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IRAQ DURABLE COMMUNITIES AND ECONOMIC OPPORTUNITIES

QUARTERLY PROGRESS REPORT, FY2021, QUARTER 4 (JULY 1 –
SEPTEMBER 30, 2021)

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Cover photo: Like many Yazidis living in Sinjar, Guzi has experienced many challenges both as a displaced individual and as a returnee. DCEO provided her with 12 sheep and by herding, growing, and breeding them, Guzi is now able to support her family by selling sheep products. (Credit: Chemonics International)

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

I00 Solutions	I00 Solutions for Stability
APS	Annual Program Statement
BA	Business Association
BC	Business Counselor
BCJCI	Business Competitiveness and Job Creation Initiative
BLA	Buyer-Led-Approach
CCO	Community Coordination Officer
CGP	Client Growth Plan
CIPE	Center for International Private Enterprise
CLA	Collaborating, Learning, and Adapting
COP	Chief of Party
COVID-19	Coronavirus Disease 2019
DCEO	Durable Communities and Economic Opportunities
DCOP	Deputy Chief of Party
DRB	Deal Review Board
EMMP	Environmental Mitigation and Monitoring Plan
FTE	Full-Time Equivalent
FY	Fiscal Year
IBKA	Iraqi Beekeepers Association
IBU-A	Iraqi Businessmen Union - Anbar
IDP	Internally Displaced Person
IGPA	Iraq Governance and Performance Accountability (USAID-funded project)
INBC	Iraq National Business Council
IOM	International Organization for Migration
IPBL	Iraq Private Banks League
ISIS	Islamic State in Iraq and Syria
KAHO	Khairat Al Nahrain Organization
Marla Fund	Marla Ruzicka Iraqi War Victims Fund

MEL	Monitoring, Evaluation, and Learning
MSC	Most Significant Change
MSME	Micro, Small, Medium Enterprise
PEA	Political Economy Assessment
PLC	Preemptive Love Coalition
PMELP	Performance Monitoring, Evaluation, and Learning Plan
PMU	Project Management Unit
Q	Quarter
RFA	Request for Applications
SCA	systemic conflict analysis
SME	Small and Medium Enterprises
SMT	Senior Management Team
SSORD	Sabaa Sanabel Organization for Relief and Development
STTA	Short Term Technical Assistance
TAT	Technical Advisory Team
TO	Task Order
ToC	Theory of Change
USAID	United States Agency for International Development
USG	United States Government
WRO	Women Rehabilitation Organization

EXECUTIVE SUMMARY

The Iraq Durable Communities and Economic Opportunities (DCEO) project concluded fiscal year (FY) 2021 implementation on strong footing this quarter, generating significant results across the Business Competitiveness and Job Creation Initiative (BCJCI) and 100 Solutions for Stability (100 Solutions) task orders.

Business Competitiveness and Job Creation Initiative

This quarter, BCJCI signed nine client growth plans (CGPs) with small and medium enterprises (SMEs) across Iraq, bringing the total to 24 client firms. The project delivered technical and material to client firms to spur growth in sales and jobs. In addition to client firms, BCJCI worked through CrossBoundary to provide investment facilitation advisory services to five new firms and entrepreneurs. Through a quick win grant with The Station, BCJCI provided finance and marketing mentorship to 10 Anbar-based SMEs.

Taken together, BCJCI provided USAID-funded technical assistance for improving business performance to 20 new firms this quarter. This brings the cumulative number of firms receiving assistance through BCJCI to 39 and exceeds the FY2021 target of 30. Since inception, 17 firms have reported improved management practices or technologies, again exceeding the annual target of 10. In addition to firm-level assistance, this quarter, BCJCI supported entrepreneurs and startups from across Iraq in partnership with Five One Labs and Mosul Space. BCJCI continued to scope partnerships and design initiatives to improve the business enabling environment with business associations and business service providers.

100 Solutions for Stability

100 Solutions moved into mixed-identity community dialogues this quarter, completing a total of 18 dialogue sessions across all six target communities. By the end of the year, 527 unique individuals had participated in community dialogues, exceeding the annual target of 500. 100 Solutions implemented two rapid solutions this quarter in Zubair – supporting waste management and providing street lighting.

Under the Marla Ruzicka Iraqi War Victims Fund (Marla Fund), 100 Solutions ramped up work with seven partners implementing activities, including anchor partner Preemptive Love Coalition (PLC) and six Iraqi grantees. The grants will enable these organizations to provide targeted livelihoods support to their beneficiaries in Baghdad, Anbar, Ninewa, and Dohuk. As of September, all six of the current grantees had identified beneficiaries and started preparation to distribute assistance. Across all programs, 100 Solutions supported 209 Marla Fund-eligible individuals this quarter, bringing the total to 712 beneficiaries and exceeding the annual target of 400. Among those that completed livelihood and workforce development programs, 42 percent reported new employment this quarter.

SECTION I

INTRODUCTION

This report reflects the quarterly progress of the DCEO project, covering the period of July 1 to September 30, 2021, which represents FY2021 Quarter (Q) 4. It also fulfills the contractual quarterly performance report deliverable as stipulated in Section F.3.9 of the DCEO Management Task Order (TO 1) contract. DCEO is implemented by Chemonics International with partners iMMAP, Center for International Private Enterprise (CIPE), CrossBoundary, Five One Labs, and PLC.

DCEO is designed to support Iraqis in their efforts to re-establish stable and resilient communities. This five-year project has two main objectives, supported by an umbrella Management Task Order and three complementary Task Orders. Each objective has two sub-objectives, as follows:

- Increase adaptive capacity of vulnerable communities
 - o 1.1 Mitigate drivers of conflict in target communities
 - o 1.2 Enhance community leadership of inclusive development
- Advance the economic well-being of communities
 - o 2.1 Improve private sector networks
 - o 2.2 Increase micro, small, medium enterprise (MSME) development

Under the Business Competitiveness and Job Creation Initiative (BCJCI) Task Order, DCEO is working with Iraqi businesses to identify potential areas for growth that will expand their sales, in turn creating new jobs and contributing to an improved local economy. Similarly, BCJCI supports local business associations and networks, in collaboration with the business community, to identify shared impediments to growth and trade and to collectively advocate.

DCEO is also working with communities as they identify specific, local drivers of conflict and enact practical solutions under the 100 Solutions for Stability (100 Solutions) Task Order. As community representatives emerge from this process, 100 Solutions will support them with tailored coaching and mentorship to promote the sustainability of community problem solving dialogue. Integrated into and across the work of DCEO is support to eligible beneficiaries of the Marla Fund. These individuals, families, and communities – who are innocent victims of war and terrorism – receive assistance to establish, rebuild, grow businesses, and gain skills that contribute to secure, quality employment.

The Learning and Evaluation Task Order consolidates and amplifies the findings for monitoring, evaluation, and learning (MEL) activities under BCJCI and 100 Solutions while creating an overarching results-oriented learning scaffolding to drive project-wide adaptive management.

SECTION 2

TASK ORDER I: MANAGEMENT

The Management Task Order (TO) provides overall leadership and support for DCEO. The Chief of Party (COP), along with Senior Management Team (SMT) who lead the MEL, communications, grants, operations, security, and technical advisory teams work closely with BCJCI and 100 Solutions Directors to provide the expertise and level of effort required to ensure effective planning and implementation.

TECHNICAL ADVISORY TEAM

The Technical Advisory Team (TAT) continued to provide support to the two implementation TOs this quarter. In coordination with the 100 Solutions TO Director, the TAT worked directly with Community Coordination Officers (CCOs) and community members engaged in the community problem-solving dialogue process to identify the main conflict drivers in FY2021 target communities through the lens of systemic conflict analysis (SCA). Through this process, the TAT developed a set of best practices to conduct single and mixed identity community problem-solving dialogues in preparation for engagement with FY2022 target communities. In addition, the TAT continues to play a key role in the design of area profiles for FY2022 target communities in partnership with iMMAP.

In coordination with BCJCI, the TAT supported the identification of potential client firms, client firm profiling and diagnosis, and played a key role in the Deal Review Board (DRB) process. The TAT also provided technical guidance and management for BCJCI quick wins grants with Mosul Space and The Station. The TAT, working closely with the Knowledge Management team, built an online application portal that BCJCI is aiming to launch in FY2022. The portal will make BCJCI firm-level assistance more accessible to a larger number of Iraqi businesses. In coordination with the TO Director, the TAT led the design of activities under Objective 2 – BCJCI support to business associations and private sector networks to improve the business enabling environment. The TAT participated in co-creation workshops with Iraqi business associations and the project Grants team to develop full grant applications with potential grantees who responded to the Annual Program Statement (APS). The TAT coordinated closely with project subcontractor CIPE to design potential activities, including advocacy campaigns and capacity-building strategies for prospective business association partners.

In coordination with the Collaboration, Learning, and Adapting Director (CLA), the TAT designed and led the FY2022 implementation planning workshop in July and August 2021. The workshop spanned two weeks in Erbil, Iraq and brought together DCEO staff from all over the country to participate in strategy discussions, capacity building, trainings, and conversations about lessons learned from FY2021. The findings from the workshop were subsequently reflected in the FY2022 annual implementation plans for all four task orders. See Section 6 below for additional detail.

The TAT worked with the Communication consultant, Zaina Erhaim, and Peacebuilding consultants, Raffi Feghali and Jean-Paul Chami, to finalize the capacity-building plan for DCEO. The capacity building plan includes training, coaching, and mentoring in communications, advanced SCA, conflict mitigation plans, inclusion, technical and programmatic skills, and trauma-sensitivity. The team took the lead in designing and conducting trauma-sensitivity training, a matter of particular importance in Iraq and with Marla Fund beneficiaries, to build the capacity of DCEO staff as they prepared to engage with beneficiaries and counterparts.

COVID-19

The DCEO COVID-19 Committee includes the TAT Director, Operations Director, Inclusion Advisor, and Security Director and DCEO consultant, Dr. Abdulkarim Ekzayez, a medical doctor and epidemiologist. The COVID committee provided regular updates on COVID-19 to the project throughout the quarter. Dr. Abdulkarim provided detailed information on vaccine availability in Iraq, the impact of new variants, and other public health considerations to support SMT decision-making and activity implementation. He also regularly briefed all project staff and supported individual staff information queries.

