

Final Report to the Kingdom of the Netherlands¹

REHABILITATION OF HAWIJA INDUSTRIAL AREA TO SUPPORT ECONOMIC RECOVERY AND ENHANCED ACCESS TO BASIC SERVICES IN IRAQ

Executing Agency	International Organization for Migration (IOM)
Grant Reference ID	90301151000
Geographical Coverage	Hawija Industrial Zone, Hawija district, Kirkuk Governorate
Beneficiaries	3,485 direct beneficiaries 21,000 indirect beneficiaries
Partner(s)	Government of Iraq (MoMD, MoLSA, local authorities), UN agencies, NGO partners, civil society
Project Period	1 May 2021 – 31 October 2022
Total Budget	3,604,729 USD

¹ This report is submitted without prejudice to the privileges and immunities of the International Organization for Migration (IOM).

I. Summary of Key Achievements during the Reporting Period

The objective of this project was to contribute to the post-conflict recovery of Hawija district, Kirkuk governorate, through infrastructure rehabilitation that will promote economic recovery, employment creation and restoration of basic services. Damage to infrastructure of basic services and economic opportunities negatively impact those affected by conflict in resuming their life and securing livelihoods. IOM Iraq supports communities during post-conflict recovery through the construction and rehabilitation of key community infrastructure. Under this project, IOM took a consultative approach in the selection of infrastructure rehabilitation projects and provided livelihoods opportunities through Cash-for-Work (CfW) programming during implementation. The main achievements under this project are as follows:

- IOM conducted a Labour Market Assessment (LMA) to gain better insights on the economic dynamics and prioritization of sectors in the Hawija to guide programming.
- IOM supported the rehabilitation of 259 shops with damages in the Hawija Industrial Zone to facilitate the economic revitalization of the area.
- IOM also supported the construction of 24 shops, a latrine installation, and street lighting installation in the Industrial Zone to increase safety.
- IOM completed six agriculture-related infrastructure projects to ensure that the community access to basic services was facilitated.
- IOM's CfW activities supported a total of 400 beneficiaries (290 for debris removal efforts and 110 for agriculture-related infrastructure rehabilitation projects).

II. Progress Made towards Realizing Outcomes and Outputs

Outcome 1: Contribute towards an enabling environment for employment and basic services according to community inputs and needs

Under this Outcome, IOM first conducted community consultations through focus group discussions (FDGs) and key informant interviews (KIIs) to assess community-based infrastructures to be rehabilitated. Based in these consultations, IOM identified 259 shops to be rehabilitated in an effort to improve access to livelihoods and basic services in Hawija. IOM also set up and prepared the Hawija Industrial Zone for debris crushing and removal.

Output 1.1: Rehabilitation needs of the industrial area identified via community consultations

IOM adopts participatory approaches to promote economic revitalization interventions that are sustainable, accepted and owned by the affected communities. During the project implementation period, IOM actively promoted the involvement of targeted communities in activity planning and implementation, upholding IOM's commitment to accountability to affected populations. IOM engaged Hawija's target population via seven FDGs with community members and nine KIIs with local authorities and members of the community.

FDGs conducted with members of the community were categorized according to the dominant, identified economic sectors in the Hawija industrial area, including construction, automobile, metal, and agriculture. IOM upheld gender-sensitive approaches throughout and promoted women's

inclusion and engagement. To achieve this, one FGD related to the agriculture sector was held exclusively with female participants due to their strong representation in this industry.

For KIIs, IOM interviewed representatives of Hawija Bank, the Directorate of Electricity (DoE), the labour union speaking on behalf of mechanics in the Industrial Zone, as well as the Non-Governmental Organization (NGO) operative in the Hawija municipality. Through this varied engagement and its coordination with representatives of local authorities such as the Mayor's Office, IOM developed a strong understanding of the local context, especially related to different industrial sectors and relevant stakeholders.

