benefits when it comes to the implementation of Window Four activities. In an area of work which requires significant levels of trust, teams have found that the confidence built through the previous four years of work have meant that stakeholders have been forthcoming when it comes to sharing information about sensitive issues and are confident that FFS teams will be a suitable partner to support them when it comes to issues of social cohesion and reconciliation.

3) Simplicity of approach and single agency implementation: FFS derives strength from “keeping things simple,” made possible to a large degree by housing the portfolio within a single UN agency, UNDP, that has clearly defined stabilization goals. Since the beginning of the programme, this arrangement has provided an uncomplicated sense of priority which has enabled teams to move quickly and operate directly and effectively with the GOI. As has often been observed in the context of previous stabilization efforts, stabilization differs from either humanitarian aid or development initiatives, despite often operating in a shared space. Stabilization is often characterized by the window of time in which it operates, activities are designed towards achieving immediate goals, whether in restoring infrastructure (Window One), providing immediate access to cash liquidity in cash-poor situations (Window Two), supporting local capacities within local governance structures (Window Three), or setting a trajectory for social cohesion in the aftermath of conflict (Window Four). Although humanitarian need is not disconnected from such activities, and effective longer-term development will undoubtedly depend on foundations of stability, stabilization requires a certain simplicity of approach that incorporates a clear vision of what constitutes amelioration but also concentrates on achieving perceptible benefits that can be recognized in communities on a day-to-day basis. This has been a strength and was, in fact, a deliberate decision to position UNDP as the vehicle for stabilization, however this arrangement has been raised as an issue by other UN actors. However, in the context of stabilization, it is necessary to weigh the cost and benefit of such an approach. In the past four years, UNDP as an organization has demonstrated a specialized expertise that enables it to translate stabilization needs into implementation projects, and to effectively providing a single funnel for the channeling of resources to meet stabilization goals in Iraq.

4) Strict and special measures to prevent, detect and mitigate against corruption: Since the FFS started in Iraq, the Office of Audit and Investigations (OAI) has received 75 cases of suspected corruption which have led to investigations. To date, OAI has identified no direct financial losses for FFS due to fraud or corruption and there has been no economic loss of donor funds. No losses have occurred because FFS generally withholds payment for the projects until they are completed or makes installment payments based on work that FFS can verify was completed. In the cases received by OAI which were subsequently substantiated, the fraud was detected before final payment. When fraud is detected, FFS can terminate the contract. FFS management negotiates with the vendor and makes a reduced payment based on the work that FFS can independently verify has been completed.

Most of the cases reported to OAI relate to fraudulent documents submitted by vendors in the bidding process. The most commonly identified fraudulent documents are bid securities and performance guarantees issued by Iraqi banks. The next most commonly identified fraudulent documents are audited financial statements and documents certifying the performance of past projects. The banking system in Iraq is challenging and OAI has been advised by many vendors and FFS staff about the issues that vendors encounter when trying to obtain these documents, particularly during the time when ISIL occupied large parts of Iraq.

To combat the high level of fraud and corruption in Iraq, OAI maintains a strong working relationship with the FFS team. Initiatives have been implemented to detect and reduce the incidence of fraud. FFS management has designed their own fraud prevention protocols tailored to the challenges of Iraq. For example, to combat the large number of fraudulent bank documents, FFS recruited a specialized staff member whose sole role is to examine and authenticate bank related documents. A full-time Arabic speaking investigator has been funded to work with OAI who exclusively investigates allegations of fraud or corruption related to FFS. This investigator is supported by other OAI investigators to conduct FFS related investigations.

Below are the current statistics for FFS cases assigned for investigation by OAI. These include all cases since 2016.

Cases currently under investigation: 41

These cases are in the following categories:

- Procurement fraud: 34
- Misrepresentation, forgery and false certification: 4
- Other fail to comply with obligations: 2
- Abuse of Authority: 1

Completed cases: 34

- Substantiated cases relating to vendors that have been sent to the UNDP Vendor Review Committee for further action: 13
- Substantiated cases against UNDP contract holder that have been referred to the Legal Office: 1
- Cases that were not substantiated: 20

5) Actively cooperative relationships with Iraqi authorities at all levels: FFS has recognized and acted upon the necessity of maintaining actively cooperative relationships with Iraqi authorities at all levels and with Global Coalition actors, where applicable. More generally, the governance structures under which FFS operates, as well as the high level of international engagement through the Global Coalition, are also well-adapted to maintain these important relationships. The Stabilization Working Group is comprised of the countries in the Global Coalition supporting the Government of Iraq's stabilization efforts at the capital level and Stabilization Task Force is the Global Coalition Against ISIL's diplomatic body based in Baghdad. They are co-chaired by the Secretary General of the Council of Ministers, the Federal Republic of Germany, the United Arab Emirates, and at the Working Group level, the United States. The



WORKERS ON SITE AT A HOUSING PROJECT IN RAMADI. IN TOTAL, FFS HAS UNDERTAKEN 22 HOUSING PROJECTS IN THE CITY. BY THE END OF 2018 ALL BUT ONE WERE COMPLETED.

preponderance of coordination occurs through the Stabilization Task Force meeting in Baghdad, where UNDP is one participant out of many providing updates regarding different aspects of stability in Iraq. Finally, the Steering Committee, the overarching governance body by of FFS, is jointly chaired by UNDP and the GOI. The more operationally-oriented Provincial Control Cells that function at the level of governorate are operated under the general auspices of the Prime Minister's Office and bring together Governors and all the line departments of the GOI, and, when it comes to stabilization activities, operate in close coordination with FFS. Collaboration is thus integral to the operations of FFS in contexts that extend vertically from the day-to-day to the broadest of governance overseeing.

6) Connection with local actors has been FFS's strength: Much of the success of the FFS has been derived from the access to a skilled labor force, resulting in the ability to hire highly specialized local staff in a variety of positions: engineers in specialized fields, such as mechanical, electrical and housing engineers, area coordinators, liaison officers, social organizers, municipal stabilization advisers, etc. This facilitated the development of a network of more than 399 staff at project level, all providing different expertise and overseeing different facets of the stabilization process. FFS contracting projects through the local private sector has created dignified, skilled employment opportunities which overwhelmingly benefits Iraqis and supports a return to economic activities at the local level. FFS has also made significant effort to engage the private sector through offering training sessions on UNDP procurement processes, ethics, and zero tolerance in corruption. Hundreds of Iraqi companies have been engaged as a result and have benefitted from increased capacities in this area.

7) The FFS multiplier effect: In general, the FFS approach to stabilization, although divided into sectors, is highly interdependent, in order to achieve the Facility's overall goals. Initial short-term initiatives such as cash-for-work projects can and do provide the platform for additional stabilization work, for FFES projects, and ultimately for longer-term development of a nature that reaches beyond the mandate of FFS. Although context specific, FFS efforts have been effectively replicated in diverse parts of the country. Experience in one part of Iraq has informed approaches in areas of later liberation. Thus, the lessons learned from practice gathered by FFS are repeatedly applied within Iraq, and in a broader sense could potentially be applied also to future areas where stabilization will also become a post-conflict requirement.

AREAS OF CHALLENGE

1) Balancing ownership in stabilization initiatives: Supporting Government legitimacy underscores the manner in which FFS plans for and implements stabilization activities. A deliberate positioning of the Government front and centre of FFS activities is an important part of the FFS approach to stabilization. The role of the FFS is to address the most urgent of needs, as informed directly by national and community priorities. Ensuring transparency in the project prioritization process and creating space for government ownership is a matter of communication. Communications outreach and reporting products are essential to ensuring consistent messaging whether in the form of FFS written materials or in the structuring of celebrations to mark important achievements. Reflection of FFS efforts by the end of 2018 has made clear that improving engagement with Iraqi audiences in particular is an essential part of stabilization.

2) Creating a focused legacy and a smooth transition: FFS funding is small in relation to the ultimate and overall needs for the reconstruction of the formerly ISIL-occupied areas of Iraq, estimated as USD 88 billion by the World Bank and Iraqi Ministry of Planning. While FFS makes an essential and sizeable contribution, it is necessary to actively consider the legacy of the programme, and how this legacy will be handed over to the GOI and development actor partners. This challenge is not necessarily negative however it is a transition which will require a substantial amount of planning, which is already underway. This need will only become more significant over time, as the expected winding down of FFS activity in 2020 will give rise to a need to leave a focused legacy for the GOI and other UN agencies and partners that will then become responsible for translating the many gains realized through stabilization into a longer-term process of development.

3) Consultation in a complex operating environment: Consulting with beneficiaries is an essential part of stabilization. In many respects FFS did so effectively, particularly when it came to the initial prioritization of stabilization priorities, informed through consultative workshops. However, where beneficiaries are diffused there must be a constant process of active outreach. IDPs are inherently difficult to consult and yet, because their return is such an essential goal of stabilization programming, represent in a real sense the prime beneficiaries of the entire stabilization effort. Finding out from returned IDPs what were the factors that influenced their decision to return can yield predictions as to the areas of stabilization that are most important to potential future returnees. UNDP has relied on data provided by the International Organization for Migration, REACH and other studies conducted on challenges to IDP returns. Moreover, UNDP continually communicated with communities immediately following liberation, especially through the Area Coordinators, Municipal Stabilization Advisors, and Liaison Officers operating on the ground. The Stabilization Specialists deployed throughout the areas of intervention further engaged with communities and the Government of Iraq alike to reflect on the needs and to prevent elite capture or imbalance of support.