In consideration of declining COVID infections and increased vaccination rates in Iraq, particularly among DCEO staff, the committee developed a return-to-office plan and corresponding policy to ensure a safe return. The committee made a recommendation to the Chief of Party (COP) and Chemonics headquarters to allow staff to begin working in the office starting on October 1, 2021 with rigorous COVID-19 prevention measures in place.

GRANTS

This quarter, the Grants team continued to support technical teams to issue, manage, and close-out grants under both BCJCI and 100 Solutions. Under BCJCI, the team managed three quick win grants with Nakhla, Mosul Space, and The Station. The team also supported the development of grant applications and final grant agreement packages for business associations under BCJCI's Objective 2 – capacity of trade and business associations to identify, address, and remove constraints to business growth and competitiveness strengthened.

Under 100 Solutions, the Grants team issued a solicitation for non-governmental organizations (NGOs) to support Iraqi communities to rehabilitate common economic assets that contribute to community recovery and resilience under the Marla Fund. Following the submission of concept notes, the Grants team supported NGOs in completing their grant applications and conducted pre-award risk assessments for potential grantees. The Grants team also worked with 100 Solutions to solicit and award grants to local NGOs to implement solutions projects in FY2021 target communities – for instance, an early-marriage awareness campaign in Zubair.

BCJCI

On BCJCI, the Grants team continued to support grants with Nakhla, Mosul Space, and The Station. On August 15, 2021, Nakhla successfully completed all the deliverables under their grant agreement and the Grants team closed out the grant. Similarly, the Mosul Space grant was closed out on September 6. For more detail on these grants, refer to Section 3 below.

The Grants team also worked closely with CIPE to support four business associations in the finalization of their respective grant applications following the co-creation workshops held in June 2021: 1) Iraqi Private Banks League (IPBL), 2) Iraqi Beekeepers Association (IBA), 3) Iraqi Businessmen Union-Anbar (IBMU), and 4) Iraqi National Business Council (INBC). In September 2021, DCEO submitted two grant packages to USAID for concurrence. The first package was for IPBL and aims to identify potential solutions to increase the capacity of lending programs in Iraq to finance small and medium enterprises (SMEs) and to produce a policy paper to advocate for the recommended solutions. The second package was for IBKA and aims to elevate the quality of the honey produced by Iraqi beekeepers in accordance with international standards.

100 SOLUTIONS

On 100 Solutions, the Grants team received and screened 23 concept papers in response to a request for assistance (RFA) released in the previous quarter which seeks applications for the rehabilitation of common economic assets. The DCEO selection committee decided to move forward with concept papers submitted by four organizations: 1) Al-Rayan Humanitarian Foundation (RHF), 2) Al-Ethar Humanitarian Foundation (EHF), 3) Al-Hub Wa Al-Salam Organization (ILP), and 4) Kurdistan Organization for Human Rights Watch (KOHRW). The Grants team assisted the potential grantees in completing full grant applications, while simultaneously working on the pre-award risk assessment.

DCEO developed two small grants with local NGOs to implement solutions projects that emerged out of the community problem-solving dialogue process. In Batnaya, a grant to Al-Tahreer Association will provide training and an awareness campaign on time management, raising children, and best practices in adolescent childcare for 60 participants. Another grant in Mosul Old City, with Khaloha Ajmal, will install speed bumps and conduct a road safety awareness campaign. The grant also includes the installation of children's playgrounds in the Old City to reduce their vulnerability to traffic accidents.

Also in this quarter, the Grants team worked closely with 100 Solutions to draft an RFA to implement an early-marriage awareness campaign in Zubair. The RFA will be released in November 2021 to a select list of active NGOs in Zubair.

KNOWLEDGE AND OUTREACH

The Knowledge and Outreach team continued to lead the project's reporting function and oversee project-wide MEL. This quarter, the team submitted six videos, 12 success

stories, and 24 social media highlights to USAID which were subsequently used on USAID social media platforms. The team continued working with a short-term communications advisor to conceptualize, collect, and produce video content. The MEL team collaborated with technical teams on BCJCI and I00 Solutions to successfully capture the results presented in Annexes A and B. Throughout the quarter, the MEL team integrated feedback from technical teams and USAID to produce revised performance monitoring, evaluation, and learning plans for FY2022.

OPERATIONS

DCEO Operations team continued its work in procurement, finance, human resources, and logistics during the reporting period. Accomplishments of particular note were the make-ready and opening for use of the DCEO Baghdad office and staff residence and make-ready and opening on the DCEO Erbil office – the first time these facilities were functional due to the year-plus COVID-19 closures. In addition, the Operations team managed all the logistics and operations work underpinning the two-week DCEO implementation planning workshop held in Erbil in July and August 2021, working closely with the TAT and the CLA Director as well as the COVID-19 Committee.

ENVIRONMENTAL COMPLIANCE

At the end of Q3, DCEO hired a full-time Environmental Compliance Specialist (ECS) to undertake the responsibility of planning and monitoring DCEO's environmental compliance activities. As a result, this quarter DCEO was able to streamline all related processes, working closely with the USAID Mission Environmental Officer and Regional Environmental Officer. The ECS provided guidance, mentoring, and training to DCEO staff, contractors, and grantees for the efficient management of the environmental mitigation and monitoring plans (EMMPs), and the preparation of the environmental mitigation and monitoring reports (EMMRs). The ECS organized training sessions for the BCJCI, I00 Solutions, Grants, Procurement, and Operations teams on the preparation and implementation of the EMMPs and EMMRs. DCEO also held several meetings with grantees, subcontractors, and BCJCI client firms to provide orientation on the EMMP process.

SECTION 3

TASK ORDER 2: BCJCI

BCJCI applies a buyer-led approach (BLA) to improving MSME competitiveness. This approach is bolstered by incubation and acceleration services for entrepreneurs and start-ups, investment facilitation for more mature firms, and support to private sector business associations. BCJCI delivers BLA assistance to client firms in Anbar, Baghdad, Basrah, Erbil, Dohuk, and Ninewa. Incubation, acceleration, and investment facilitation services span Iraq, including all target geographic corridors and other areas such as Sulaimaniya. BCJCI integrates Marla Fund assistance into all work streams, supporting firms owned and operated by eligible business owners as well as entrepreneurs and startups.

FIRM-LEVEL ASSISTANCE

Firm-level assistance, using the BLA, is at the core of BCJCI's strategy for private sector growth. The project's firm-level assistance focuses on SMEs. BCJCI signs detailed client growth plans (CGPs) with firms, setting expectations for both parties and identifying targets for increased sales and job creation.

This quarter, BCJCI signed nine CGPs, bringing the total to 24 client firms. The nine CGPs signed this quarter have a total value of \$612,000, of which BCJCI will contribute \$377,000 in technical and material assistance. The expected results from these nine CGPs are \$29,000,000 growth in sales and 212 jobs created. While Erbil-based companies continue to account for the lion's share of BCJCI assistance, BCJCI has signed CGPs in all six geographic corridors and will continue to prioritize regional balance within the firm-level assistance portfolio. In the reporting period, BCJCI diversified the types of companies signing CGPs and the assistance provided to them. As the BCJCI portfolio gained momentum in terms of numbers of client firms, the DCEO team also focused on assuring diversity, increasing the number of female-headed firms and Marla Fund-eligible firms. Of 24 total CGPs in FY2021, there are four female-owned businesses and four minority-owned client firms.

Following the DCEO-wide implementation planning workshop – and the extensive training and planning work for BCJCI that was an important outcome of the workshop – BCJCI has honed its focus to identify firms that may offer significant leverage or that are strategically placed to deliver sales and employment results. One of the new client firms in Dohuk is the Kurdistan Holland (KH) Company, which is a well-established actor in the potato farming industry. KH Company supports potato farming in Iraq by importing potato seeds and providing machinery, financing, and training to farmers. The business also acts as a broker to connect farmers with buyers. For instance, KH Company recently helped farmers to cultivate potatoes specifically used in the production of potato chips and then brokered the sale of the potatoes to potato chip producers.

KH Company is in the planning stage to build a \$28 million french fry processing plant that will buy potatoes from farmers and process them to produce high-quality french fries that can compete with imports. BCJCI will assist KH Company – with support from a specialized, US-based firm – to design and then advise on the installation of the necessary processing equipment and facilities. DCEO anticipates creating at least 150 new jobs – including for internally displaced persons (IDPs) and women – and over \$20 million in increased sales.

STAKEHOLDER ENGAGEMENT

Networking and collaborating with external stakeholders continued in Q4. Collaboration between BCJCI and USAID’s Iraq Governance and Performance Accountability (IGPA) project continued to yield positive results for both projects. Five of the nine CGPs signed this quarter were referrals from IGPA. BCJCI also built on its initial contact with GroFin, the impact SME financier, to exchange referrals and conceptualize a shared approach to providing SMEs with financing and technical assistance.

SUPPORT TO STARTUPS

In addition to supporting SMEs through the BLA, BCJCI is also delivering assistance to entrepreneurs and startups across Iraq, facilitating innovation and vitality in the private sector. This quarter, BCJCI concluded FY2021 activities with Five One Labs and Mosul Space, while launching a grant with The Station.

INCUBATION

BCJCI-supported incubators provide collaborative programs for entrepreneurs and startups designed to help them succeed by providing workspace, seed funding, mentoring, and training. These incubators include Iraqi grantees and subcontractor Five One Labs.

Mosul Space

BCJCI supported Iraqi NGO Mosul Space to implement an online incubation program that targeted youth in Ninewa – building their understanding of entrepreneurship, design thinking, and lean startup methodologies. This quarter, Mosul Space selected 15 young entrepreneurs to pitch their startup ideas in a final forum. Four of these 15 entrepreneurs were able to launch their businesses, all of which are based in Mosul. Overall female participation in the final forum was 53 percent. The activity concluded on September 6.