Furthermore, IOM conducted a LMA to gain better insights on the economic dynamics and prioritization of sectors in the area. The LMA was based on five individual KIIs, three FGDs and the jobseeker surveys conducted in 2020 to identify preferences of unemployed and underemployed workers. Survey tools included a mix of quantitative and qualitative exercises, conducted with key informants, jobseekers, youth, consumers, and employers. The findings of the LMA stressed and confirmed the centrality of agriculture in the economy of Hawija.

In general, Hawija is an agricultural area with its population expressing high mistrust in institutions and many business-owners self-describe the status of their businesses as "stagnant". Municipal jobs, while available, are sometimes considered less desired than farming related jobs. Jobseekers and youth expressed that unemployment was quite high and there were few formal sources of livelihood support. Identified sectors to be targeted were mainly agriculture and mechanical sectors. Most demanded skills were in the areas of mechanics, electronics, computer, manufacturing, construction, education, and agriculture. Based on these findings, LMA recommendation was provision of more trainings in the agricultural sector, especially given that agricultural products were in high demand in the area.

IOM analysed the data collected through the community engagement and developed a strong, community-informed and evidence-based understanding of the local context and needs of the people living in Hawija. Based on these insights, IOM deployed field engineers to assess the conditions of the community-identified infrastructure. Through follow-up field visits and with the support of IOM's Quality Assurance and Quality Control (QAQC) team, IOM identified severe needs for the rehabilitation or construction of infrastructure within the Industrial Zone. This included two latrine units for shop owners to have access to sanitary facilities during the day, street lighting to extend working hours in the Industrial Zone and contribute to higher security, as well as the construction of 24 new shops to improve livelihoods. IOM closely coordinated with local authorities, including the Directorate of Water Resources (DoWR) and the Municipality, to prioritize and elaborate intervention plans as well as bill of quantities (BoQs) of the identified infrastructure components.



Picture 1. The installation of street lightings led to extended working hours within the Industrial Zone in Hawija and provided increased security. ©IOM, 2022.



Pictures 2 and 3. The construction of latrines contributed to the improvement of the working conditions in the Industrial Zone. ©IOM, 2022.



Picture 4. The construction of new shops led to an increased number of economic opportunities enhancing economic dynamics in the Industrial Zone. ©IOM, 2022.

Output 1.2: Community-based infrastructure connected to the business environment and basic services is rehabilitated