However, FFS was specifically designed not as an area-based, community-consultative recovery approach. It was designed to support Iraqi authorities and the GOI as the responsible actor in stabilizing the country. In many cases, FFS was initiating activities in areas that experienced near total displacement, and therefore limitations on consultation with communities were recognized from the onset. For this reason, focusing on technical actors of stabilization – namely by working through the PCCs and line directorates rather than extensive consulting with other actors such as civil society representatives or Provincial Councils – helped to prevent politicization of the stabilization process but also facilitated the speedy and nimble approach which has characterized the work of the FFS. The smooth continuity of FFS approach despite elections or changing governorate leadership demonstrates the effectiveness of the approach.

4) Dangers of inadequate funding: The challenges relating to the decreasing amount of funding has been well documented in the early stages of this report and were similarly echoed in some of the various studies undertaken in 2018. The dangers of running out of funding prior to finishing the stated stabilization tasks have also been well documented. Ensuring that the Facility remains fully funded, ideally also through contributions from the Government of Iraq, is essential to ensure the continued success of the programme.

In highlighting these strengths and challenges raised through the lessons learned studies conducted thus far, FFS seeks both to maximize its own effectiveness in its remaining scheduled period of activity through the year 2020 and to ensure that future UNDP stabilization programs will benefit from the depth of knowledge and understanding that can be derived from its experience.



WORK IS UNDERWAY ON THE PALESTINE CONCRETE BRIDGE IN RAMADI, FFS'S LARGEST BRIDGE PROJECT IN ANBAR.

INTERNAL LESSONS LEARNED

In addition to findings from external monitoring and evaluation processes, numerous lessons learned came to the fore for the FFS team during 2018. These lessons have been summarized below:

COMMUNICATING FFS RESULTS

In 2018, FFS continued to communicate the programme's success utilizing a number of platforms. While there was a distinct effort to communicate the programme's contribution towards the stabilization of Iraq to international audiences, a significant portion of 2018's communication strategy was driven by the perceived need to communicate the programme's work to Iraqi audiences. In this way, supporting the development of forward-looking positivity within the local population through communicating stabilization gains, in tandem with undertaking stabilization activities through Windows One, Two, and Three, was an integral facet of the UNDP stabilization processes in the latter half of 2018.

Through 2018, the strengthened FFS communication team – having added four members during 2018 – supported the building of confidence in the Government of Iraq among Iraqi audiences by making them aware of the work that UNDP was undertaking, in support of the stabilization plan and priorities developed by the Government of Iraq. Building the confidence of Iraqis in their government is a core aim of the FFS, and communications plays a prominent role in achieving this aim.

Anbar TV

In 2018, the FFS reached an agreement with Anbar TV, to produce and broadcast a 26-episode TV series focusing on stabilization process and its results.

Anbar was one of the regions where the FFS was first able to intervene, with project activities beginning in early 2016. Since then, more than 480 projects have been completed in Anbar, providing significant stabilization support to the governorate through re-establishing the provision of basic services and providing livelihoods opportunities, ultimately helping to facilitate the return of 1.3 million IDPs to Anbar, as of December 15, 2018.

The main focus of the Anbar TV episodes has been to show the impact of completed projects in a variety of sectors, including housing, education, health, and water. Through demonstrating the positive impact that these projects are having on Anbar communities, the hope is that this message will not only help to attract other IDPs to return, but will also contribute to instilling a sense of confidence in the future in the people of Anbar, helping them to envision how stabilization activities can support the Government of Iraq in building back Anbar communities.

At the same time as communicating programme's successes in Anbar, the television series provided a valuable opportunity to explain UNDP's stringent rules and procedures, including procurement processes, which underpin the FFS approach to stabilization, thus helping to ensure transparent and fair processes. Through doing this, the series helped to dispel rumors circulating within the general public in Anbar about stabilization activities, and the processes around the awarding of contracts for stabilization projects. As a secondary impact, it was also envisaged that the programmes would enable contractors in Anbar to be better aware of procurement processes, enhancing their chance of winning a UNDP contract.

Finally, the partnership with Anbar TV provided the opportunity to work to build the capacity of Anbar TV staff to develop and broadcast content that not only was demonstrative of stabilization successes in Anbar, but that also was positive and forward looking, including, where possible, peace messaging, to help bring communities together. Promoting sensitivity around content production and building the capacity of Anbar TV to do so, will have longer term impacts on media entities in Anbar, and on the ways in which news is developed and broadcast. Due to its success, a decision was made to repeat the entire series in 2019.

Al Ghad FM

Al Ghad FM is a community radio station in Mosul with an established social media presence. Although it is a multi-media platform, with video, photo, social media and radio outputs, it is centered on a radio station which broadcasts out of Erbil, covering the whole of Ninewa. The station has a core of staff members who mostly hail from Mosul itself.

A core mandate of the station is to facilitate a connection between the provincial government and the community by encouraging citizens to interact directly on the radio's various platforms. The station was initially a resistance radio station against ISIL for the Moslawi community. From that, the station has evolved to become an outlet that deals with social cohesion issues, such as the role of minorities in Mosul's social fabric, and stabilization efforts. The station also endeavors to provide opportunities for direct interface between community members and political, military and humanitarian officials, often featuring these types of officials on their call-in programmes, giving community members the opportunity to ask questions and make comments. Through all these activities, the station hopes to help build the longer-term resilience of Moslawis and other communities in Ninewa.

In 2018, the FFS partnership with Al Ghad radio station was focused on a pilot radio programme that would consist of four 50-minute episodes, aired over four weeks. Each episode would focus on a different theme: cash for work in Mosul's Old City, Hamdaniya Hospital, West Mosul schools, and housing in Bartela and Bashiqa.

Each episode featured interviews with key stakeholders related to the featured project, including UNDP and Government of Iraq representatives and a live call-in portion of the show, where community members could ask questions and make comments. The questions were recorded and answered during an upcoming episode.

As in Anbar, through the radio programme it is hoped to help to promote the stabilization work of UNDP and the Government of Iraq and, in turn, help to build confidence in the future, as well as attract further returns to Ninewa, and particularly to Mosul. FFS is building on these experiences to continue the Al Ghad radio program and expand to other television platforms in Salah al Din, Ninewa and at the national level in 2019.

Looking into 2019, the communications team will endeavour to begin to build the communications capacity of communications counterparts in the Government of Iraq, particularly at the governorate level, enabling them to continue to produce high quality communications that will reinforce messages about positivity in the future and about peaceful coexistence within communities.



A FAMILY READS BOOKS INSIDE THEIR HOME IN BARTELA. IN BARTELA SIX HOUSING PROJECTS WORKED TO REHABILITATE 1475 HOUSING UNITS IN THE TOWN, ALL OF WHICH WERE COMPLETED BY YEAR'S END.

INCREASING SCALE OF FFS M&E SYSTEM

Revising and applying innovations as necessary to the monitoring and evaluation practices of the FFS is a constant and essential process. Working in volatile contexts such as Iraq presents constantly evolving challenges and as such, tracking progress and shortcomings of FFS operations to continually inform programming decisions towards greater effectiveness demands diligence and creativity. The continued increasing scale of the programme in 2018 and the experience of the programme as portfolios expand in areas made accessible later in the liberation effort, have presented new contexts for operation. Efforts were made to boost monitoring in these newly liberated areas to capture the learning presented from new contexts. Similarly, 2018 presented opportunities to evaluate the impact of FFS operations in areas where the Facility had reached milestones of relatively lengthy engagement. In addition to externally driven evaluation efforts, FFS also laid the ground work for internal sector-specific evaluations focused on close-out locations.

The dispersal and concentration of FFS activities remains dynamic and responsive to areas of greatest need for stabilization support. Oversight to ensure adequate engineering and technical support on the ground, to support activities in line with areas of concentration, is a function of the monitoring work of FFS. FFS monitors across three basic “levels”, employing several layers of monitoring oversight for each. This ensures that monitoring activities capture the effectiveness of internal processes and programming, in addition to ensuring strong field-based oversight of projects under implementation as well as comprehensive insights of impact.

The application of several “monitoring layers” is paramount to strong oversight of FFS operations, particularly given the breath of locations of FFS activities across Iraq. Commitment to a layered approach ensures problems are addressed early and projects are implemented on time and to a high-standard of quality. A diversity of actors are involved in this oversight, including perspective of Municipal Committees and end-users, third-party (donor assigned) monitoring teams and FFS contracted third-party monitors in addition to FFS internal monitoring teams and regular project supervision activities. The primary levels of programme monitoring employed can be categorised as follows:



CHILDREN PLAY IN RAWA'S MUNICIPAL PARK, REHABILITATED IN 2018 BY FFS.

Level 1 – Municipal Level: When FFS is about to begin a project, the local municipality is requested to form a “Receiving Committee” who will oversee implementation from the side of the municipality and ultimately sign off on the completed work when projects are returned to the end user. Municipal oversight is an important part of FFS monitoring practices as it ensures the views of the end users are captured during the implementation and that regular communication is maintained with local authorities throughout the project cycle.

Level 2 – Third Party Monitoring: About one third of FFS projects that are completed or under implementation are subjected to regular and independent monitoring exercises conducted by third-party monitoring teams which are directed by several of FFS’ donors. The feedback provided to FFS is rapid, allowing for efficient feedback loops on any noted concerns or observations. The current third-party monitors who are deployed to monitor FFS undertake a range of activities from weekly spot-checks focused on technical aspects of implementation to sector-specific comprehensive reviews.