An entrepreneur pitches her business concept at the Mosul Space final forum

The Station

The Station is a startup incubator based in Baghdad, providing a collaborative environment for artists, entrepreneurs, and startups. Under its grant with BCJCI, The Station provided technical and financial support to SMEs based in Anbar. Starting in July, The Station received over 300 applications to its Absher incubation program, of which 30 were selected for interviews. Ultimately, The Station selected 10 target SMEs working in food production, solar energy supplies, tech, and audio-visual services, and other sectors. The Station prioritized SMEs with high rates of female employment.

Following the selection of SMEs, The Station conducted an orientation session and started delivering mentorship sessions in marketing, sales, and financial management. By the end of September, The Station conducted 24 sessions in total – 14 in marketing and sales and 10 in financial management. Mentors worked closely with the SMEs this quarter to develop their expenditure plans for in-kind assistance, which will help to sustain and grow the SME.

ACCELERATION

On August 22, Five One Labs concluded its four-month accelerator program for 12 entrepreneurs. Throughout the four months of the program, Five One Labs held 19 group training workshops, four expert talks, 79 general consultancy sessions, 23 follow-up sessions, five tech consultancy sessions, and 14 legal consultancy sessions. The training sessions were conducted by the Five One in-house team and four leading Iraqi businesses. Grei

Agency and Brick Lane led marketing and sales sessions to help entrepreneurs develop marketing strategies and campaigns for their startups, thereby increasing sales. Erbil Manpower delivered workshops about human resources and team building to boost the human resources management skills of the entrepreneurs. During the financial management sessions, EasyBooks delivered workshops to professionalize the entrepreneurs' financial management and accounting systems. In an interesting convergence of different BCJCI activities, two of these companies, Grei Agency and Erbil ManPower, also happen to be BCJCI client firms.

Further to that, an investment readiness month was held to prepare the entrepreneurs to talk to investors and effectively present their startup ideas, and understand company valuation, pitch decks, and growth. The program was concluded with an in-person meeting at the Five One Lab Erbil office, giving entrepreneurs an opportunity to meet, bond, and exchange ideas.



Five One Labs concluded the acceleration program with an in-person meeting in Erbil

INVESTMENT FACILITATION

At the high value end of the private sector spectrum, BCJCI, through its subcontracted partner CrossBoundary, provides investment facilitation services to Iraqi private sector enterprises. This assistance is designed to increase access to finance for Iraqi firms, spurring economic growth and the associated creation of new private sector jobs.

This quarter, CrossBoundary closed three additional investments. [REDACTED]

[REDACTED]

[REDACTED]

CrossBoundary has completed formal advisory services to four other clients, all of whom continue to seek to close financing deals with the potential investors they are engaging. CrossBoundary will continue to support these firms with light-touch investment facilitation services until the deals achieve financial close.

EXHIBIT I. BCJCI TRANSACTION STATUS

TRANSACTION	DESCRIPTION	SIZE	STATUS
Toters	Toters in a food delivery and last-mile logistics company headquartered in Lebanon that is expanding into the Iraq market	[REDACTED]	[REDACTED]
EIP Capital	EIP hopes to invest in a Lebanese beverages company to facilitate the company's expansion into Iraq	[REDACTED]	[REDACTED]
Universal Education	Universal will, with investment, establish the Wall Street English franchise in Iraq, starting online, and with centers in Mosul and Erbil	[REDACTED]	[REDACTED]

TRANSACTION	DESCRIPTION	SIZE	STATUS
Ashraqqat International for Education	Ashraqqat is developing a K-12 International Baccalaureate school in Ramadi, Anbar, an underserved market	[REDACTED]	[REDACTED]

ONGOING ADVISORY SERVICES

CrossBoundary continues to work on a number of live transactions, as well as build out the client pipeline. Live transactions include:

FastIraq

FastIraq, based in Baghdad governorate, is a telecommunications company that provides a range of internet services to Iraqi consumers, multi-national corporations, governments, and aid agencies. [REDACTED]

[REDACTED] This project will significantly improve internet access in the province, where a small percentage of Iraqis have access to fixed broadband. This will, in turn, expand access to remote education, telemedicine, entrepreneurship, and other opportunities that are enabled by consistent internet access. CrossBoundary developed and refined the financial model for the project and updated the investor outreach materials to adjust for FastIraq’s shift from its original target provinces (Ninewa and Babylon) to Salah al-Din. The team is now supporting final project development and initial investor outreach.

Lezzoo

Lezzoo is a mobile platform for deliveries and payments, currently available in the Kurdistan region and Baghdad. [REDACTED]

[REDACTED] If successful, this would be the first Series A venture capital round in Iraq. The team completed the Lezzoo financial model and investor memorandum and has been actively reaching out to over 40 potential venture capital investors throughout the course of Q4, [REDACTED].

SECTION 4

TASK ORDER 3: 100 SOLUTIONS

100 Solutions hosts community problem-solving dialogues and delivers livelihood assistance, workforce development, and micro-enterprise support to strengthen the ability of vulnerable communities to recover from political, economic, and social instability. The project provides a forum for communities to identify and propose solutions to resolve conflict drivers in Batnaya, Mosul Old City, Tamim, Baharka, Zubair, and the University of Mosul. In partnership with PLC and Iraqi NGOs, 100 Solutions delivers assistance, under the Marla Fund, to victims of conflict in Ninewa, Dohuk, Erbil, Anbar, Baghdad, and Basrah.

COMMUNITY DIALOGUE

This quarter, 100 Solutions continued community problem-solving dialogue in all six target communities and implemented the first rapid solution projects. In total, during this quarter, 100 Solutions conducted 18 dialogue sessions with 126 participants.

The community problem-solving dialogue process moved forward from single identity to mixed identity. This transition occurred after all social groups identified in 100 Solutions communities (in the original Area Profiles) met and provided their perspective. With an average of 14 single identity sessions for each of the six communities, the breadth of the views shared allow the 100 Solutions team to develop a deeper grasp on local dynamics and adapt to any newly-revealed sensitivities. Following the single identity sessions, one or two community representatives were selected to join the mixed identity dialogue sessions from each single identity group.

Mixed identity sessions started in all six target communities this quarter for a total of 18 sessions. These sessions included an average of 21 individual participants and took up to six hours – much longer than the single identity sessions. Given their time-consuming nature and larger groups, there is more time between mixed identity sessions to ensure participants have sufficient reflection time between the demanding sessions.

BATNAYA

100 Solutions continued community problem solving dialogue in the Ninewa plains in the town of Batnaya with four mixed identity dialogue sessions this quarter. These sessions reviewed findings from the previous single identity dialogues and developed proposed solutions activities. Dialogue sessions this quarter focused heavily on learnings from systemic conflict analysis of the community. Core conflict drivers in Batnaya included return dynamics, intra-community connections, and the level of community representation in decision-making.

In the fourth mixed identity dialogue session held in mid-August, Batnaya community representatives prioritized solutions to conflict drivers – ending the session with a list of

ten solutions which are heavily focused on capacity development ranging from formal education to peacebuilding.

Differing views on Batnaya’s identity as a community impact the proposed solutions projects – with a small contingent of community members advocating for agriculture assistance for the traditionally agrarian community while others view agricultural (and the proposed solutions related to it) as firmly placed in the community’s past.

MOSUL OLD CITY

In this quarter, three mixed identity sessions in the Old City covered the

diverging local perceptions of conflict drivers. In the last session this quarter, held in late August, community representatives reviewed the systemic conflict analysis developed over the course of the community dialogue process, alongside additional information to deepen collective understanding of the conflict drivers present in their community.

Community representatives in Mosul Old City emphasized the importance of the portrayal of their community in the media, including social media, which they see as negatively impacting the economic status of their area by reducing return and limiting investment. In the next quarter, 100 Solutions will continue mixed identity dialogue sessions, develop the list of proposed solutions, and begin the implementation of solutions activities.

TAMIM

100 Solutions held three mixed dialogue sessions in the Tamim neighborhood of Ramadi. These sessions focused on developing a clear and comprehensive vision of the conflict in the community and will inform future sessions, which will focus on areas where solutions can have the greatest impact. By focusing on solutions with the greatest potential for positive impact on community cohesion, known as leverage points, 100 Solutions will ensure that project resources have the maximum effectiveness in the community.

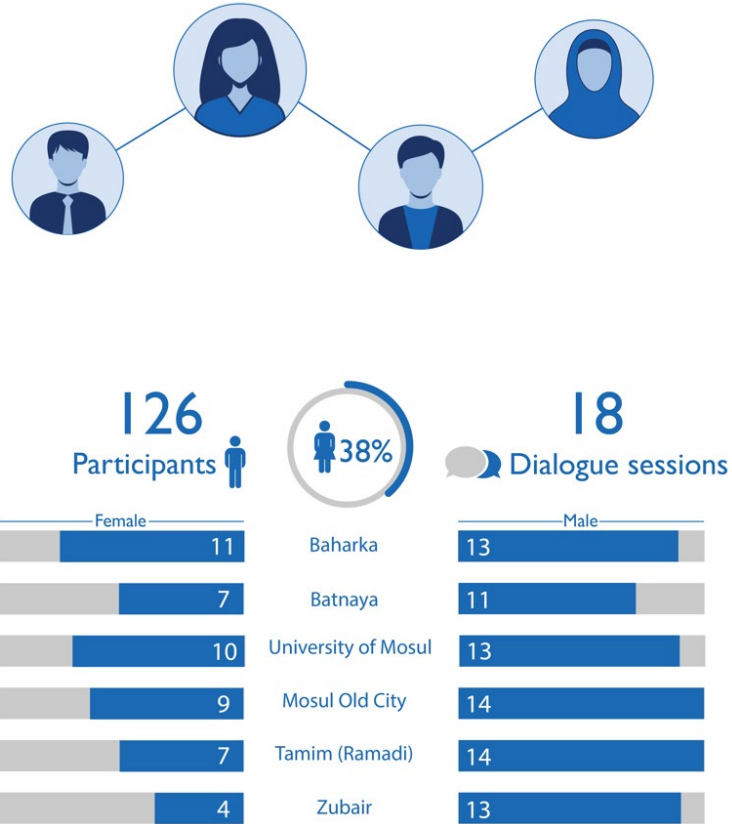


Figure 1. Community problem-solving dialogue, gender breakdown

I00 Solutions also prepared for the implementation of two rapid solution activities for the Tamim community: 1) the distribution of garbage cans in the 8 February neighborhood, and 2) painting a primary school. As of the end of the quarter, these activities were in their final stages of negotiation with the DCEO procurement team and were scheduled for delivery early in the coming quarter.