Cash for Work Activities

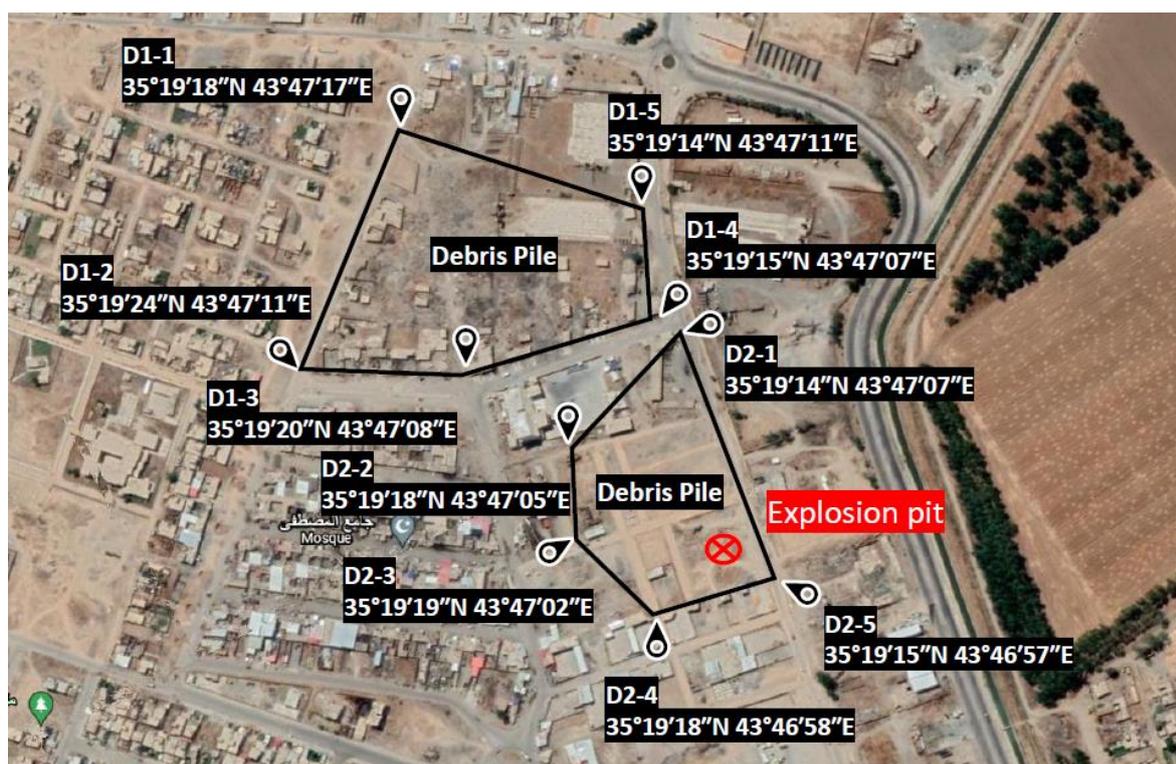
IOM typically provides CfW opportunities to beneficiaries to support socio-economic recovery and development in communities across Iraq where a large portion of the population consists of vulnerable groups. In Hawija, CfW generated temporary employment opportunities and provided income support to the vulnerable individuals in the form of direct payments to meet their essential needs and alleviate the strain of the crisis. Furthermore, it reintroduced cash flows into Hawija, which was affected by crisis and revitalized the local market through immediate cash injection generated through the payments. Finally, CfW improved the living conditions in the community through rehabilitation and restoration of community assets and minor infrastructure. In the case of Hawija, this included debris crushing activities within the Hawija Industrial Zone which provided job opportunities to vulnerable community members.

To ensure the safety of the planned interventions under this project, IOM established a partnership with a leading organization in the humanitarian demining sector in Iraq. Along with this organization, IOM engineers conducted decontamination work whenever needed in advance of any infrastructure rehabilitations for this project. A joint-team site inspection to the debris rubble piles with representatives from the Directorate of Mine Action (DMA) was conducted to confirm the highest safety standards were met at these sites before initiating CfW activities.

DMA published an official site report in which the northern debris lot was declared safe. Consequently, IOM proceeded with site preparations to start CfW activities on the northern lot. Areas suspected to contain potential unexploded ordinance (UXO) were clearly marked and kept off-limits during the implementation of the activities. None of these areas were part of the terrain where CfW activities took place.

For CfW activities, in close coordination with local authorities, IOM widely disseminated information regarding the programme opportunity to communities neighbouring the industrial zone. IOM identified and selected the first group of 125 beneficiaries by mid-April 2022. CfW beneficiaries were selected according to a vulnerability scoring and other factors such as gender, age, and disability within the families. A second group of 125 beneficiaries was selected in May 2022 and in August 2022, IOM concluded the selection of additional 150 beneficiaries reaching a total of 400 beneficiaries of CfW activities. The activities included debris crushing, cleaning of surroundings around agriculture infrastructures to be rehabilitated under Outcome 2, among others.

It is important to note that access to the worksites in Hawija was controlled by a system of a three-tier checkpoint put in place by the security forces. This played an important role in preventing, if not eliminating, security incidents in the targeted areas



Picture 5. A satellite photo shows the Hawija Industrial Zone. The cleared area for CfW activities were the northern plot and the upper part of the southern plot. ©IOM, 2022.