For particularly complex work sectors such as cash for work and some large expanded stabilization projects, FFS has contracted its own third-party monitors to boost daily oversight on the ground.

Level 3 – FFS Project Supervision: FFS currently has a network of field engineers whose primary function is to oversee project implementation on a daily basis, reporting daily and weekly to FFS central teams in Baghdad and Erbil. In addition, three Field Monitoring Specialists undertake unannounced spot checks of projects under implementation every week, seven Municipal Stabilization Advisors report on atmospheric within their catchment districts and FFS project teams from Baghdad and Erbil undertake several official missions every week to the field to oversee project delivery, meet with communities and check the progress and conduct of contractors. In 2018, locations and sectors where the programme continued to expand its portfolio, additional human resources were added in order to meet the monitoring and evaluation needs requirements. This was particularly evident in Ninewa, where the need for additional M&E personal become urgent as hundreds of projects were added to the Ninewa portfolio, particularly in the first half of the year. To cope with the increasing monitoring demands, 19 quality control (QC)/quality assurance (QA) officers were hired and deployed during the first half of 2018. The core task of these officers is to conduct daily site-

level monitoring. Each of the officers conducts daily site visits to ensure quality of work, assess the progress on site and to ensure adherence of the contractor to the original project specifications. Delays for any reason are reported and subsequently followed up on a weekly basis until their resolution. Feedback loops and follow-up is monitored rigorously to ensure arising problems are dealt with in a timely manner and delivery remains on-track. Ten of these QA/QC officers were deployed to Mosul and nine were deployed to the wider Ninewa region. The in-house monitoring team also grew with the addition of two Monitoring Coordinators, an Evaluations Officer, a Senior Engineer and a Field Monitoring Specialist dedicated to the western Anbar region.

Another significant area of growth in 2018 was in the FFES portfolio of projects. These large-scale and financially substantial projects demand efficient and effective monitoring practices that are tailored for projects of this size and complexity. In order to accommodate this, 2018 saw a continuation of specialized monitoring arrangements for FFES projects and further replication of this approach as the FFES portfolio expanded.

In special cases, such as for the Tikrit Teaching Hospital or Al Qayarah Hospital, the size and complexity of the projects necessitates the hiring of a full time, site-based monitoring company to ensure that works are being completed to schedule and to specification. Following the success of this approach, third-party engineering monitors will be used to monitor the rehabilitation of hospital projects in Mosul, which are also anticipated to be large and complex undertakings. These third-party measures are in addition to FFS core monitoring functions, which are applied in parallel to monitor the progress of these important projects.

As highlighted in earlier sections of this report, 2018 was characterised not only by growth in the FFS portfolio but also by the finalization of activities in those areas where the FFS has been working the longest. In order to deepen the understanding of the impact of FFS interventions in these areas, the FFS M&E team introduced, during 2018, a suite of supplementary key performance indicators (KPI) in locations where the programme's activities are close to close-out and no new projects are expected to be undertaken in the immediate future. Data collection for these KPIs began in 2018, and it is expected that data collected will be integral to informing a range of evaluations that will support impact measures of the FFS programme in these areas, particularly towards the end of the programme in 2020. The objective of the KPIs is to take a "whole-city" perspective, assessing cumulative impact of FFS intervention. This approach affords further understanding beyond correlations with returning populations alone.

REFINING DATA COLLECTION

Closely related to evolving and expanding monitoring systems is the refinement of key programme data, particularly data related to beneficiary numbers.

The challenges related to collecting reliable beneficiary numbers for a programme on the scale of the FFS should not be understated. However, understanding the importance of these figures for demonstrating the impacts of the programme, the M&E team has invested significant effort in 2017 and 2018 to refine these numbers and the processes by which they are captured.

Beneficiary numbers for individual projects are collected at the time of the development of BoQs for projects. Most of these figures are provided by local government or governorate authorities, and are based on the pre-ISIL beneficiary estimates for any given facility. The FFS team has found that during the project development phase, it is not unusual for beneficiary numbers to evolve based on the evolving context. The value of having locally based engineers, who are from the areas where they work, has many benefits, one of which is that they are more likely to be able to provide useful local context to beneficiary figures and support routine reviews of beneficiary numbers.

It is also important to recognize, when considering beneficiary numbers, that the number provided, based on pre-ISIL populations, maybe not be the immediate number of beneficiaries for any given project. Particularly in areas where returnee numbers remain low, it is reasonable to extrapolate that the number of current beneficiaries will be lower than the number before ISIL. Beneficiary numbers are not manipulated, however, to reflect this. Due to the sheer number of projects, it is difficult to calculate the proportion of current beneficiaries relative to the return rate, for each project. Rather, the programme prefers to contextualize its beneficiary data by explaining the hope that, once the distribution of population normalizes in Iraq, the beneficiary numbers for individual projects will again be similar to their pre-ISIL levels.

Once the beneficiary numbers are collected per project, data is input into a central tracking system for all FFS projects. While this provides a centralized location for all beneficiary numbers, calculating overall beneficiary numbers is no simple task. The first consideration is to ensure, as far as possible, that individual beneficiaries are not double counted when it comes to calculating the cumulative beneficiary figure. To ensure this, a number of calculation mechanisms are used, depending on the beneficiary type delimitation. When calculating by geographical area, for example, the beneficiary numbers for projects which have overlapping catchment areas are modified in order to ensure one individual is not double counted in the overall number, despite, perhaps, having benefited from health, housing and education sector projects. This is a similar situation for the calculation of number of beneficiaries per sector. For example, it is possible that one beneficiary could have benefitted from the rehabilitation of a school. However, that same beneficiary could have benefited from the provision of furniture for that same school. In order to give a true estimation of individual beneficiaries, one of those two projects would be removed from the calculation.



UNDP'S HEAD OF STABILIZATION, DR. MOHAMMADSIDDIQ MUDAWI AND THE GERMAN AMBASSADOR TO IRAQ, DR. CYRILL NUNN IN WEST MOSUL.

Finally, when reporting overall beneficiary numbers, unless specified differently, FFS reports the total number of beneficiaries based on the total number of projects, either overall, by sector, by geographical area, or any other delineation that is stipulated. This number, therefore, included projects which are completed, under implementation, tendering and under development.

Projects which are under development are projects for which the bills of quantity are being developed but which have not yet gone to tender. Reasons for projects not going to tender can be varied, although the vast majority of projects which fall into this category do so because they are currently unfunded. The FFS has communicated its funding shortfall, and it is only with the receipt of this full amount of funding that all projects which are currently under development can be tendered, implemented and ultimately completed.

In turn, it is important to recognize that the overall number of beneficiaries is an educated and calculated prediction of what the impact (based on beneficiary numbers) of the FFS programme will be, if fully funded and if unhindered by challenges of funding, security, etc. For this reason, FFS now pairs this number with the beneficiary number of completed projects, which is an alternative reflection of the impact of the programme, and demonstrates how many individuals, on any given day, have been impacted by completed FFS projects thus far.

Both numbers are insightful to understanding FFS progress. The overall number demonstrates best the impact of the programme in the broader sense, inclusive of the growing portfolio of projects identified by the government for which FFS is working to mobilize funds. The overall number of beneficiaries for completed projects, alternatively, provides a more accurate, but time static, picture of the number of beneficiaries reached by stabilization projects. The different aspects of FFS that both these numbers demonstrate is the reason that the programme has taken the decision during the latter part of 2018 to ensure they are presented together.

Most importantly, however, the programme remains committed to being transparent in how it collects, analyses, and articulates its beneficiary data. Because of the scale of the programme, the number of Iraqis who have benefitted from it number in the millions, and therefore the figure will never be exact. However, the FFS team hopes that through consistent collection and reporting methods, the story of how stabilization has benefitted the people of Iraq can be accurately told and assessed.