BAHARKA

Mixed dialogue also started in Baharka this quarter with three sessions held in July and August. These sessions focused on introducing community members to one another and deepening a shared understanding of the conflict drivers in their community. At the end of the quarter, I00 Solutions developed a draft conflict systems map for the community and the next dialogue session will focus on prioritizing solutions activities based on an understanding of what types of activities can have the most impact.

ZUBAIR

In this Basrah city, I00 Solutions held three mixed dialogue sessions this quarter. The sessions focused on developing a shared understanding of conflict drivers and developing potential solutions activities. Dialogue participants in Zubair are committed to a deep and accurate understanding of the conflict drivers in their community and continue to add more factors to the conflict map, focusing on proper management of public spaces, violations of human rights in several forms, and the impact of environmental management in their community.

I00 Solutions also delivered two rapid solution activities in Zubair this quarter: 1) the provision of garbage cans to improve solid waste management, and 2) the repair of streetlights on the entrance road to Zubair itself. Both of these activities will improve safety in the Zubair community. The garbage cans will reduce the presence of stagnant, solid waste and related hygiene concerns while the streetlights have improved safety at the busy entrance road of the city which many community members use to walk to a prominent mosque.

UNIVERSITY OF MOSUL

This quarter, I00 Solutions conducted two mixed identity dialogues at the University of Mosul with the participation of undergraduate and graduate students, professors, and administrative staff, including both Yezidi and Christian participants. These dialogue sessions focused on deepening a systemic understanding of conflict at the University. I00 Solutions adapted community input from single and mixed identity dialogue sessions into a map of the conflict system which will be discussed at the next dialogue sessions in the coming quarter.

Work at the University this quarter also included the final coordination for the delivery of a large, public display screen – the first rapid solution activity for the University. The screen is scheduled for delivery early in the coming quarter.

MARLA FUND

I00 Solutions continued work this quarter through the Marla Fund with seven partners implementing activities including anchor partner Preemptive Love Coalition and six Iraqi grantees. The grants will enable these organizations to provide targeted livelihoods support to their beneficiaries in Baghdad, Anbar, Ninewa, and Dohuk. As of September, all six of the current grantees had identified beneficiaries and started preparation to distribute assistance.

I00 Solutions also continued evaluating proposals for the rehabilitation of common economic assets this quarter and is working with four organizations to develop full grant applications. Partner organizations selected under this RFA will restore communal assets in Iraq that will support the economic recovery of entire communities. DCEO expects to award three or four grants which will support communities in Ninewa, Anbar, and/or Baghdad. The activities selected for full applications were environmentally complex and each organization was presented with detailed technical feedback in addition to requests for information to ensure the ability to analyze and mitigate any potential environmental impact. I00 Solutions expects to select the final applications for award early in the coming quarter.

PREEMPTIVE LOVE COALITION

PLC continued implementing one-to-one business support in Sinjar, Dohuk, and Mosul as well as training through PLC WorkWell Tech Hubs in Dohuk, Erbil, Mosul, and Basrah. During this quarter, PLC supported 95 one-to-one businesses bringing the cumulative total to 431. One-to-one, as its name suggests, provides bespoke technical and material assistance, along with follow-up mentoring and support for Marla Fund eligible beneficiaries enabling them to start micro-businesses that support themselves and their families. Of the 431 businesses supported by PLC, 227 are in Sinjar, 84 in Duhok, and 120 in Mosul.

In this quarter, PLC also provided training to 97 WorkWell trainees. WorkWell is an eight-week work force readiness program, conducted online in response to the pandemic, that provides vocational education for Iraqis seeking private sector jobs – improving their skills with technology, English language, and other sought-after skills.

SAHARA ECONOMIC DEVELOPMENT ORGANIZATION (SEDO)

SEDO activities support the economic empowerment of Yezidi women freed from ISIS captivity through business startup training and in-kind support. During this quarter, SEDO completed training for 17 beneficiaries covering business management topics and planned individual procurements for each beneficiary according to the bills of quantity (BOQs) they developed.

IRAQ HEALTH ACCESS ORGANIZATION (IHAO)

IHAO activities support micro-business start-ups for 50 individual victims of war in Bashiqa, Ninewa. As of the end of the quarter, IHAO was in the process of providing training for their beneficiaries in topics including sweets making, computer skills, welding, and plumbing.

STER ORGANIZATION

Ster Organization provides vocational education to 60 conflict-affected individuals in three different communities in Ninewa. In this quarter, Ster completed the identification of beneficiaries and prepared their training plan. Ster conducted a feasibility study to determine the areas where vocational education could have the greatest impact on household income. The study identified a significant number of job opportunities in the dairy industry, particularly around the Abu Maria village.

WOMEN REHABILITATION ORGANIZATION (WRO)

WRO activities in Dohuk support the development of livelihood and increased income for 60 women impacted by ISIS. This quarter, WRO identified beneficiaries and assessed the labor market to determine where skills were most needed. The results indicated a need for photoshop and marketing training, especially appealing to women who can do this work from home and on a flexible schedule. At the end of the quarter, WRO was advertising for applicants to the courses in three communities in Dohuk Governorate – Dohuk City, Baadre, and Domiz.

SABAA SANABEL ORGANIZATION FOR RELIEF AND DEVELOPMENT (SSORD)

SSORD is working with farmers, female-headed households, and craftspeople in a marginalized area of Ramadi, Anbar, to provide micro-business startup and acceleration support. This quarter, SSORD selected 25 participants from among hundreds of applications and, between July and September, hosted a series of orientation sessions. SSORD will implement the first round of training sessions on marketing and business management early next quarter.

KHAIRAT AL NAHRAIN ORGANIZATION (KAHO)

KAHO is providing 240 women – either returnees to Anbar or Anbar IDPs sheltering in Baghdad – with training and startup support. This quarter, KAHO started vocational training for Anbar beneficiaries on the preparation of traditional Iraqi foods as well as preparing dairy products, bread, and pastries. KAHO will distribute material assistance to beneficiaries next quarter.

SECTION 5

TASK ORDER 4: LEARNING

This quarter, the Learning TO finalized the outcome harvest (OH) for BCJCI and provided learning events and products based on the findings.

OUTCOME HARVEST

The quarter started with the OH specialists conducting focus group discussions (FGDs) with participants in Five One Labs ignite and incubator sessions. While turn-out on the day was lower than expected, it was not unsurprising given that many of the entrepreneurs were students and were taking exams at the time, in addition to being busy entrepreneurs. For future iterations of the OH, the Learning TO will adjust timelines to accommodate increased participation for key stakeholder groups.

The FGDs, nevertheless, were deeply insightful and the participants were energetic in the sessions. For ignite participants, despite not progressing to the incubator, they still expressed sincere appreciation for the opportunity to learn from Five One Labs and felt that they had gained knowledge and confidence that was valuable. Select highlights are captured below.

The participants' feedback on the ignite course was of particular use, as they had been the first group to do this entirely online due to the outbreak of COVID-19. Unsurprisingly, ignite participants expressed a degree of Zoom fatigue, especially considering the intensive nature of the program. These participants suggested that it may be better in future to spread the modules out over more time to allow for more breaks in between sessions. Participants similarly felt that the financial modules were challenging and would have appreciated more time to learn these aspects. This feedback was captured, along with other findings, and documented to support learning and adaptation for Five One Labs FY2022 programs.

The feedback from the incubator participants was similarly insightful and showed promising progress toward the intended outcomes of Five One Labs. The incubator program has three primary aims that it hopes to achieve:

1. Creating a minimum viable product.
2. Defining a three-year go-to-market strategy for participant businesses.
3. Developing participants as leaders.

The FGDs showed that all three of these had been met, as well as some additional emergent outcomes. Participants described a change in mental model as a result of the incubator: they were thinking differently and approaching their lives in a new way. Their confidence was higher and their perception of themselves had improved. Touchingly, one participant described how their high school bullies had seen their success via social

media, apologized for their previous behavior, and offered congratulations. It became clear how important the incubator had been for these participants' sense of self and personal development, as well as developing their skills and pathways into entrepreneurship. These findings highlight the importance of qualitative evaluative investigations.

The Five One Labs participants who engaged in FGDs found the process so enjoyable that they wrote to Five One to ask when they can next participate in these. Based on the utility of the findings as well as this enjoyment of engagement, Learning TO and Five One Labs agreed to find a way to hold additional FGDs at the end of the next year of engagement. FY2022 is not a year for the Learning TO to engage with BCJCI, and so the Learning TO Director will train and support the DCEO MEL team to facilitate this. This benefits the MEL team by building in additional qualitative engagements, as well as supporting Five One Labs to lean into an evaluative method that has landed well.

Subsequent to conducting the FGDs, the OH team had all of the data required to start to synthesize their findings against the project's set of learning questions. Despite the premature nature of the OH, the Learning TO identified valuable insight for all activities to support learning. While the details are captured in the OH report, highlights include:

1. Identifying the changes in mental model noted above and material improvements to ignite and the incubator program,
2. Identifying a scalable approach to CGPs to support the range of business sizes BCJCI supports,
3. Identifying adjustments to the MEL processes for BCJCI, and
4. Identifying the utility of CrossBoundary support to firms given the gaps present in the Iraqi entrepreneurial ecosystem.

The full OH report was submitted to USAID in August of this quarter.

LEARNING EVENTS AND LEARNING PRODUCTS

A crucial part of the Learning TO is ensuring learning is embedded, and so this quarter saw the Learning TO lead a number of learning events and produce learning products. The Learning TO played a large role in the implementation planning workshop for DCEO, described fully in Section 6 below. In addition to being a support in designing the workshops, the Learning TO designed and led a wide range of learning events to both share and embed learning from the OH, as well as to support overall adaptive management based on implementation in FY2021. A full description of these events is provided in the matrix in Annex D.