To support CfW activities within the Industrial Zone in Hawija, IOM procured a debris crusher. The debris crusher's delivery to Erbil and then to Hawija was delayed due to issues in customs, border/check-point crossings, and administrative procedures. Despite IOM's strong coordination and advocacy efforts to obtain required documents, the debris crusher was still not moved from IOM's warehouse in Erbil by the end of the project. Even after the completion of the implementation period of this project, IOM continued working on obtaining the required approvals for the transfer of the

crusher from IOM's warehouse in Erbil to the Industrial Zone in Hawija. As a result of these efforts, the debris crusher was finally delivered to Hawija in February 2023, after the end of the implementation period of the project, and as discussed and agreed with the donor, IOM intends to start crushing activities in Hawija, through another project funded by another donor in the area.

Shop Rehabilitation



Picture 6. Shops in the Industrial Zone during the process of their rehabilitation. ©IOM, 2022.

IOM identified 259 shops with damages categorized in line with the Emergency Repairs of War-Damaged Shelter Guidelines to be rehabilitated. These guidelines ranked the magnitude of the damage in four categories: Category 1 are structures with limited damage to walls, doors, and windows. Category 2 are structures with extensive damage, but no structural damage. Category 3 are structures that had sustained significant structural damage and required extensive repairs and finally, Category 4 are

structures with structural damages so substantial that rehabilitation was not feasible and the structure had first to be demolished before reconstructing a new one. The categorization was used to inform the development of intervention plans, as well as the nature and scope of rehabilitation activities to be undertaken.

IOM identified and profiled the shops, completed the elaboration of BoQs, signed contracts with the shop owners, and finalized administrative and technical procedures for shop owners to receive grants and rehabilitate their shops. IOM applied its established identification and household profiling procedure to select the shop owners and their shops eligible to receive support. Through assessments, the shop owners were profiled according to IOM's household profiling form and vulnerability scoring.

After IOM concluded the selection process of the shop owners, the identified shop owners were divided into eight groups of around 30, each according to the level of damage to their shops. The organization in groups of around 30 shops proved to facilitate ease of technical coordination, administrative procedures as well as monitoring. IOM distributed the grants in tranches to the shop owners who then would do the rehabilitation according to the BoQs. IOM engineering and QAQC teams supported during the process. IOM disbursed the tranches according to the progress the shop owners made in the rehabilitation works.

It is worth mentioning that most of the beneficiaries of these rehabilitation works were renting the space for their shops from the Directorate of Municipality (DoM) at a stable rate. Before issuing a lease, DoM conducted its due process to vet applicants in line with Iraqi law and practices which in turn ensured that the businesses that received IOM support were compliant with Iraqi law and practices. IOM negotiated with DoM to refrain from altering rental agreements with the shop owners

to ensure sustainable presence of small businesses and steady economic growth within the Hawija Industrial Zone.

Outcome 2: Increased access to improved agricultural value chain for farmers in Hawija according to community inputs and needs

Prior to the insurgence of ISIL in 2014, the district had a population of approximately 300,000 habitants and over 163,000 were displaced during the conflict. Approximately 75 per cent of the population was dependent on agriculture and shepherding prior to the displacement. During the project implementation period, IOM worked on identifying the needs in the agricultural sector in the area. Through community consultations and engagement with local and national authorities, IOM identified specific infrastructure projects connected to the agriculture sector to improve economic development and growth, and contribute to increased food security.

Output 2.1: Agriculture infrastructure needs identified via community consultations

Focus group discussions (FGDs) and key informant interviews (KIIs) conducted in autumn 2021 informed the compilation of a longlist of potential agriculture-related infrastructure projects in Hawija, which were then discussed between IOM engineers and local authorities. Six agriculture-related infrastructure projects were eventually selected.

Output 2.2: Infrastructure connected to the agricultural sector and value chain is rehabilitated



Picture 7. Rehabilitation of 20 shops for the vegetable market in Hawija. ©IOM, 2022.