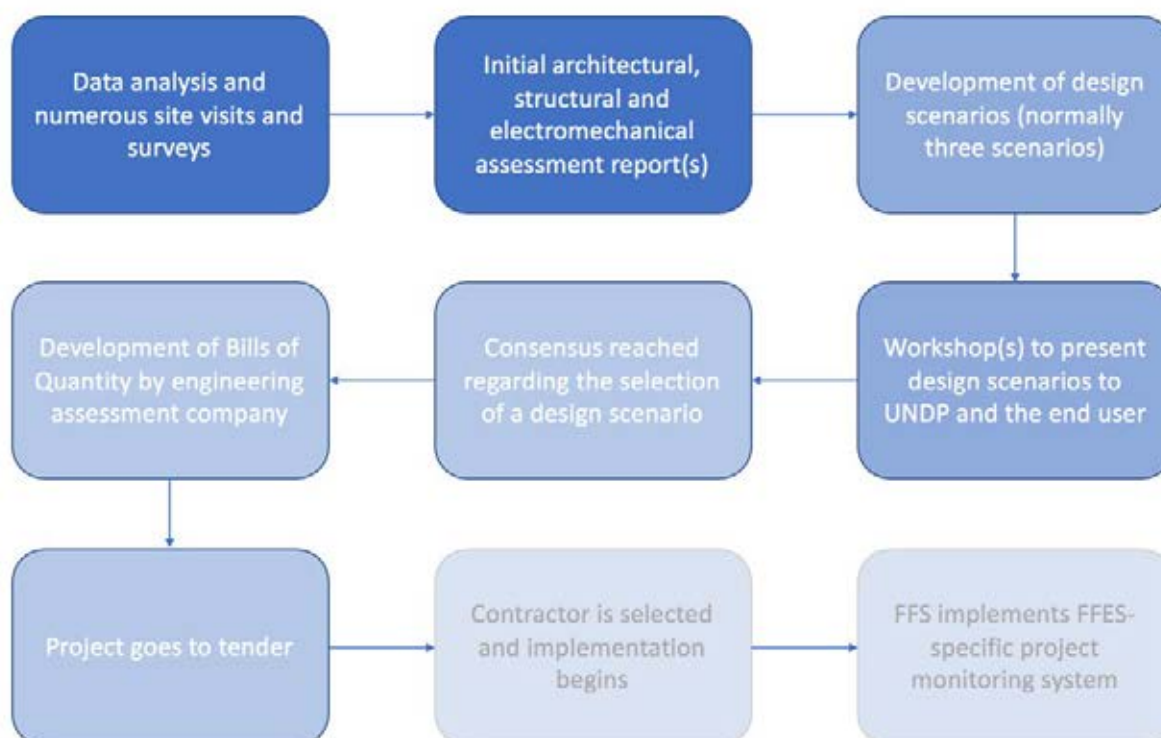


FIGURE 10: THE FFES PROJECT PREPARATION PROCESS

THE ASSESSMENT/APPROVAL PROCESSES FOR FFES PROJECTS

By the end of 2018, the FFS was undertaking 110 expanded stabilization projects. While the number of projects is low in comparison to the overall number of projects by the end of 2018, these 110 projects accounted for more than 20% of the total value of the entire FFS portfolio of work. By their nature, FFES projects are larger and more complex than FFIS projects. The FFES is reserved for these larger projects which are implemented over a longer period and primarily aimed at supporting large institutions that are magnets for returns, jobs, and boosting economic recovery. The key projects within the FFES portfolio include:

- Tikrit Teaching Hospital in Salah al Din
- Ramadi Maternity Hospital and Fallujah Teaching Hospital in Anbar
- Five hospitals in Mosul and three elsewhere in Ninewa
- Hamrin causeway in Diyala
- Seven bridges in Anbar; four bridges in Ninewa (Mosul)
- Universities in Mosul, Fallujah, Ramadi, and Tikrit

Numerous steps are required to prepare these complex projects, many months before any work is started (see Figure 10).

In most cases, support is sought from international engineering design and assessment companies, which undertake the initial assessments, including architectural, structural and electromechanical assessments, when needed. Decisions regarding the best way to rehabilitate these complex facilities are reached on the basis of data analysis and numerous site visits and surveys.

Following the submission of an initial Assessment Report, the engineering design and assessment company will proceed with the development of numerous design scenarios. Due to the size and importance of these institutions, representatives

not only from the institutions itself, but from governorate line directorates and national level line ministries must be given the opportunity to review and comments on the designs. For hospitals, presentation and feedback to the design scenarios normally takes place during a workshop hosted by UNDP, which is attended by relevant government stakeholders.

Following the selection of the design scenario, the engineering design and assessment company will develop the bills of quantity for the project and the project will be sent to tender. When it comes to the implementation of these large projects, the process is equally as complex. FFS has a dedicated team of engineers for these large projects, who are onsite and follow the progress on a daily basis.

NECESSITY OF AN INDEPENDENT PROCUREMENT OVERSIGHT COMMITTEE

Due to the volume and complexity of projects and related procurement activities under FFS, a full-time Procurement Oversight Committee (CAP) was established as an independent unit within UNDP Iraq.

The CAP unit operates under special delegated procurement authority granted by the Bureau on exceptional basis in order to meet the requirements and delivery targets of the FFS. The main purpose of this unique set-up is to expedite delivery. Moreover, the dedicated CAP unit is better able to manage the associated risks in the high-risk fiduciary environment of Iraq, while ensuring full compliance of procurement activities with UN/UNDP rules, regulations, policies and strategies.

This set-up with a full time Procurement Oversight Committee for a UNDP country office is unique, not only for FFS, but also with UNDP globally. The CAP has been particularly important part of the FFS process not only to facilitate the speed of implementation that is the hallmark of the Facility, but also to ensure fair and transparent procurement processes.

LOCAL CAPACITIES EMPLOYED VIA THIRD PARTY

As has been previously discussed in this report, one of the key strengths of the FFS is its locally recruited and based staff. Having a network of engineers, municipal stabilization advisors, liaison officers, amongst other functions, has meant that the programme has a substantial level of access to information about local political and social dynamics, as well as being able to build and maintain strong relationships with Mayors and municipal employees, including staff of line directorates.

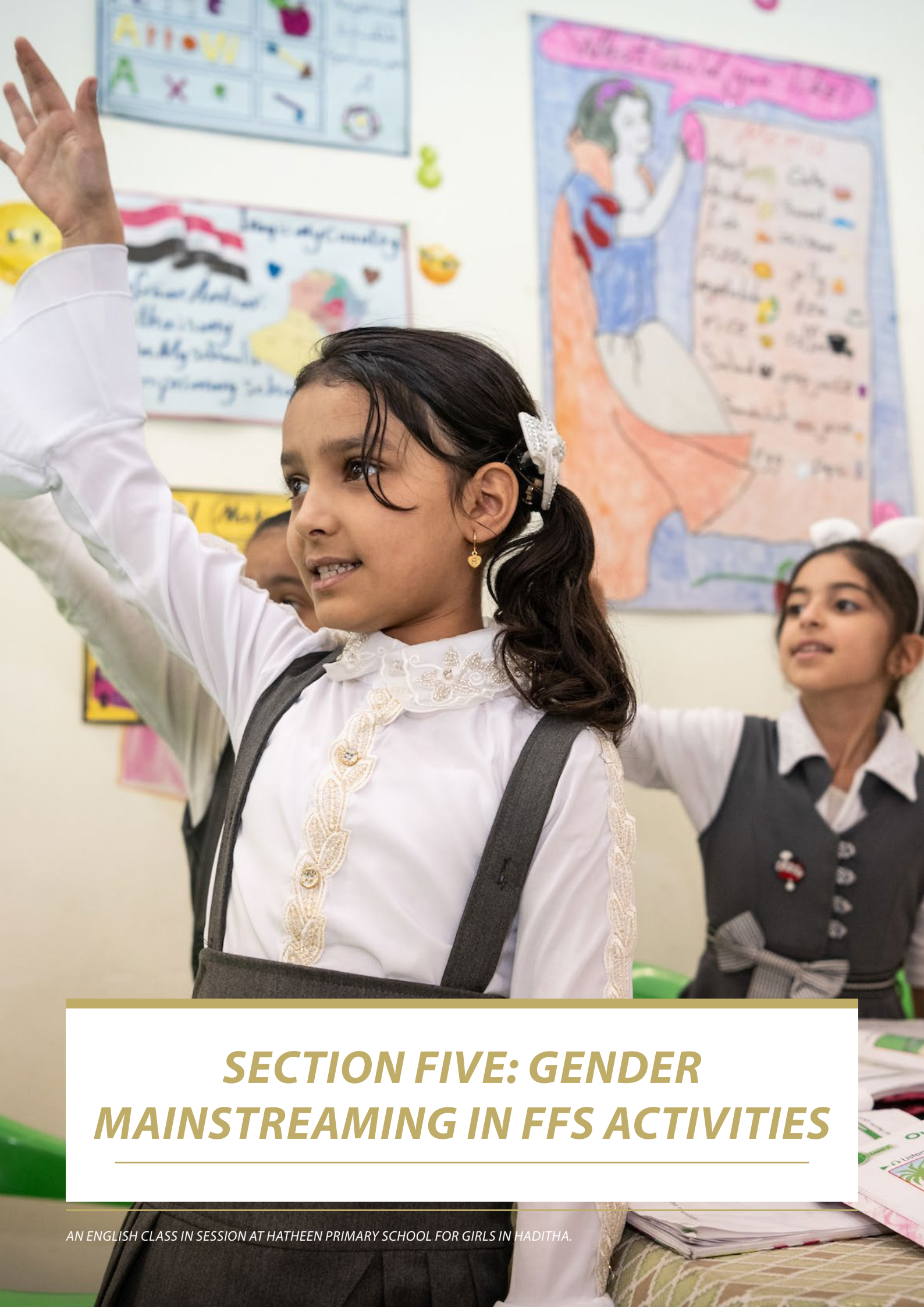
An essential mechanism that has been used to facilitate this level of field presence is the recruitment of local capacities via a third party. In the case of the FFS, third party contracting has been undertaken through Stars Orbit Contractors, an arrangement which has taken place since the beginning of the programme. Contracting staff through this modality allowed swift mobilization of staff, something, especially during the initial stages of liberation, which was an important prerequisite for initiating stabilization activities.

It is important to note that an essential prerequisite for the success of this type of contracting is the availability of a highly technically skilled workforce from which to recruit. For the FFS the majority of positions require education and experience in various disciplines of engineering, and the programme has found that there are more than enough highly skill national colleagues to fill these roles.