The Learning TO led a Theory of Change (ToC) exercise, which was particularly popular. Annual ToC revisions are a best practice for adaptive management, and was integrated by the Learning TO Director for several reasons:

1. DCEO is a highly complex project with multiple moving parts. Revisiting and updating the ToC annually allows for the Learning TO to meaningfully feed into

overall development hypotheses. Each year presents the opportunity to test that hypothesis. Project MEL and Learning TO evaluations allow for that hypothesis to be updated based on evidence.

2. Project teams had been largely operating separately due to the pandemic. Coming together around a ToC allowed for them to share perspectives and thinking in a collaborative manner that had been sorely missed throughout FY2021.
3. Engaging in ToC exercises allows for every member of project staff to understand the part they play in delivering a collective vision.
4. A robust ToC supports complexity-sensitive evaluation by having a robust theory to try to investigate. In a context like Iraq where engagement is saturated, it allows for contribution analysis to be applied to understand how competing factors may have caused the results being observed.



The Learning TO guided DCEO's implementation teams through a ToC revision exercise

This session was originally scheduled to be an individual session but based on its popularity with staff the schedule was revised to allow for ToC building to occur over several days. This allowed for discreet teams (such as the Marla Fund team) to develop a ToC for their workstreams (called 'nested ToCs'), share them within their TO, share them between TO, and then have them integrated into an overall ToC for DCEO. This has since been visualized and put on the iMMAP dashboards, but will be revisited annually.

Outside of events, the Learning TO worked closely with BCJCI to ensure that they were able to embed learning from the OH into their FY2022 implementation plan, as well as into subcontractor approaches. For example, Five One Labs extended its ignite sessions, and BCJCI built in flexibility to CGPs.

EXHIBIT 2. FY2021 OUTCOME HARVEST LEARNING PRODUCTS

PRODUCT	PURPOSE	TARGET AUDIENCE
Outcome Harvest Report	Sharing findings and recommendations based on the evaluation	USAID, DCEO project staff
Five One Labs Learning Briefer	Sharing findings and recommendations based on the evaluation	Five One Labs staff
Theory of Change One-pager	Explaining the purpose and value of a theory of change	DCEO project staff
Outcome Harvest and Most Significant Change One-pager	Explaining the evaluation approaches the LTO deploys and the value thereof	DCEO project staff, other stakeholders

PRODUCT	PURPOSE	TARGET AUDIENCE
Business Counselor Briefer	A briefing document to support BCs to share findings back with the firms who participated in the evaluation. This important to ensure extraction is reduced and to build relationships.	Private Sector Development Specialist, Business Counselors

MOST SIGNIFICANT CHANGE

On August 15, the Learning TO submitted the FY2022 implementation plan, outlining the Most Significant Change (MSC) evaluation for 100 Solutions in the coming year. In preparation for launching the FY2022 implementation plan, the Learning TO engaged Rick Davies, the creator of MSC, to support the design of the MSC approach for DCEO. Together, Mr. Davies and the Learning TO Director defined domains, identified kernels, drafted selection panel processes for engagement with CCOs and 100 Solutions participants. The Learning TO will finalize the full MSC design early in the next quarter.

SECTION 6

COLLABORATING, LEARNING, AND ADAPTING

DCEO continued to integrate CLA into the project cycle – promoting coordination between task orders, project support teams (MEL, grants, operations), and the SMT, as well as external stakeholders like IGPA. The CLA Director spearheaded a range of CLA initiatives to support adaptive management across DCEO, centered on the FY2022 implementation planning workshop.

PAUSE AND REFLECT

On July 6 and 7, 2021, the CLA Director and TAT led a pause and reflect session with the SMT to review progress-to-date and discuss the findings of the TAT-led whole-of-project review. The whole-of-project review was focused on identifying lessons learned, preparing for FY2022 implementation planning, and supporting cross-project integration.

Under the Management TO, the team discussed challenges around vetting, Marla Fund documentation, environmental compliance, and coordination with third-party monitors to streamline these processes and accelerate the delivery of assistance. In consideration of FY2022 implementation planning, the SMT considered the security environment in potential FY2022 target communities under I00 Solutions and the impact of COVID-19 on freedom of movement and the planned return to office. The team also discussed updates to the FY2022 PMELPs for BCJCI and I00 Solutions to integrate lessons learned from FY2021, including the need for updated indicators that better capture the results of project activities and the sensitivities around data collection for vulnerable groups.

For BCJCI, the team reflected on the delivery of firm-level assistance, specifically new avenues for client firm identification such as webinars, business association partnerships, and a public application portal. The team had initial conversations around integration between BCJCI and I00 Solutions, including strengthening BC and CCO relationships and the potential for firm-level assistance to enterprises in I00 Solutions target communities. The SMT considered opportunities to expand BCJCI engagement with business associations – outside of ongoing grant activities – through memoranda of understanding to support public events and increase deal flow.

Under I00 Solutions, the TAT review highlighted the selection criteria for FY2022 communities, planning for new area profiles, and the expansion of community problem-solving dialogue into new communities. The SMT discussed the process for engaging community representatives under I00 Solutions Objective 2 and the potential for integration between community problem-solving dialogues and Marla Fund activities, specifically the possibility of including Marla Fund beneficiaries in the community problem-solving dialogues in FY2022. On integration with BCJCI, the team considered

the full spectrum of economic assistance under DCEO – from workforce development and support to microenterprises up to investment facilitation with CrossBoundary – recognizing the significant differences in approach between livelihood support and firm-level assistance.

The pause and reflect session set the stage for the upcoming FY2022 implementation planning workshop by highlighting the key issues and considerations for both implementation TOs to be discussed with the full DCEO team. The considerations described above are reflected in the final FY2022 implementation plans, submitted to USAID on August 15, 2021.

IMPLEMENTATION PLANNING WORKSHOP

Between July 25 and August 5, 2021, DCEO hosted an all-staff implementation planning workshop for FY2022. The workshop included all DCEO staff (who usually work remotely), members of the Chemonics Project Management Unit, STTA who support various aspects of community dialogue, conflict mitigation, and a specialist in the BLA. Rigorous procedures put into place by the DCEO STTA epidemiologist, Dr. Abdulkarim Ekzayez enabled the workshop to take place in a COVID-safe environment. Together with the DCEO security team, Dr. Abdulkarim assured a rigorous regime of antigen and PCR testing as well as regular COVID safeguards that allowed staff to interact normally within an 80-plus person COVID bubble.

The first opportunity for all staff members to work together and focusing effort on strategizing, planning, learning, and building common understandings of the project was very fruitful – and the outcomes were captured in the FY2022 implementation plans. At the conclusion of the workshop, BCJCI, 100 Solutions, and the Learning TO provided two-hour briefings to USAID counterparts, summarizing the FY2022 implementation plans and presenting key issues for further consideration.

SENIOR MANAGEMENT TEAM

On July 25, the Learning TO held an Adapt Scan workshop with the SMT and STTAs, helping DCEO to explore the adaptations the program made in FY2021, understand the conditions that enabled or inhibited adaptation, and work together to identify how the program can adapt even better in future. BCJCI, 100 Solutions, and the TAT presented initial implementation plan overviews highlighting the key decision-points to be discussed with their full respective teams. The next day, the SMT discussed management processes, budget, staffing, integration, and the partnership strategy for FY2022. Following the two-day SMT-focused workshop, the entire DCEO team arrived in Erbil to begin the all-staff sessions.

ALL STAFF

Throughout the two-week implementation planning workshop, DCEO organized a series of training and reflection sessions for all DCEO staff members to build capacity in key areas and discuss lessons learned from the first year of implementation. A full day of systems thinking exercises gave the participants an overview of the systems thinking

approach. The trainers then moved into the application of systems thinking and causal loops before hosting tailored workshops with BCJCI and 100 Solutions teams that culminated in group presentations. The systems thinking and causal mapping exercises directly fed into 100 Solutions work with mixed identity community problem-solving dialogue, wherein CCOs developed the causal loops to outline conflict drivers and potential solution projects. In addition to systems thinking, the trainers provided sessions on Do No Harm (DNH) – covering the principles of DNH, patterns of action and behavior, and ultimately creating the DNH framework for various work processes under DCEO. The trainers also covered conflict sensitivity, dividing the participants into regional groups to help them develop a better understanding of the context and the conflict dynamics in the DCEO operating environment.



More than 80 staff, consultants, and other stakeholders gathered in Erbil for the two-week implementation planning workshop.

On BCJCI, the workshop provided BCs, led by the TO Director and Private Sector Development Specialist, with the opportunity to focus on team-building needs and the acquisition of technical skills that will help BCJCI further improve its implementation. The team benefitted from several important workshops that targeted specific subjects such as: The Buyer-Led Approach, Feasibility Studies, and Financial Modelling and Analysis. The team examined FY2022 implementation adaptations based on the Learning TO Outcome Harvest findings, streamlined core processes in the BCJCI technical methodology, and emphasized integration with Five One Labs and CrossBoundary as well as the potential of amplifying their roles.

On August 4 and 5, 100 Solutions and BCJCI, respectively, presented an overview of FY2021 activities and plans for FY2022 to USAID ahead of implementation plan submission.

INTEGRATION

As a result of the implementation planning workshops, BCJCI and 100 Solutions identified opportunities for integration between TO activities. Several 100 Solutions target communities are located in many BCJCI GCs. In FY2022, the teams determined that CCOs from 100 Solutions will be more directly integrated with BCs in their areas. BCs and CCOs will be encouraged to consult each other for resources and also attend each other's events as much as possible in order to cross-pollinate networks and deepen understanding of the project overall. Such enhanced understanding will strengthen DCEO implementation and support more productive teams. As BC-led CGP processes mature, BCJCI will focus on leveraging USAID support to improve not only

specific businesses, but to strengthen the communities in which they exist through domestic supply networks, business-to-business and business-to-producer linkages, on-lending and other finance schemes and products that have the ability to substantively improve both the private sector and the household level beneficiaries.