Market and damage assessments conducted by IOM to gain a better understanding of the context and gaps of the Hawija agricultural sector showed that the majority of assessed sectors such as construction, automobile, and metal industries are largely male dominated while women constitute a large proportion of the workforce in the agricultural sector. Considering this, IOM conducted one dedicated FGD with women from the agricultural sector, seeking to promote women’s representation

and engagement, and design interventions taking into account women's needs and experiences. The findings of the FGDs, KIIs, and assessments promoted gender-sensitive planning in agricultural infrastructure rehabilitations, contributing to the overall agricultural industry in Hawija. Furthermore, IOM consulted and coordinated with local authorities and the Ministry of Agriculture (MoA) to promote holistic engagement and representation among stakeholders to inform planned activities.

The six agriculture-related infrastructure projects identified were:

1. Install new hoisting device and gates in Hawija irrigation canal 8,
2. Install new hoisting device and gates in Hawija irrigation canal 10,
3. Install new sluice gates and hoisting device in Hawija irrigation main canal,
4. Extension of water pipeline in Azar subdistrict in Hawija,
5. Rehabilitation of 20 shops in Hawija vegetable market,
6. Rehabilitation of water pipeline in Hawija Industrial Zone.

After the identification of potential projects through field visits and community consultations, IOM decided to focus part of the infrastructure investment on sluice gates rehabilitation. Missing and damaged sluice gates negatively impact effective irrigation and water flow from the main water channel to the smaller water channel branches which are used by farmers. IOM opened a tender to identify a contractor by mid-May 2022 to provide new sluice gates and hoisting devices for three canals to improve the water flow and allow farmers equitable access to higher quantity and quality of water. These projects positively impacted approximately 950 farmers and community members.

During project implementation, IOM followed strict procurement guidelines, vetting contractors against the UN Security Council Consolidated List.



Picture 8. Picture of the sluice gate of the main irrigation canal of Hawija before IOM intervention. ©IOM, 2022



Picture 9. Finalized sluice gates on main irrigation canal in Hawija. ©IOM, 2022.

Progress Made towards Incorporating Cross-cutting Themes

Mine Contamination and Risks of Explosion

IOM coordinated closely with MoD to secure the sites where debris removal and processing were performed and CfW activities took place. Sites where infrastructure project rehabilitation was planned were also cleared for activities to start before implementation by the MoD. Additionally, awareness-

raising on mine risks were systematically delivered to CfW beneficiaries through information sessions before starting activities.

Gender, Gender Based Violence (GBV) and Protection from Sexual Exploitation and Abuse (PSEA)

The project was designed, planned, implemented, and monitored in consideration of different needs and challenges of people of all genders and ages. The project team continuously engaged with community members through consultations (FGDs and KIIs) to ensure that the activities respond to the evolving needs and to discuss any points of improvement on programming.

With dedicated personnel to provide technical oversight, the implementation of the project promoted protection mainstreaming and safeguarding, including through advancing PSEA. The project staff received training on humanitarian principles, PSEA, as well as responding to disclosure of protection incidents and safely referring the survivors to specialized services. Key messaging on PSEA and how to report actual or suspected misconduct was integrated into the CfW beneficiary orientation sessions.

Additionally, PSEA is fully considered in the different channels of IOM Iraq's complaint and feedback mechanism. For example, IOM's Call Centre standard operating procedures have clear steps to follow up on any allegations of sexual misconduct and all the operators have been extensively trained on accountability to affected population and PSEA. IOM has actively participated in the inter-agency PSEA Network and shared the good practices of integrating PSEA into programming (i.e., PSEA key messaging in CfW orientation sessions).

Environmental Considerations

This project aimed to advance an environmentally sustainable approach to managing large volumes of conflict-related debris in Hawija. To reduce the environmental impact of the debris in the Industrial Zone, IOM facilitated crushing and sorting of the debris. Following the arrival of the crusher in Hawija, IOM's plan is to crush the material into pieces of 5 to 24mm and sort it according to size. This material will be reused in the pavement of roads and other public infrastructure.

IOM considered environmental protection in all its activities during the implementation period and supported environmental consciousness and friendliness among beneficiaries of CfW activities and encouraged increased awareness regarding environmental protection. These are embedded in all aspects of IOM's collaboration with targeted beneficiaries of CfW activities and infrastructure rehabilitations. In this case, shop owners, local authorities, contractors, and IOM project staff in the field benefitted from information sessions on social and environmental norms included in grant objectives and rules.