PROJECT OVERSIGHT FACILITATED THROUGH SELF-SUPPORTED MISSIONS

Essential for the success of the FFS has been the ability of programme staff to undertake frequent missions to project sites and potential locations for future projects. Considering the scale of the programme, having reached more than 3,000 individual projects, having consistent oversight of project process from the network of different teams that comprise the FFS (engineering, monitoring and evaluation, communications, reporting, etc) is essential to ensure the timely implementation of projects, implementation of those projects to the highest of standards, and the subsequent communication and reporting of those achievements to donors and the international community.

In order to do this, UNDP has its own team of security personnel who facilitate missions for project staff to project locations. Upwards of 12 missions by FFS teams can take place over the course of one week. In total, in 2018, the UNDP country office undertook 785 self-supported missions. Of those, 85% were missions for the FFS, meaning that staff from the Facility took 667 missions during the 2018 year.



SECTION FIVE: GENDER MAINSTREAMING IN FFS ACTIVITIES

AN ENGLISH CLASS IN SESSION AT HATHEEN PRIMARY SCHOOL FOR GIRLS IN HADITHA.

Commitment to gender equality and gender mainstreaming has long characterized the UN and the work of its agencies. In addition to gender-specific projects, such as grants to women headed households, the FFS recognizes that stabilization activities have opportunities to advance gender equality through, in partnership with communities, challenging gender-based stereotypes both by implementing strategies of gender mainstreaming and also by building capacity amongst staff and counterparts regarding the importance of engaging women and girls, and how to identify strategies on how to do so. For FFS, leading stabilization through a gender lens is a powerful approach for the attainment of stabilization goals of all kinds. The addition of a Gender Specialist to FFS staff in 2017, followed by the development of an explicit Gender Strategy, was a recognition that women are invariably central to the process of rebuilding Iraqi communities.

FFS has remained committed to considering the impact of its projects on women and girls. In all of the windows of engagement, there have been projects that are specifically directed towards the needs of women and girls, and so by their nature are seen through the lens of gender. In particular, in 2018, more than 150 staff have been sensitized on gender integration and gender-responsive planning and implementation in Baghdad and Erbil. Enhancement of staff capacities in this area – notably among engineers, field monitors, liaison officer and other relevant personnel – has contributed substantially to the implementation of the FFS Gender Strategy that will be ongoing in 2019. The Gender Strategy's associated Gender Workplan is updated each year, reflecting the priorities for the Gender team for the upcoming period. The 2018 year has seen numerous highlights when it comes to gender, which are summarized below:



A DOCTOR WORKS AT THE AL-CEMENT PHCC IN FALLUJAH WHICH WAS REHABILITATED IN 2018 WITH THE SUPPORT OF FFS.

WINDOW ONE

As per UN resolution 1325, the 2018 year saw an even greater focus placed on prioritizing the needs and participation of girls and women under Window One. As a result, thousands of women and girls now have increased access to rehabilitated public facilities including schools, universities, medical services, housing, water, and electricity.

Through Window One, concerted efforts during 2018 were made by FFS to support activities based on the specific stabilization needs and rights of women in order to ensure that facilities such as kindergartens, women's dormitories at educational institutions, women's education facilities and maternity and pediatric care facilities, were always prioritized, where possible, for rehabilitation. The FFS recognizes that women have basic human rights to have access to education and health facilities and, as far as possible, the Facility has worked to ensure that access to these services is achievable for the women and girls of Iraq.

For example, in 2018 young women were supported to return to their higher education studies through the rehabilitation of women's education facilities and women's dormitories at Mosul University and Fallujah Technical College, while rehabilitation of health facilities included maternity hospitals and wards, improving access to maternal healthcare in many of the geographical areas of FFS work.

During the 2018 year, the FFS endeavoured not only to support women and girls through the rehabilitation of facilities important for women, but also through enhancing their opportunity to engage in the design and implementation of key programmes. In the Anbar governorate, women's participation in housing projects has improved at various levels. In 2018, emphasis was put on ensuring women were not only beneficiaries of housing projects but also took an active role in the projects. Special efforts were made to engage female engineers and social organizers in the housing teams, ensuring the voice and engagement of women in housing project. This work model was piloted in Fallujah in 2017 and proved to be successful from the perspective of gender equality and women's empowerment. The approach was upscaled in 2018 in the housing work in the Anbar and Ninewa governorates, based on lessons learned from projects in Anbar.



WOMEN WORK REPAIRING DESKS AS PART OF THE CASH FOR WORK PROJECT. SIXTEEN WOMEN WORKED TO REPAIR 500 DESKS.

WINDOW TWO

Window Two covers two key livelihoods interventions that can target women, including cash for work activities and issuance of cash grants for women headed households (WHH). The FFS team has worked to ensure the FFS livelihoods portfolio includes different livelihoods projects which target women and have endeavoured to ensure the participation of women in the cash for work programmes. The 2018 year saw the initiation of the first women specific cash for work projects, designed for areas where it was not possible to have projects with both men and women.

As a result of these efforts, 3,035 women are now direct beneficiaries of FFS livelihoods projects and in general, women are taking active part in planning, implementation and monitoring of diversified livelihoods projects in liberated areas. For example, implementation of the cash grants programme for WHH in Ramadi and Fallujah is ongoing and will ultimately benefit thousands of widows and vulnerable women. The WHH programme is implemented in collaboration with the Ministry of Labour and Social Affairs (MoLSA) and local government officials in order to ensure transparency in the selection criteria of beneficiaries and safeguard local ownership of the programme. Beneficiaries are selected from the MoLSA list of registered women, prioritized by vulnerability. The project follows vulnerability criteria originally established by government. Vulnerability criteria are as follows:

- 1) Income level: women (and their households) who are under the poverty line (low-to-no income). Prior to the distribution of the WHH grants, FFS field monitors verify that households are compliant with this criterion.
- 2) Returnee/residence status: women returnees (and their households) in Newly Liberated Areas (NLA) and who are residents in a city in a NLA at the time of project implementation.
- 3) Disability and Marital status: women who fall into one of the below groupings are categorized as more vulnerable:

- a) Disabled and widower
- b) Disabled and divorcee
- c) Disabled and elderly
- d) Disabled
- e) Widower
- f) Divorcee

4) Number of children: Following assessment based on the three prior criteria, if the number of vetted potential beneficiaries in one location exceeds the project's target, the vetting will further include the number of children to further prioritize.

- a) 5 children or more
- b) Between 4-2 children
- c) One child and at the same time a caregiver of another family member
- d) One child and not caregiver of another family member
- e) No children

WINDOW THREE

FFS recognizes that gender responsive stabilization activities cannot be achieved without support from leaders, both at the national and community levels. Through 2018, the FFS Gender Specialist held regular meetings with local Mayors, Mukhtars and other community leaders in areas where FFS is engaged, with the aim of ensuring that the gender goals of FFS projects are understood by government and community counterparts. Including gender as an agenda item in such meetings and consultations is not only important to ensure gender-related goals are understood by counterparts, but also to ensure local women have the opportunity to participate in these important discussions.

WINDOW FOUR

In 2019, the outlook for gender programming sees a particular focus on work in Window Four, where the engagement of women and girls is particularly crucial in order to ensure social cohesion efforts build female participation and engagement into community dialogue and consultation mechanisms. Considering the severity of the effects of conflict on women and girls in Iraq, it is also paramount that efforts to build social cohesion are cognizant of the psychosocial needs of women and girls in targeted communities.

The 2019 year is also projected to be highlighted by further gender-specific projects, which will aim particularly to promote women's engagement in livelihoods programmes.

FFS Impact



ENGINEER SARAH, 28, STANDS FOR A PHOTO IN FRONT OF THE TEL ROMAN ELEVATED WATER TANK IN WEST MOSUL.

Sarah, pictured, is an FFS engineer, originally from Mosul, is working on the rehabilitation of the Tel Roman elevated water tank in West Mosul, helping to rebuild her neighbourhood and city.

During ISIL occupation of Mosul, Sarah and her family stayed in the city. *"I can't explain to you what it was like when ISIS was here," she says. "It was a very, very difficult time. We couldn't do anything, so I spent the days reading books, watching Youtube videos, and trying to improve myself in any way I could."*

Sarah graduated with a master's degree in Mechanical Engineering from Mosul University in 2017. "I like my job very much," she says. "It's so different from the theory so it's good to put into practice what I learned at university." In the future she hopes to become a professor of engineering at Mosul University.

"When I walk past this water tank I feel proud to be working on it," she says. "I feel very hopeful about the future of Mosul. Now we can see many contracts being awarded and many projects helping to rebuild the city. It takes so little time to destroy all these buildings, and so long to rebuild them. Still, I'm happy and hopeful to see how things are improving, slowly."



SECTION SIX: NEXT STEPS

A DOCTOR ANALYZES A BLOOD SAMPLE AT THE BLOOD BANK OF THE TIKRIT TEACHING HOSPITAL. THE BLOOD BANK WAS REHABILITATED IN 2018.

Undoubtedly, lessons learned in 2018 will help to shape the direction of the FFS into 2019. Activities in 2019 will continue to capitalize on the strengths of the Facility and implement through tried and tested processes, both in terms of thematic interventions and of management processes. The below highlights selected next steps, looking forward to 2019.

