UNDP Management Response Template

**[**Funding Facility for Stabilization in Iraq 2015- 2019**]** Date: 21 July 2021

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| **Evaluation recommendation 1.****Ensure a more systematic integration of disability considerations in BoQ development of public infrastructure, which can act as add-on guidance to GoI standards in current and future rehabilitation efforts, preferably with the inclusion of people with disabilities in design considerations**. |
| **Management response:**FFS is currently integrating disability considerations in Bills of Quantities (BoQ) development of public infrastructure in accordance with Government of Iraq (GoI) standards and in consultation with the end-users of the facility. FFS acknowledges the recommendation and will adopt an approach to more systematically integrate such considerations which will act as add-on to GoI standards. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| * 1. Following a consultative process with relevant stakeholders, develop and adopt guidelines that integrate disability considerations more systematically into BoQ development of public infrastructure under FFS.
 | 31 Mar 2022 | FFS Programme Managers |  | To be initiated |

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| **Evaluation recommendation 2.** **Build on FFS’ proven competence by pursuing the rehabilitation of economic infrastructures that are commercially viable and promising in their potential for local job creation (including for women) with reliance on green energy in line with UNDP priorities, linking and tailoring skills trainings to potential jobs in these infrastructures as informed by relevant studies.** |
| **Management response:**FFS acknowledges the recommendation and will continue to leverage its on-going efforts in this sector by building on the established mechanisms, partner network and tested approaches in providing socio-economic and livelihood support through similar interventions. Additionally, FFS will conduct select sectoral assessments in select governorates and prioritise such works for rehabilitation of economic infrastructure in annual planning for 2022 and 2023. Subject to availability of required donor funding, UNDP will scale up the use of green energy in the implementation of FFS potential projects for local job creation (including for women). |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Conduct sectoral assessments to identify potential job creation projects through the rehabilitation of economic infrastructure and include such projects in the annual work plans for 2022-2023.
 | 31 Dec 2021 | FFS Programme Managers & Stabilization Specialists |  | Initiated |

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| **Evaluation recommendation 3.** **Recognizing that the social cohesion pillar has a strategy that guides UNDP Iraq’s broader social cohesion work, activities under FFS must be consolidated and re-focused on initiatives that contribute to facilitating the return of IDPs in line FFS’ overall intention.** |
| **Management response**:In 2020, UNDP Country Office adopted a Social Cohesion Strategy for the duration of its Country Programme Document (2020-2024), including social cohesion activities, which are now implemented under the leadership and guidance of the Country Office Social Cohesion pillar in the UNDP Iraq Country Office. This is currently being addressed through a number of initiatives aimed at expediting the return of IDPs resulting from the recent camp closures: (1) UNDP co-leads the Durable Solutions Strategy and Area Based Coordination, supported by social cohesion expertise in the development of their respective Plans of Action, and (2) embracing an integrated approach incorporating stabilization / social cohesion (SC) / security sector reform (SSR) activities across multiple pillars (Stabilization+ Social Cohesion+ governance) to strengthen linkages among respective interventions. The inter-linkages between the 4 FFS Windows are already strengthened and will continue to be more closely integrated going forward.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Integrate and scale up social cohesion and SSR activities under windows 3 & 4 to complement activities under windows 1 & 2 ensuring a holistic stabilization response in the areas of operations.
 | 31 December 2022 | FFS, & Social Cohesion Programme Managers |  | Initiated |

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| **Evaluation recommendation 4.** **Maintain focus on housing rehabilitation, as damaged houses continue to be a factor influencing the decision of some returnees to return or leave.** |
| **Management response:**FFS will continue to focus on housing rehabilitation as an instrument to address priority needs of returnees. Due to the camp closures, the Durable Solutions Plans of Action also address housing rehabilitation requirements as a priority. FFS will promote an integrated approach to complement housing rehabilitation with provision of basic services for the area/neighbourhoods. FFS will utilise unearmarked donor contribution to promote such neighbourhood stabilisation approach to ensure that the returnees do not leave and do not undergo secondary displacement. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Scale up projects for housing rehabilitation following integrated neighbourhood stabilisation approach using non-earmarked donor contribution and document lessons learnt.
 | 31 December 2022 | FFS housing rehabilitation team |  | Initiated |

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| **Evaluation recommendation 5.****Invest in developing an online database to replace the current excel-based system to be handed over to relevant government counterparts while ensuring that the design complements and is aligned to government systems to the extent possible, and that these primary end-users are involved in design and training and commit to the future maintenance of the database.** |
| **Management response:** UNDP acknowledges that an investment is required to replace the current excel-based system with an online system/database to ensure effective monitoring and data accuracy. This initiative is underway and will be launched in quarter 4 of the 2021. Since, the system is designed for internal use only with components that cannot be shared outside UNDP, that is why it will not be handed over to the government counterparts. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Revise currently utilized data collection and M&E tools i.e., field reporting templates, dataflows, processes, M&E plans, dashboards, and platforms.
 | 31 March 2022 | M&E Unit – Stabilization Pillar |  | Initiated |
| * 1. Design, develop and roll out a new and user-friendly monitoring and reporting online system/database for Stabilization pillar team.
 | 30 September 2022 | M&E Unit – Stabilization Pillar |  | Initiated |

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| **Evaluation recommendation 6.** **Expand the number of MSAs or support staff to MSAs to ensure sufficient project capacities to accompany the capacity development needs of municipal actors in the handover phase.** |
| **Management response:**FFS acknowledges the recommendation to scale up the number of MSAs to ensure adequate provision of capacity support to address capacity development needs of municipal actors, particularly during the handover phase. Recently, two MSAs were recruited for Telafar and Ba’aj. Discussions are ongoing with government counterparts to determine any additional requirements. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Complete discussions with government counterparts to assess the number of additional MSAs or support staff to MSAs with focus on more remote towns to help build trust and facilitate FFS implementation. Complete recruitment and onboarding of these additional MSAs and/or support staff to MSAs.
 | 31 Mar 2022 | FFS teams (North and Central) |  | Initiated |

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| **Evaluation recommendation 7.** **Engage in dialogue with national government on commitment to operation and maintenance of rehabilitated infrastructures as part of the handover plan to “*reaffirm national ownership of the stabilization process and subsequent responsibility to maintain stabilization gains made under FFS”* and confirm the future utility of envisaged handover procedures.** |
| **Management response:**FFS acknowledges the importance of national ownership of the stabilisation process and the responsibility of the government to maintain and operate rehabilitated infrastructures. It is noted that most of the infrastructure rehabilitated by FFS is already operational. The fact that most of the FFS projects consist of rehabilitation of existing infrastructure has also enabled this result. There are two initiatives underway aimed at addressing this: (1) capacity development of government staff responsible for operation and maintenance (O&M) of rehabilitated structures and their systems, and (2) a sectoral analysis to identify gaps in terms of generating revenue and operational budgets across multiple sectors. Both these elements will be utilized as inputs into the FFS Exit Strategy. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Develop and finalise a sustainable FFS Exit Strategy through a dialogue with relevant stakeholders, inclusive of a commitment for rehabilitated infrastructures O&M as part of the handover plan.
 | 30 Jun 2022 | Stabilisation Pillar | Under design |  |

\* Status of implementation is tracked electronically in the ERC database.