Responsible Expenditure

IOM's utmost responsibility is to ensure its projects are implemented according to strict safety, security, and transparency considerations. Under this project, the following strategies were employed during implementation to safeguard the aforementioned points:

Beneficiary Selection Criteria: IOM employed an extensive beneficiary selection process both in the selection of shop owners for rehabilitation works and CfW beneficiaries, examining multiple layers of data pertaining to vulnerability, demographics, and socio-economic outcomes to accurately

determine who should benefit from project activities. IOM's selection procedure mitigated risks around beneficiary cohorts, ensuring that individuals receiving assistance were actually part of the population of concern.

The first step of IOM's beneficiary selection process is a call for Expression of Interest (Eoi). During this call, individuals interested in receiving IOM services are invited to come to registration sites or help desks in the community for registration. During registration, IOM collects basic information on the individual (including information to determine their vulnerability) such as their name, age, gender, household size, information on household members, civil status, residency type, household monthly income and disability status of the household members. IOM also collects information on individual's relevant background and capabilities, including education history and skills (and in the case of selection of shop owners for the rehabilitation works, programme-specific questions about their business, assets, contribution or business ideas). IOM then calculates a score for each applicant based on the information provided in the registration form. IOM prioritizes applicants with higher scores for the next stage of screening, which is called Household Profiling (HPF). During this stage, IOM applies the Multi-Dimensional Vulnerability Index to select beneficiaries based on 17 indicators, considering cross-cutting ways in which individuals experience poverty and vulnerability, such as in their living conditions, including shelter ownership, shelter condition, shelter crowdedness and risk of eviction as well as standard household vulnerability indicators such as monthly income, expenditure and debt. Lastly, the assessment of further beneficiary background information such as skills, experience, education, employment, and work preferences feed into the calculation of the final score. In that process, IOM collected and processed personal data in accordance with the IOM Data Protection Principles.

Collaboration with Authorities: IOM closely coordinated with local authorities during the entirety of the project implementation period, developing a strong understanding of the context and ensuring its activities are relevant and aligned with local and national authorities' priorities.

Access to Hawija: During project implementation, access to Hawija was strictly controlled. Security forces established a three-tier checkpoint system while entering the city. This situation neutralized risks pertaining to unknown individuals accessing the area and/or benefiting from IOM's activities.

Vendor Vetting: The vendors engaged to supply goods and materials in the framework of this project were vetted against the UN Security Council Consolidated List. Thus, IOM checked that none of the selected vendors were listed as individuals and/or entities on the UN Security Council Consolidated List.

Consistent with applicable United Nations Security Council resolutions, IOM is firmly committed to the international fight against terrorism, and in particular, financing terrorism. IOM exercises a zero tolerance policy with regards to international terrorism. IOM uses reasonable efforts to ensure that no resources are made available or used to provide support to individuals or entities associated with terrorism which are named on the United Nations Security Council Consolidated Sanctions List, as may be amended.

IOM uses reasonable efforts to ensure that funds are used in the manner which they were intended and by the persons to whom they were directed. As per IOM's Procurement Manual, IOM conducts vendor verification and due diligence of each entity, prior to signing an agreement.

IOM vets vendors, service providers and implementing partners against the United Nations Security Council Consolidated Sanctions list which can be found [here](#), during the procurement process.

In addition, under this project, entities were required to warrant that they were not included in the latest Consolidated United Nations Security Council Sanctions list or the subject of any sanctions or other temporary suspension. Entities were also required to disclose if they became subject to any sanctions or temporary suspension during the period covered by the agreement. The Entities further warranted that they would not employ, provide resources to, support, contract or otherwise deal with any person, entity or other group associated with terrorism.

For this project, IOM implemented its usual internal controls and regular monitoring of the implementation of activities to mitigate risk and to ensure that funds reached the intended recipients.