RESOURCE CONSTRAINTS MOVING INTO 2019

As outlined in the introduction, the capacity of FFS to attain its stabilization goals is necessarily dictated by the availability of funding. Without the necessary resources, the programme will not be able to satisfy the many requests received from the liberated governorates, nor achieve its previously determined stabilization goals and targets. Especially persistent are the needs of the five priority areas. At any given time, the FFS has more than 500 projects that are prepared for these areas, and ready for implementation, but are stalled by a lack of funding. Through the beginning of 2019, the FFS team will continue to develop and refine Bills of Quantity (BoQs) for future projects, with the hope that funding will materialize, so it is possible that this number could increase. Because these projects include electrical networks, sewerage treatment plants, facilities for the treatment and distribution of water, hospitals, schools, universities, municipal buildings and other essentials, it follows that non-completion would be dangerous for the prospects of lasting stability in these areas.

Without additional funding early in 2019, the FFS will be forced to start to scale down work, including scaling down staffing numbers. Starting, well in advance of the 2020 end date of the programme, to dismantle that structures and systems that have been the key to the success of the Facility would be a loss to UNDP, but also a crucial loss to the Government of Iraq, and by extension to the entire international community, which has a strong and legitimate interest in the consolidation of stability in the region. Given the time and opportunity, the Government of Iraq could be in a position to adopt and integrate FFS systems and practices into existing government structures, thus ensuring that the legacy of the programme is not only the work derived from the programme's four windows, but also the procurement and implementation processes that brought the FFS its substantial success. The ability to do so, however, is dependent on the continuing health of FFS funding through 2020.



A FAMILY IN FALLUJAH STANDS OUTSIDE OF THEIR HOME, WHICH WAS REHABILITATED BY FFS.

PROJECTED PROGRAMMATIC TRENDS

Work that is possible within existing funding scenarios in 2019 will continue along the lines of tried and tested approaches to sectoral interventions that have characterized the work of the FFS for the past four years. As reflected in earlier portions of this report, the distribution of projects per sector and per geographical area has remained relatively consistent between 2017 and 2018, and this is expected to continue in 2019. As in 2018, an increasing level of focus on the FFS priority areas is expected to continue into 2019. In terms of processes, continuity with regards to processes can be exemplified in particular by the housing sector, grants to women headed households and in the FFES portfolio of work, all of which FFS projects have enjoyed noteworthy success and longevity in both the processes that are used, and the outcomes.

HOUSING

FFS began working in the area of housing rehabilitation in Quarter One of 2017, starting with a small pilot project in Ramadi and Fallujah. The need for piloting the proposed approach to housing rehabilitation was necessary given the enormous complexities of working in this sector. Unlike public infrastructure rehabilitation, housing rehabilitation involves working directly with communities and homeowners often in situations of extreme vulnerability. Adherence to a sound, transparent and proven approach has been fundamental to allowing FFS to successfully implement in this sector and upscale to provide meaningful support in other areas.

Following the conspicuous success of city-wide housing rehabilitation programmes in Ramadi and Fallujah, which was followed by the significant upscaling of similar programming in West Mosul and the Ninewa Plains, further housing programmes are now planned in western Anbar, as well as in Baiji and Batnaya. Underpinning the emphasis placed on



FATHER OF SEVEN MISHAL MOHAMMED HASSAN, 80, IS PICTURED WITH HIS GRANDCHILDREN INSIDE THEIR FAMILY HOME IN WEST MOSUL, WHICH IS BEING REHABILITATED BY FFS.

housing projects in these and other places is the proven reality that the availability of secure and adequate housing is a key prompting factor in the decisions of IDPs to return home. Thus, the impact of the projects has a strong general, as well as more localized, significance. What has been notably successful is the process that the FFS has used in developing and implementing its housing programmes, honed and revised through experience in Ramadi, Fallujah and West Mosul.

The FFS approach to housing rehabilitation is founded on the guidance provided by the Shelter Cluster and informed by international best practice. FFS is implementing the largest housing rehabilitation effort in Iraq and as such, is operating in diverse environments and contexts. The parameters of FFS activities in this sector are predominantly based on the rehabilitation of homes that fall within the Shelter Cluster's "category two" classification, meaning homes that are damaged but livable. However, in areas of significant destruction, houses that fall into category three – severe damage, are also supported by the programme. The approach is continuously revised, lessons learned are diligently captured and close attention is paid to tweaking and nuancing the approach so as to optimise effectiveness in a variety of challenging circumstances. The FFS approach to housing rehabilitation is set apart by the applicability of its approach to large scale intervention and a commitment to implementing repairs at speed. Several core principles anchor the approach in best practice irrespective of slight nuancing to local context. A focus on the most vulnerable, an area-wide approach, strong relationship with communities and local leaders and transparency at all stages are the cornerstones of the FFS approach.

In the implementation phase, housing and monitoring and evaluation teams oversee the daily implementation of work by the contractor, paying particular attention to progress, adherence to BoQ's and quality of work. Social organizers, meanwhile, liaise closely with each household to ensure constant communication, to help in sequencing works to suit households,



YOUSSEF SHWBAIL IS PICTURED OUTSIDE HIS DAMAGED HOME IN MOSUL'S OLD CITY. MR. SHWBAIL'S HOME WILL BE REHABILITATED BY FFS IN 2019.

to defuse any disputes, and to promote women's participation throughout. Contractors must closely follow the agreed workplan, with work being completely finished in each zone before progressing to the next. BoQs are re-assessed for each unit in each zone immediately ahead of implementation, in the light of any items that had already been undertaken at the home owner's expense and so are excluded from the BoQs. A degree of flexibility is also maintained in that housing teams may consider requests from community members for assessments to their homes, if they had not been present or had not yet returned at the time of the original assessment. Such requests may be acted upon in the event of cost savings that have proceeded from revision of BoQs in the course of implementation.

In 2019, implementation of further housing work is expected to follow the above outlined process, which has been well honed based on lessons learned in 2017 and 2018.

GRANTS TO WOMEN HEADED HOUSEHOLDS

A successful pilot project in Fallujah in 2018 proved highly effective in empowering women, particularly women supporting their households. In particular, it enabled women beneficiaries to undertake a variety of projects and activities, such as housing improvements, supporting children to go to school, buying electricity for their homes, and others. Accordingly, in 2019, this approach to providing grants to women will be scaled up, being extended first to Ramadi and then to West Mosul.



WORK AT THE PALESTINE CONCRETE BRIDGE IN RAMADI IS ONGOING. THE BRIDGE IS THE BIGGEST ROADS AND BRIDGES SECTOR PROJECT IN ANBAR.

INCREASING NUMBER OF FFES PROJECTS

The growth of the FFES portfolio from 2016 to the end of 2018 has been extraordinary, growing to a total of 110 projects by the end of the 2018 year. A number of important FFES projects were completed during the year, such as the iconic Fallujah Iron Bridge and the installation of important underground electric cables in East Mosul.

This growth of the FFES portfolio since 2016 has demonstrated the scale of the need for the rehabilitation of large-scale infrastructure in all liberated governorates. Indeed, although the FFES stream of work has seen significant expansion, there are numerous essential facilities which still remain unfunded. Work in 2019 will continue on some FFES sites, such as the Tikrit Teaching Hospital, Ramadi Maternity Hospital, Fallujah Teaching Hospital, Qayara Hospital and Hamdaniya Hospital and be initiated at other important institutions, such as Mosul University, Ibn Al Atheer Pediatric Hospital and Al Shifaa Oncology Hospital.



A CLASS IN SESSION AT LAILA AL GAFARI SCHOOL IN WEST MOSUL, REHABILITATED BY FFS.

MONITORING AND EVALUATION IN 2019

Refinement of the scope and responsiveness of M&E processes is expected to be a continuing priority in 2019. In particular, even though the ethos of the FFS M&E system has been to keep data collection systems as simple as possible in keeping with the spirit of 'speed and scale', it is recognized that there is a need for an increased degree of data disaggregation. In particular, efforts to improve disaggregated data collection methods to fully capture gender and age are important to understand impacts on youth – and this is an especial need in assessing livelihoods and social cohesion programming. To do so in the context of a programme on the scale of FFS is not necessarily easy to accomplish and requires modification to established data collection systems. However, recognizing that gauging of the impact of key sectoral interventions on these communities is essential to understanding overall impact, improving and trialing revised data collection systems will continue to be a priority in 2019.

Also, in 2019, the collection of data directed at reporting on the FFS outcome indicators will begin. Refining the indicators will be a necessary preliminary step and will be closely followed by defining the processes to be used for data collection, particularly the qualitative data. Parameters of ensuring indicators are appropriate to stabilization-type activities in informing on successes and short comings in the immediate to short term and the utility of indicators allow for effective and rapid responsiveness of FFS programming will continue to apply. Closely linked with collecting data for outcome indicators is the need to continue to scale up efforts to conduct internal evaluations in locations where the programme is moving towards close-out of activities. This allows for FFS to understand its impact following a sustained period of stabilization support, while also providing insights that remain relevant to programming in other areas of focus for 2019 (such as the "red-box" priority areas). These evaluations will be undertaken through 2019 and into 2020, focusing on specific sectors, in specific geographical areas. It is clear that the findings from these evaluations have the potential to help inform the qualitative elements of the outcome indicator reporting, and synergies will be developed accordingly.