During the development of area profiles under 100 Solutions, iMMAP will include information relevant to the identification and support of businesses in the target community. This will include additional information about the business environment as well as the potential initial identification of businesses for further assessment by BCs. 100 Solutions will likewise continue to refer potential businesses and entrepreneurs for appropriate BCJCI activities – whether the Five One Labs incubator or firm-level assistance. By supporting the increased identification of viable business support opportunities in 100 Solutions target communities, DCEO will achieve greater impact on the adaptive capacity and economic well-being of these areas.

SECTION 7

SECURITY

Three factors characterized the security complexion of the reporting period. Those factors were 1) ongoing, but limited, ISIS activity, 2) US-Iran tensions playing out on Iraqi soil, and 3) demonstrations against the level of Iranian influence and control over the Government of Iraq. In addition to these factors, COVID-19 continued to have a profound impact on the government, economy, and regional actors.

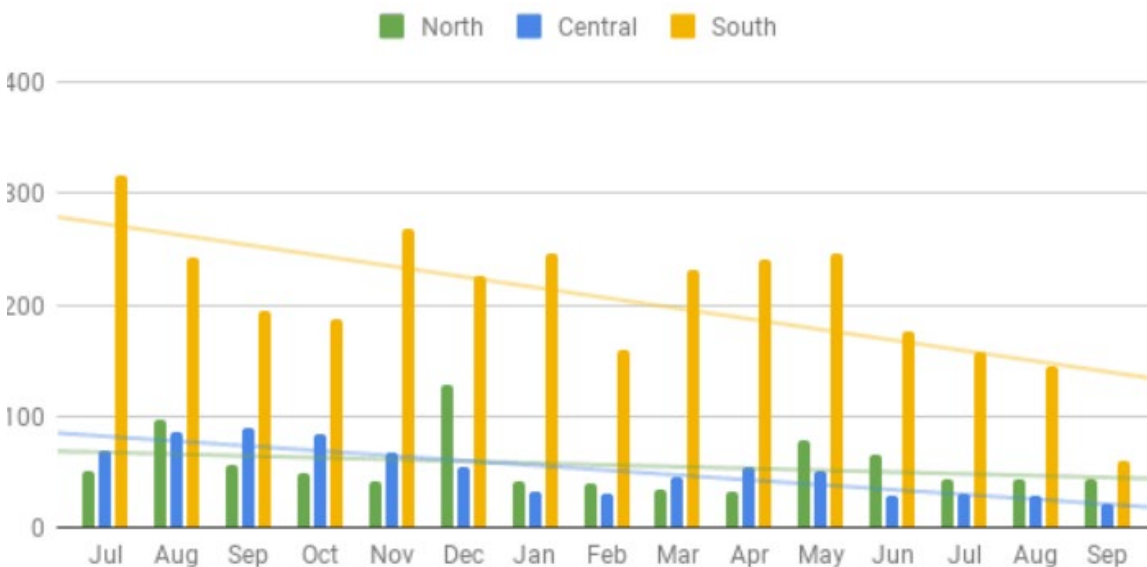
ISIS ACTIVITY

ISIS activity levels remained elevated as the organization transitioned from its Ramadan campaign in Q3 FY2021 to a campaign during the Muharram holy month that took place this quarter. ISIS conducted a rare, highly lethal suicide bombing in Baghdad city, although security forces effectively countered ISIS capability to conduct additional mass casualty attacks in major urban centers during most of the quarter.

US-IRAN TENSIONS

Iranian-backed militias conducted a significant spike in attacks against US interest in Iraq during the leadup to the 26 July Strategic Dialogue. US deterrent responses and significant Government of Iraq-led mediation efforts established a tentative truce set to continue for the remainder of the year as Iran and its proxies gauge the withdrawal of US combat forces. Meanwhile, Iran and its proxies remained active by promoting low-level activity and shifting attacks to increasingly diverse targets with few or no US affiliations.

PROTEST MOVEMENT



Demonstrations by region, July 2020 to September 2021

Over 573 demonstrations were reported in Q4 of FY2021. This represents a considerable reduction from 859 events in Q2 and 974 in Q3. Associated counts are approximate, with many sit-ins, other recurring protests, and small-scale assemblies not being included. Additional reporting gaps are present in areas where freedoms of the press and assembly are suppressed. The overwhelming majority of protests were predictably concentrated in southern Iraq, with no major spikes in northern and central Iraq.

The noticeable reduction in protest activity observed was perhaps linked to the dominance of religious events during the Muharram holy month, though many Arba'een processions involved October Movement supporters displaying portraits of fallen counterparts. Various shifts within the elections run-up political landscape also played a role in protest mobilization decision-making.

SECTION 8

LOOKING FORWARD

In the next quarter, the Management TO will continue to support the implementation TOs, including the launch of FY2022 implementation plans and corresponding PMELPs. The Management TO will support the development of area profiles for 100 Solutions FY2022 target communities. DCEO will also conduct research to produce three updated assessments for 1) political economy analysis, 2) gender, youth, and vulnerable populations, and 3) conflict analysis.

BCJCI

Specific activities under BCJCI anticipated next quarter include:

- Deliver formal BC training in key skills areas: financial analysis, market analysis and feasibility studies, and forward-looking financial modelling.
- Continue generating deal flow, selecting client firms, and delivering assistance through CGPs.
- Onboard short-term specialists to serve as a standing reserve of rapidly deployable Iraqi expertise to meet client firm technical assistance requirements.
- Start up Five One Labs ignition and incubation programs in Erbil and Basrah.
- Deliver advisory and investment facilitation services to firms through CrossBoundary.
- Finalize and award grant agreements with BAs.

100 SOLUTIONS

Specific activities under 100 Solutions anticipated next quarter include:

- Conclude community problem-solving dialogue in FY2021 target communities and implement solution projects.
- Conduct area profiles for FY2022 target communities.
- Begin initial engagement and develop rapid solutions for FY2022 target communities
- Complete activities under Marla Fund grants to NGOs delivering vocational and in-kind assistance.
- Award grants under to NGOs under the Marla Fund to rehabilitate communal economic assets.
- Continue WorkWell and one-to-one business support through PLC.

LEARNING

Specific activities under the Learning TO anticipated next quarter include:

- Design MSC exercise for 100 Solutions.
- Conduct HCS activity.
- Collaborate with iMMAP to begin initial story collection for MSC.

SECTION 9

DELIVERABLES

Table I lists the deliverables submitted this quarter.

TABLE I. DELIVERABLES SUBMITTED IN FY21Q4		
DATE	DELIVERABLE	TASK ORDER
July 30	Quarterly (FY21 Q3) Progress Report	1
July 30	July Social Media Content for BCJCI	2
July 30	July Social Media Content for 100 Solutions	3
August 15	Management TO FY2022 Implementation Plan	1
August 15	BCJCI FY2022 Implementation Plan	2
August 15	100 Solutions FY2022 Implementation Plan	3
August 15	Learning TO FY2022 Implementation Plan	4
August 15	Updated Learning Agenda	4
August 15	Outcome Harvest Report	4
August 30	August Social Media Content for BCJCI	2
August 30	August Social Media Content for 100 Solutions	3
September 15	Quarterly Financial Report (FY21Q4)	1
September 15	Quarterly Accrual Report (FY21Q4)	1
September 30	September Social Media Content for BCJCI	2
September 30	September Social Media Content for 100 Solutions	3
Every Thursday	Weekly Report	1

Table II lists the deliverables and other project submissions for next quarter.

TABLE II. DELIVERABLES DUE IN FY22Q1		
DATE	DELIVERABLE	TASK ORDER
October 19	Revised Performance Monitoring, Evaluation, and Learning Plan for BCJCI	2
October 20	Revised Performance Monitoring, Evaluation, and Learning Plan for 100 Solutions	3
October 30	Quarterly (FY2021 Q4) Progress Report	1

October 30	Annual (FY2021) Progress Report	1
October 30	October Social Media Content for BCJCI	2
October 30	October Social Media Content for 100 Solutions	3
November 30	November Social Media Content for BCJCI	2
November 30	November Social Media Content for 100 Solutions	3
December 20	Quarterly Financial Report (FY2022Q1)	1
December 20	Quarterly Accrual Report (FY2022Q1)	1
December 30	December Social Media Content for BCJCI	2
December 30	December Social Media Content for 100 Solutions	3
Every Thursday	Weekly Report	1

VARIANCE FROM PLANNED EXPENDITURES

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TASK ORDER 3 – 100 SOLUTIONS

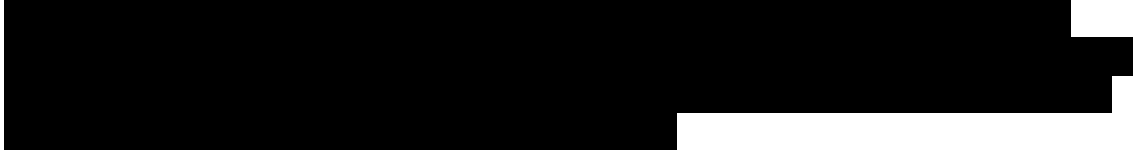
QUARTERLY EXPENDITURE

[Redacted Table Content]

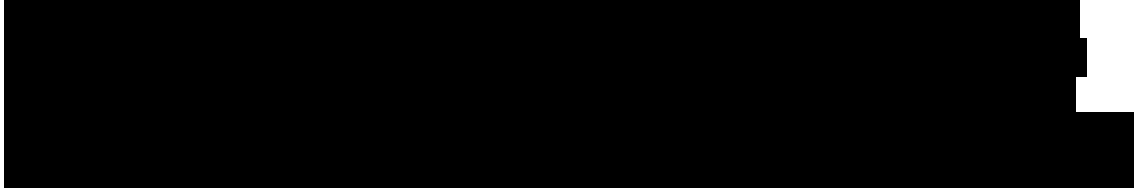
Table V. TO 3 Expenditure by Budget Line Item during Quarter 4

Budget Line Item	Contract Budget (A)	FY21 Q4 Expenditure (B)	To Date Expenditure (C)	Contract Funds Remaining (A - C)
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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CUMULATIVE EXPENDITURE TO-DATE AND AVAILABLE FUNDS

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VARIANCE FROM PLANNED EXPENDITURES

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ANNEX A. BCJCI PERFORMANCE INDICATOR TRACKER

Results as of September 30, 2021 per the FY2021 performance monitoring, evaluation, and learning plan.