ANNEX ONE: RISK ANALYSIS

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
Proposed/selected projects do not correspond with priorities of returnees/local population.	Political	Probability- 2 Impact- 2	The funding decisions for projects are subject to endorsement by the Funding Facility for Stabilization (FFS) Steering Committee. Conduct targeted workshops to identify and agree the most critical needs with end-users, and provide regular advice to the Technical Directorates on data collection and reporting techniques, which enables better identification of priority needs.
Fluid political environment causes high turnover of leadership negatively affects the pace of project implementation.	Political 1	Probability- 3 Impact- 3	UNDP/FFS to ensure strong relationships are maintained at the highest political level, and the required high level decisions are minuted through the Steering Committee meetings.
Sectarian and tribal tensions increase, and violent conflict breaks out in geographical locations where FFS provides support/ implements projects.	Political	Probability- 3 Impact- 4	Engage with Government at all levels to ensure FFS activities are conducted in a manner that promotes fair distribution of projects among tribal or sectarian groups. Maintain a commitment to implement projects in approved areas which have a reasonable potential for sustainable stability. Maintain close communication with relevant government entities, organizations and security actors who monitor potential spoilers of peace and local level tensions. International community to raise concerns at highest level.
Significant distrust between Popular Mobilization Forces (PMF) and local population prevents internally displaced persons (IDPs) from returning despite stabilization efforts.	Political	Probability- 4 Impact- 4	Conduct meetings with PMF and local police to ensure shared understanding of the necessary support to allow FFS to undertake assessments/ implement projects and for displaced populations to return. Encourage the Prime Minister's Office, 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 the highest level through the DSRSG/HC/RC/UNDP RR.

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
Lack of substantive, strategic and effective stabilization planning within local institutions prior to initiating implementation of activities.	Strategic Operational	Probability- 3 Impact- 4	<p>UNDP/FFS will provide technical capacity support to Governorates to prepare for stabilization through the deployment of Area Coordinators, Municipal Stabilization Advisors, Stabilization Specialists, Liaison Officers, and embedded engineers.</p> <p>The Stabilization Task Force and FFS Steering Committee will be convened regularly as platforms through which to raise concerns.</p> <p>UNDP/FFS will establish a strong relationship with the Governors and their Advisors/Deputies to provide advisory/capacity support for planning and coordination, as required.</p>
Lack of clarity of the role of the international community (IC) in stabilization and resulting use of the IC as scapegoat when things go wrong.	Strategic Political	Probability- 2 Impact- 3	<p>FFS will implement its Communications Strategy through the FFS Communications Team.</p> <p>Expectations of the local population and the Government will be managed through clear messaging on realistic stabilization deliverables.</p> <p>Joint advocacy/messaging will be issued with UN and international community. Briefings will be provided to the PMO reflecting challenges encountered.</p>
Human rights violations committed, property issues are unresolved, and other grievances lead to feelings of impunity and growing frustrations among the returning population.	Political Security	Probability- 3 Impact- Probability- 4	<p>UNDP will document concerns relating to the protection of the people of Iraq in the areas in which FFS provides support, and communicate same to the Government of Iraq (directly), and the international community, including through the Stabilization Task Force and FFS Steering Committee. UNDP will consistently advocate for the protection and promotion of human rights.</p> <p>Property issues, particularly those related to housing ownership, will be mitigated through the verification of property ownership documents. Where documents are not available, confirmation will be sought through verification of ownership through local leaders and community members.</p>
Inability of the Government of Iraq to maintain stabilization gains over time	Political Strategic	Probability- 3 Impact- 5	<p>Clear communication strategies to be adopted from the onset of FFS interventions to ensure agreement about the responsibilities of the Government in maintaining and securing stabilization gains into the future.</p> <p>Capacity support to be provided to local Government authorities throughout the lifetime of FFS activities in each location to respond to arising Government needs and facilitate coordination with longer term planning agendas.</p>

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
Possibility of recapture of newly liberated areas by ISIL leading to displacement and further destruction of infrastructure.	Security	Probability- 3 Impact- 4	Strict monitoring of the security situation. Where possible, work with control centres to develop extraction plan for critical FFS staff and assets.
Risk of looting of (FFS supported) assets during stabilization phase or thereafter.	Security	Probability- 2 Impact- 4	Close monitoring on the ground and possibly delay delivery of equipment in case there is imminent risk of looting. Deployment of liaison officers and municipal stabilization advisors on the ground to support regular communications between FFS and local authorities where such concerns can be raised. Raise any security incidents immediately with PMO and Governor. 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 FFS. International community to advise and monitor coordination between security actors and governorate, and report back to coalition..
Mass infestation of improvised explosive devices (IEDs) requiring long periods of explosive hazard (EH) clearance, presenting threats to personnel slowing projects and rate of returns.	Security	Probability- 3 Impact- 3	UNMAS to lead in conducting rapid threat assessments, contracting and coordinating of commercial companies and/or NGOs for IED clearance and training of national capacities. In parallel, ISF, civil defense, police and the mine action authority are engaged in IED detection and clearance of EH in areas where FFS are active. FFS to maintain on-the-ground coordination with commercial companies. Threat assessments for neighborhoods and sites use classification with Low, Medium and High risk to better sequence FFS activities and advise on IDP returns to safe areas.
Weak capacity of the local police to take over security functions; and Militias prolong their stay if local police are not able to take over their tasks.	Security	Probability- 3 Impact- 4	FFS will maintain a clear understanding of the capacity and numbers of police and other security actors in the geographical locations it supports. Provide targeted support to rehabilitate critical police infrastructure including stations, ensuring local police are supported to return to their duties. Build relationships with local leaders and Government of Iraq officials and leverage community buy-in to protect and support FFS supported assets.

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
Community violence increases and mistrust among communities worsens.	Security	Probability- 3 Impact- 3	Document risks to FFS assets and leverage international community and Government support to thwart community violence. Ensure FFS interventions are designed in a conflict sensitive manner, so that it does no harm/does not contribute to further community level tensions/mistrust.
FFS staff or its Contractors are targeted with threats in an effort to corrupt procurement processes or extort resources from FFS.	Security Operational	Probability- 2 Impact- 3	Communication to all staff and contractors regarding how to report instances of threats, blackmail etc. Clear response mechanisms built into overall management structures for cases of threats towards staff or contractors.
The environment and natural resources negatively impacted through stabilization projects.	Environmental	Probability- 3 Impact- 4	FFS will undertake UNDP's Social and Environmental Assessment, and regularly review same to identify risks pertaining to the environment. Dedicated environment impact assessments to be conducted for large scale infrastructure works undertaken by FFS to identify any specific risks to the environment/natural resources, and accordingly identify required mitigation measures. FFS to avail of the expertise of the Environment Team of the UNDP Country Office
Corruption by various stakeholders (internal and external) during project planning and implementation.	Operational Financial	Probability- 4 Impact- 5	A no-tolerance policy in dealing with corruption practiced transparently and without exception in all cases where corrupt or fraudulent activities are suspected. A set of key measures for detecting and preventing fraud and corruption adopted, outlining targeted measures which are included across every key function of the operational chain. Measures address the protection of bidding information such as UNDP's confidential e-tendering platform, checks of authenticity on bidder documents and safeguards to prevent leakage of confidential bidding information or manipulation of selection process, along with measures to detect possible corruption during project implementation including strict monitoring of bill of quantity (BoQ) adherence.

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
			<p>Regular revisions to monitoring mechanisms to reflect lessons learned from practice. Examples to date include additional measures put in place to boost oversight and monitoring functions through additional staffing resources, the hiring of third party monitors to support complex projects such as Cash-for-Work, and the employment of standard operating procedures around in-house communication between UNDP staff and procurement staff. UNDP procurement staff communicate with all other UNDP staff only through emails; (communication by phone on procurement issues is banned).</p> <p>Regular awareness raising amongst UNDP partners of rules and regulations. UNDP Operational and Financial Rules and Regulations communicated regularly to partners.</p> <p>Regular field monitoring undertaken including un-announced spot checks by UNDP field monitoring specialists, and increased capacity of monitoring staff to detect fraud and corruption.</p>
Corruption during procurement processes.	Operational Financial	Probability- 4 Impact- 5	<p>All procurement actions will be managed in keeping with UNDP's Operational and Financial Rules and Regulations.</p> <p>To ensure the authenticity of the documents submitted by a bidder, UNDP:</p> <ul style="list-style-type: none"> • Verifies every single document submitted by a potential bidder including bid securities from issuing banks, government-issued certificates, etc. • Reports immediately all forged documents to the UNDP Office of Audit and Investigation in New York and temporarily suspends bidders who have submitted these documents from UNDP tendering processes <p>To prevent leakage of confidential bidding information, including cost estimates, UNDP:</p> <ul style="list-style-type: none"> • Ensures that only six staff have access to draft and the final bills of quantity with

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
			<p>pricing, limiting the possibility that bills of quantity, or information linked to them, is leaked</p> <ul style="list-style-type: none"> • Rotates UNDP-contracted engineers between core functions; specifically, between preparing bills of quantity and project monitoring and supervision, limiting the possibility of establishing rapport with contractors • Reviews each bid to ensure there is no overlap between the original bill of quantity prepared with input from the relevant Government line directorate and the final UNDP-verified bill of quantity, limiting the possibility that Government officials leak information to specific companies • Hires predominantly international procurement staff, limiting the risk of conflicts of interest and shielding UNDP from pressures exerted on national staff by local authorities and vendors • Requires all bids to be submitted on-line using a dedicated email address, and as of June 2017, an e-tendering platform, which ensures that bids remain secret until the bidding period is closed, limits the number of staff with access to bids, and limits the amount of communication between staff and bidders • Ensures that Technical Evaluation (TE) panels are chaired, everywhere possible, by international staff, limiting the risk of conflicts of interest and shielding UNDP from pressures exerted on national staff by local authorities and vendors <p>To prevent manipulation of the selection process by a contractor, UNDP:</p> <ul style="list-style-type: none"> • Ensures that the Technical Evaluation and Financial Evaluation Reports which document the selection process for project are reviewed by the Procurement Review Committee (PRC) composed of the Senior Procurement Specialist and the UNDP Operations Manager, adding a further layer of review, quality assurance, and detection

Description	Type of Risk	Probability and Impact Rating	Mitigation Measures
Delays in tax and customs clearance.	Operational Financial	Probability - 4 Impact- 4	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.
The receipt of donor pledges is delayed and FFS becomes underfunded at critical moments.	Financial	Probability- 5 Impact- 5	The FFS Steering Committee to regularly review the funding situation, helping to ensure that a sufficient funding is available and that funding gaps are addressed.
A significantly limited Government budget allocated for newly liberated areas and lack of national financial resources to ensure operation and maintenance cost of infrastructure, or transition from stabilization to development.	Financial Political	Probability- 3 Impact- 4	An Expanded Stabilization Funding Facility (FFES) introduced to bridge immediate stabilization with reconstruction. UNDP will also liaise with international and Iraqi partners, especially ReFAATO, on implementation of stabilization/recovery loans. Expectations of the local population and the Government will be managed through clear messaging on realistic stabilization deliverables.
Poor quality contracting work and significant cost for operating in high risk areas.	Operational	Probability- 3 Impact- 4	A strong monitoring mechanism to be in place on the ground during the implementation phase to verify quality and delivery schedule (by UNDP-recruited engineers, Government monitoring and external monitoring company). Third party monitors recruited to oversee progress, quality of work and adherence to project goals for particularly complex projects.
Lack of qualified personnel returning to newly liberated areas to ensure delivery of services (technicians, teachers, doctors etc.) after handing over sites to Government.	Operational	Probability- 3 Impact- 4	FFS will consult with local counterparts in advance to agree on the availability of trained personnel before infrastructure works begin. Based on the outcome of the consultations, further required changes in strategy (if any) will be identified.

ANNEX TWO: RESULTS FRAMEWORK

2018 Annual report results framework

Indicators	Target	Description Of Indicator	Q4 (2018 AR) Result
Output 1- Funding Facility for Immediate Stabilization			
1.a. % of early needs assessments carried out in FFS targeted liberated areas	100% of assessments in 31 target liberated areas completed		Assessments have been undertaken in all 31 targeted areas.
1.b. # of infrastructure projects for basic services (water, health, education, electricity, housing, roads and bridges, sewage and municipal services) which have been restored[1] in target areas	Minimum 2000 projects completed (cumulative)	<ul style="list-style-type: none"> - Completed projects only (cumulative) - Not including the livelihoods and social cohesion sectors - Not including FFES projects 	b. 1,468 projects completed at the end of 2018. The following provides the breakdown by sector: <ul style="list-style-type: none"> • Education: 601 • Electricity: 123 • Health: 235 • Housing: 41 • Municipalities: 257 • Roads and bridges: 17 • Sewerage: 90 • Water: 104
1.c. # of houses rehabilitated in liberated areas	10,000 houses rehabilitated in newly liberated areas	Including housing units only from completed projects	16,207
1.d. # of immediate livelihood opportunities created for individuals, including women and youth[1] in the target areas	30,000 people engaged through cash-generating job opportunities (cumulative, 14,000 youth and 4000 women)	Including old livelihood projects.	Cumulatively, 26,505 cash-generating job opportunities have been created (20,893 for completed projects and 5,612 for projects under implementation), including 3,035 filled by women (1,855 for completed projects and 1,180 for those under implementation) and 9,401 constituting youth (for those projects which are completed only) ^{17,18}
1.e. # of small business grants provided in the target areas (gender disaggregated)	7000 small business grants provided (cumulative)	Only small business grants. Do we have the gender disaggregated data?	3,481 ¹⁹
1.f. # of small grants provided to women headed households	3,000 women headed households provided with small grants (cumulative)	Not including small business grants.	4,858

¹⁷ The number of youth is an extrapolation, based on data collected for 13 livelihoods projects in 2018. Starting in 2019, age disaggregated data will be collected for all livelihoods projects.

¹⁸ Beneficiary numbers for livelihoods projects which are under implementation may change as workers may not complete the full project, or additional workers may be added. The final number is only known at the completion of the project.

¹⁹ Gender disaggregated data is not available for projects before 2019. In 2019, gender disaggregated data for will be collected for small business grants projects. Furthermore, the number of small business grants reported in Q3 2018 (981) was incorrect. The correct number of small business grants at the end of Q3 2018 was 3,481.

Indicators	Target	Description Of Indicator	Q4 (2018 AR) Result
1.g. # and type of technical advisory support capacities in place to support Authorities in target areas to plan and execute stabilization activities	Area Coordinators and Stabilization Advisors in place to support stabilization planning and communications; minimum of 10 Municipal Stabilization Advisors embedded		Three international Stabilization Specialists and three Area Coordinators are in place. Seven Municipal Stabilization Advisors are embedded in municipal authorities. An additional three municipal stabilization advisors are in the process of being recruited.
1.h. # of women and youth engaged in leading/promoting social cohesion in the newly liberated areas	100 youth and 50 women engaged in promoting social cohesion (pilot initiatives)		600 individuals were engaged in social cohesion activities as of the end of Q4. Of those 600, 0 were women.
Output 2: Funding Facility for Expanded Stabilization			
2.a. # of medium-size infrastructure projects implemented in the newly liberated areas	45 medium-size infrastructure projects implemented (cumulative)		Cumulatively 89 medium-size infrastructure projects completed. 17 projects are under implementation.

ANNEX THREE: FINANCIAL OVERVIEW

Actual expenses incurred by year	
2015	\$3,207,121.30
2016	\$40,449,217.48
2017	\$150,255,824.70
2018	\$246,390,549.70

Financial status, 2018			
2018 Budget (USD)	2018 Expenditure (USD)	2018 Commitment (USD)	2018 Utilization
486,606,034.00	\$246,390,549.70	\$215,862,293.86	95%

Donor	Contribution (signed agreement)		Received		To be received (currency of agreement)	To be received (signed agreement) USD)
	(Currency of agreement)	(USD)	(Currency of Agreement)	(USD)		
Australia	AUD 22,000,000	16,530,558	AUD 10,000,000	7,460,263	AUD 12,000,000	9,070,295
Austria	EUR 6,000,000	6,697,027	EUR 6,000,000	6,697,027	0	0
Belgium	EUR 5,124,774 + USD 3,000,000	8,635,062	EUR 5,124,774 + USD 3,000,000	8,635,062	0	0
Bulgaria	EUR 200,000	227,273	EUR 200,000	227,273		
Canada	USD 1,200,000 + CAD 12,000,000	10,463,896	USD 1,200,000 + CAD 12,000,000	10,463,896	0	-
Czech Republic	CZK 30,000,000	1,305,639	CZK 30,000,000	1,305,639	0	0
Denmark	DKK 246,000,000	38,185,365	DKK 246,000,000	38,185,365	0	0
Estonia	EUR 25,000	29,412	EUR 25,000	29,412	0	0
European Union	EUR 64,000,000	74,017,000	EUR 32,000,000	44,449,500	EUR 32,000,000	29,567,500
Finland	EUR 9,000,000	9,941,185	EUR 9,000,000	9,941,185	0	0
France	EUR 5,500,000	6,234,740	EUR 5,500,000	6,234,740	0	0
Germany	EUR 272,382,760	311,269,826	EUR 230,311,834	256,993,258	EUR 42,070,926	54,276,568
Italy	EUR 9,400,000	10,597,505	EUR 9,400,000	10,597,505	0	0
Japan	USD 29,128,580	29,128,580	USD 29,128,580	29,128,580	0	0
Korea	USD 14,000,000	14,000,000	USD 14,000,000	14,000,000	0	0
Kuwait	USD 2,000,000	2,000,000	USD 2,000,000	2,000,000	0	0
Malta	EUR 30,000	35,377	EUR 30,000	35,377	0	0
Netherlands	EUR 57,000,000	65,482,488	EUR 57,000,000	65,482,488	0	0
New Zealand	USD 2,000,000	2,000,000	USD 2,000,000	2,000,000	0	0
Norway	NOK 301,200,000	36,116,822	NOK 301,200,000	36,116,882	0	-60
Poland	PLN 7,000,000	1,888,330	PLN 7,000,000	1,888,330	0	0
Slovakia	EUR 100,000	113,648	EUR 100,000	113,648	0	0
Sweden	USD 4,000,000 + SEK 244,000,000	31,456,765	USD 4,000,000 + SEK 244,000,000	31,456,765	0	0
Turkey	USD 750,000	750,000	USD 750,000	750,000	0	0
UAE	USD 60,000,000	60,000,000	USD 56,000,000	56,000,000	USD 4,000,000	4,000,000
USA	USD 258,300,000	258,300,000	USD 258,300,000	258,300,000	0	0
UK	GBP 25,650,000	33,531,604	GBP 25,650,000	33,531,604	0	0
Total		1,028,938,102		932,023,799		96,914,303

United Nations Development Programme in Iraq



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