#	Indicator	Quarter 4, July – September 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
1	Sales of firms receiving US government funded assistance	\$13,269,098	\$68,990,735	+\$1,000,000	+\$25 million	The figures presented here reflect the total annual revenue of assisted firms in calendar year 2020 – set as the baseline figure for each assisted firm. The quarterly figure includes 5 new client firms. As firms progress through CGPs, grants, and CrossBoundary assistance, DCEO expects annual sales to grow. DCEO will contrast 2020 sales with 2021 figures when the latter are available.
Geographic corridor	Erbil	\$12,734,000	\$40,745,598	TBD	TBD	
	Ninewa	\$0	\$19,012,000	TBD	TBD	
	Baghdad	\$0	\$8,462,177	TBD	TBD	
	Dohuk	\$0	\$0	TBD	TBD	
	Anbar	\$0	\$160,000	TBD	TBD	
	Basrah	\$535,000	\$610,862	TBD	TBD	
Sector	Manufacturing	\$13,129,098	\$15,010,328	TBD	TBD	
	Service	\$0	\$24,378,407	TBD	TBD	
	Retail	\$0	\$0	TBD	TBD	
	Production	\$140,000	\$642,000	TBD	TBD	
	IT	\$0	\$27,160,000	TBD	TBD	
	Agriculture	\$0	\$1,800,000	TBD	TBD	
Sex of owner	Male	\$13,269,098	\$68,914,873	TBD	TBD	
	Female	\$0	\$75,862	TBD	TBD	
Size of enterprise	Small	\$12,669,098	\$16,309,137	TBD	TBD	
	Medium	\$600,000	\$23,871,598	TBD	TBD	
	Large	\$0	\$28,810,000	TBD	TBD	
2	Number of firms accessing new domestic or international markets	7	9	5	100	Nakhla, a grantee under BCJCI, reported access to new markets in Q4. Additionally, six firms receiving advisory services from CrossBoundary reported access to new markets, including Alsaree3, Atlas Technical Group, Ashraqqat, Wall Street English, IK Dairy, and FastIraq.
Geographic corridor	Erbil	1	2	TBD	TBD	
	Ninewa	2	2	TBD	TBD	
	Baghdad	3	4	TBD	TBD	
	Dohuk	0	0	TBD	TBD	
	Anbar	1	1	TBD	TBD	
	Basrah	0	0	TBD	TBD	

#	Indicator	Quarter 4, July – September 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
Sector	Manufacturing	0	0	TBD	TBD	BCJCI delivered firm-level assistance to five client firms in Q4, including Mado, Abulkhair, Berhyah Luxurious Dates, Las Center, and Batam Factory. This figure excludes firms with which BCJCI has signed CGPs, but who have not yet provided the necessary baseline data. CrossBoundary provided advisory services to five new firms this quarter, including EIP, Atlas Technical Group, Ashraqqat, Wall Street English, and IK Dairy. The Station provided technical assistance to 10 firms.
	Service	3	3	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	1	1	TBD	TBD	
	IT	2	4	TBD	TBD	
Sex of owner	Agriculture	1	1	TBD	TBD	
	Male	7	9	TBD	TBD	
Size of enterprise	Female	0	0	TBD	TBD	
	Small	1	1	TBD	TBD	
	Medium	0	0	TBD	TBD	
	Large	6	8	TBD	TBD	
3	Number of firms receiving USG-funded technical assistance for improving business performance	20	39	30	250	
Geographic corridor	Erbil	5	10	TBD	TBD	
	Ninewa	1	7	TBD	TBD	
	Anbar	11	12	TBD	TBD	
	Dohuk	0	0	TBD	TBD	
	Basrah	2	3	TBD	TBD	
Sector	Baghdad	1	7	TBD	TBD	
	Manufacturing	5	9	TBD	TBD	
	Service	8	12	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	6	10	TBD	TBD	
	IT	0	6	TBD	TBD	
Sex of owner	Agriculture	1	2	TBD	TBD	
	Male	17	35	TBD	TBD	
Size of enterprise	Female	3	4	TBD	TBD	
	Small	14	24	TBD	TBD	
	Medium	1	3	TBD	TBD	
	Large	5	12	TBD	TBD	
4	Full-time equivalent employment of firms receiving USG assistance	90.6	2,397.2	125	3,125	This quarter, firms reported a total of 90.6 full-time equivalent employees, including new client firms. Nakhla reported 4.05 new full-time equivalent employment as a result of BCJCI assistance.
Type of Employment	New Employment	4.1	40.1	TBD	TBD	
	Continuing Employment	86.5	2,304.6	TBD	TBD	

#	Indicator	Quarter 4, July – September 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
	NA	0.0	52.5	TBD	TBD	
Geographic corridor	Erbil	52.6	668.6	TBD	TBD	
	Ninewa	0.0	44.5	TBD	TBD	
	Baghdad	11.0	1,638.1	TBD	TBD	
	Dohuk	0.0	0.0	TBD	TBD	
	Anbar	0.0	10.0	TBD	TBD	
	Basrah	27.0	36.0	TBD	TBD	
Sector	Manufacturing	70.2	101.7	TBD	TBD	
	Service	11.0	83.1	TBD	TBD	
	Retail	0.0	0.0	TBD	TBD	
	Production	9.4	44.4	TBD	TBD	
	IT	0.0	2,151.0	TBD	TBD	
	Agriculture	0.0	17.0	TBD	TBD	
Age Groups	Age group (15-19)	0.0	7.0	TBD	TBD	
	Age group (20-24)	11.8	49.4	TBD	TBD	
	Age group (25-29)	20.8	65.0	TBD	TBD	
	Age group (30+)	58.0	124.8	TBD	TBD	
	Age not Disclosed	0.0	2,151.0	TBD	TBD	
Sex	Male	78.8	207.4	TBD	TBD	
	Female	11.8	38.8	TBD	TBD	
	Gender not disclosed	0.0	2,151.0	TBD	TBD	
5	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	30%	39%	TBD	TBD	This indicator tracks the percent of female participants in The Station SME assistance program. The rate of female participation in Five One Labs, Science Camp, and Mosul Space were reported in previous quarters. In Q4, three female business-owners received assistance from The Station out of ten total SMEs.
Geographic corridor	Erbil	0%	3%	TBD	TBD	
	Ninewa	0%	18%	TBD	TBD	
	Baghdad	0%	7%	TBD	TBD	
	Dohuk	0%	1%	TBD	TBD	
	Basrah	0%	10%	TBD	TBD	
	Anbar	30%	1%	TBD	TBD	
Age Groups	Age group (15-19)	0%	1%	TBD	TBD	
	Age group (20-24)	10%	17%	TBD	TBD	
	Age group (25-29)	10%	14%	TBD	TBD	
	Age group (30+)	10%	7%	TBD	TBD	

#	Indicator	Quarter 4, July – September 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
Education	Pre-primary education	0%	0%	TBD	TBD	CrossBoundary has provided advisory services to 7 firms in Q4 that resulted in improved management practices. Nakhla reported improved management practices and technologies under its grant with BCJCI.
	Primary education	10%	1%	TBD	TBD	
	Secondary education	10%	11%	TBD	TBD	
	Post-secondary education	10%	12%	TBD	TBD	
	Higher education	0%	16%	TBD	TBD	
REM	REM	0%	4%	TBD	TBD	
	Non-REM	30%	28%	TBD	TBD	
PWD	PWD	0%	0%	TBD	TBD	
	Non-PWD	30%	39%	TBD	TBD	
6	Number of firms that have improved management practices or technologies as a result of USG assistance	8	17	10	200	
Geographic corridor	Erbil	2	4	TBD	TBD	
	Ninewa	2	2	TBD	TBD	
	Baghdad	3	10	TBD	TBD	
	Dohuk	0	0	TBD	TBD	
	Anbar	1	1	TBD	TBD	
	Basrah	0	0	TBD	TBD	
Sector	Manufacturing	1	1	TBD	TBD	
	Service	3	3	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	1	1	TBD	TBD	
	IT	2	11	TBD	TBD	
	Agriculture	1	1	TBD	TBD	
Sex of owner	Male	8	17	TBD	TBD	
	Female	0	0	TBD	TBD	
Size of enterprise	Small	1	1	TBD	TBD	
	Medium	0	0	TBD	TBD	
	Large	7	16	TBD	TBD	
Formal and informal	Formal	8	17	TBD	TBD	
	Informal	0	0	TBD	TBD	
7	Number of policy or regulatory constraints identified	0	0	TBD	TBD	No activity this quarter.
Type	Local	0	0	TBD	TBD	

#	Indicator	Quarter 4, July – September 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
	National	0	0	TBD	TBD	
Sector	Manufacturing	0	0	TBD	TBD	
	Service	0	0	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	0	0	TBD	TBD	
	IT	0	0	TBD	TBD	
	Agriculture	0	0	TBD	TBD	
8	Number of business associations or business service providers receiving USG assistance	3	3	TBD	TBD	BCJCI has provided assistance, in the form of grants, the three business service providers, including The Station, Mosul Space, and Science Camp.
Type of Assistance	Cash	3	3	TBD	TBD	
	In-Kind	0	0	TBD	TBD	
	Technical Services	0	0	TBD	TBD	
Geographic corridor	Erbil	0	0	TBD	TBD	
	Ninewa	1	1	TBD	TBD	
	Baghdad	1	1	TBD	TBD	
	Dohuk	0	0	TBD	TBD	
	Basrah	1	1	TBD	TBD	
Sector	Manufacturing	0	0	TBD	TBD	
	Service	3	3	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	0	0	TBD	TBD	
	IT	0	0	TBD	TBD	
	Agriculture	0	0	TBD	TBD	
9	Number of client enterprises participating in business associations	5	12	5	100	In Q4, five firms reported participation in business associations, including Mado, Abulkhair, Berhyah Luxurious Dates, Las Center, and Batam Factory.
Geographic corridor	Erbil	3	5	TBD	TBD	
	Ninewa	0	2	TBD	TBD	
	Anbar	0	1	TBD	TBD	
	Baghdad	0	1	TBD	TBD	
	Dohuk	0	0	TBD	TBD	
	Basrah	2	3	TBD	TBD	
Sector	Manufacturing	4	5	TBD	TBD	
	Service	0	3	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	1	4	TBD	TBD	

#	Indicator	Quarter 4, July – September 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
	IT	0	0	TBD	TBD	No activity this quarter.
	Agriculture	0	0	TBD	TBD	
Sex of Owner	Male	5	11	TBD	TBD	
	Female	0	1	TBD	TBD	
10	Number of members in business associations receiving USG assistance	0	0	TBD	TBD	
Geographic corridor	Erbil	0	0	TBD	TBD	
	Ninewa	0	0	TBD	TBD	
	Baghdad	0	0	TBD	TBD	
	Dohuk	0	0	TBD	TBD	
	Basrah	0	0	TBD	TBD	
Sector	Manufacturing	0	0	TBD	TBD	
	Service	0	0	TBD	TBD	
	Retail	0	0	TBD	TBD	
	Production	0	0	TBD	TBD	
	IT	0	0	TBD	TBD	
	Agriculture	0	0	TBD	TBD	
Sex of Owner	Male	0	0	TBD	TBD	
	Female	0	0	TBD	TBD	

ANNEX B. 100 SOLUTIONS PERFORMANCE INDICATOR TRACKER

Results as of September 30, 2021 per the FY2021 performance monitoring, evaluation, and learning plan.

#	Indicator	Quarter 4, July – September, 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
1	Percent of vulnerable community members that feel their community is better able to recover from political, economic, and social instability	N/A	N/A	20%	26%	The 100 Solutions household baseline survey collected the baseline figures for this indicator in 2021. DCEO will administer a follow-up survey among these participants in January 2022 to provide a figure for this indicator, which measures change over time.
2	Number of practical solutions to conflict drivers identified by communities	133	133	120	450	Community problem-solving dialogue participants proposed 133 unique solutions to conflict drivers in Q4.
2.A.1	Mosul Old City	23	23	16	N/A	
2.A.2	Batnaya	13	13	16	N/A	
2.A.3	Mosul University	19	19	16	N/A	
2.A.4	Baharka	15	15	40	N/A	
2.A.5	Zubair	18	18	16	N/A	
2.A.6	Tamim	45	45	16	N/A	
3	Number of new groups or initiatives created through U.S. government funding and dedicated to resolving conflict or conflict drivers	0	0	30	100	This indicator measures the number of solutions that are implemented. In Q4, 100 Solutions implemented two rapid solutions in Zubair.
3.A.1	Mosul Old City	0	0	4	N/A	
3.A.2	Batnaya	0	0	4	N/A	
3.A.3	Mosul University	0	0	4	N/A	
3.A.4	Baharka	0	0	10	N/A	

#	Indicator	Quarter 4, July – September, 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
3.A.5	Zubair	2	2	4	N/A	
3.A.6	Tamim	0	0	4	N/A	
4	Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale	0	86	50	400	This indicator measures the number of single identity community problem-solving dialogues. In Q4, 100 Solutions transitioned to mixed identity community problem-solving dialogues and did not conduct single identity sessions. Single identity sessions will resume in FY2022 target communities.
4.A.1	Mosul Old City	0	13	8	N/A	
4.A.2	Batnaya	0	13	8	N/A	
4.A.3	Mosul University	0	10	8	N/A	
4.A.4	Baharka	0	20	10	N/A	
4.A.5	Zubair	0	17	8	N/A	
4.A.6	Tamim	0	13	8	N/A	
5	Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation	12	527	500	10,000	In Q4, 12 unique individuals participated in community problem-solving dialogues. The majority of individuals counted under this indicator previously participated in single identity sessions and are thus represented in the cumulative figure.
5.A.1	Male	7	327	300	6,000	
5.A.2	Female	5	200	200	4,000	
6	Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	18	18	25	200	This indicator measures the number of events, trainings, or activities for key actors in 100 Solutions target communities. In Q4, 100 Solutions hosted 18 mixed identity community problem-solving dialogues among key actors (community representatives).
6.A.1	Mosul Old City	3	3	3	N/A	
6.A.2	Batnaya	4	4	3	N/A	
6.A.3	Mosul University	2	2	3	N/A	
6.A.4	Baharka	3	3	6	N/A	
6.A.5	Zubair	3	3	5	N/A	
6.A.6	Tamim	3	3	5	N/A	

#	Indicator	Quarter 4, July – September, 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
7	Percent of vulnerable community members expressing more confidence in key leadership actors and institutions in their community	N/A	N/A	20%	26%	The 100 Solutions household baseline survey collected the baseline figures for this indicator. DCEO will administer a follow-up survey among these participants in January 2022 to provide a figure for this indicator, which measures change over time.
8	Number of institutional actors engaged in implementation of solutions	2	2	40	200	In Q4, 100 Solutions implemented two rapid solutions in Zubair. The Mayor of Zubair and the Zubair District Manager were engaged in the implementation of those solutions.
8.A.1	Mosul Old City	0	0	5	N/A	
8.A.2	Batnaya	0	0	5	N/A	
8.A.3	Mosul University	0	0	5	N/A	
8.A.4	Baharka	0	0	9	N/A	
8.A.5	Zubair	2	2	8	N/A	
8.A.6	Tamim	0	0	8	N/A	
9	Dollar value of resources mobilized in target communities to support implementation of solutions to mitigate conflict drivers	0	0	\$400,000	\$2 million	No activity this quarter.
10	Number of Marla Ruzicka Iraqi War Victims Fund direct beneficiaries	209	712	400	2,500	100 Solutions supported (and verified eligibility for) 209 Marla Fund beneficiaries this quarter – 97 in WorkWell, 95 in one-to-one business support, and 17 beneficiaries under SEDO. Cumulatively, 100 Solutions has supported 712 Marla Fund-eligible beneficiaries.
10.A.1	Basrah	7	18	100	TBD	
10.A.2	Dohuk	26	134	100	TBD	
10.A.3	Erbil	11	34	100	TBD	
10.A.4	Mosul	165	526	100	TBD	
10.B.1	Age group (15-19)	3	20	30	187	
10.B.2	Age group (20-24)	34	110	155	969	
10.B.3	Age group (25-29)	70	206	155	969	
10.B.4	Age group (30+)	102	376	60	375	

#	Indicator	Quarter 4, July – September, 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
I0.C.1	Male	112	411	250	1,562	
I0.C.2	Female	97	301	150	938	
I0.D.1	Pre-primary education	34	145	100	625	
I0.D.2	Primary education	66	229	100	625	
I0.D.3	Secondary education	23	81	100	625	
I0.D.4	Post-secondary education	79	232	50	313	
I0.D.5	Higher education	7	25	50	312	
I0.E.1	REM	86	365	40	250	
I0.E.2	Non-REM	123	347	360	2,250	
I0.F.1	PWD	6	21	40	250	
I0.F.2	Non-PWD	203	691	360	2,250	
I1	Percent of individuals with new employment following participation in USG-assisted workforce development programs	42%	38%	50%	50%	Of 65 individuals surveyed (38 men and 27 women), 27 have new employment (19 men and 8 women).
I1.A.1	Male	50%	48%	50%	50%	Of 38 men surveyed, 19 have new employment
I1.A.2	Female	30%	27%	50%	50%	Of 27 women surveyed, 8 have new employment
I1.B.1	Age group (15-19)	0%	0%	N/A	N/A	No individual in age group of 15-19 participated in the surveyed in this quarter
I1.B.2	Age group (20-24)	33%	24%	N/A	N/A	Of 12 individual in age group of 20-24 surveyed, 4 have new employment
I1.B.3	Age group (25-29)	39%	38%	N/A	N/A	Of 31 individual in age group of 25-29 surveyed, 12 have new employment
I1.B.4	Age group (30+)	50%	53%	N/A	N/A	Of 22 individual in age group of 30+ surveyed, 11 have new employment
I1.C.1	REM	60%	44%	N/A	N/A	Of 10 REM individual surveyed, 6 have new employment
I1.C.2	Non-REM	38%	37%	N/A	N/A	Of 55 non-REM individual surveyed, 21 have new employment
I1.D.1	PWD	25%	25%	N/A	N/A	Of 4 PWD surveyed, 1 have new employment
I1.D.2	Non-PWD	43%	39%	N/A	N/A	Of 61 individuals without disability surveyed, 26 have new employment

#	Indicator	Quarter 4, July – September, 2021 (Results)	Cumulative to-date (Results)	FY2021 (Targets)	LOP (Targets)	Remarks
12	Percent of individuals who complete USG-assisted workforce development programs	79%	85%	75%	75%	Of 114 participants enrolled in WorkWell and SEDO programs, 90 graduated.
12.A.1	Male	64%	79%	75%	75%	Of 56 men that participated, 36 graduated.
12.A.2	Female	93%	93%	75%	75%	Of 58 women that participated, 54 graduated.
12.B.1	Age group (15-19)	-	100%	75%	75%	No individuals in this age group participated in WorkWell this quarter.
12.B.2	Age group (20-24)	72%	85%	75%	75%	Of 25 individuals in this age range that participated, 18 graduated.
12.B.3	Age group (25-29)	83%	86%	75%	75%	Of 47 individuals in this age range that participated, 39 graduated.
12.B.4	Age group (30+)	79%	82%	75%	75%	Of 42 individuals in this age range that participated, 33 graduated.
12.C.1	PWD	50%	71%	75%	75%	Of 4 individuals who self-reported living with a disability, 2 graduated.
12.C.2	Non-PWD	80%	86%	75%	75%	Of 110 individuals who self-reported not living with a disability, 88 graduated.
12.D.1	Marla	79%	85%	75%	75%	Of 114 Marla Fund-eligible participants, 90 graduated.
12.D.2	Non-Marla	-	-	75%	75%	No non-Marla Fund-eligible beneficiaries participated in WorkWell.
13	Number of community assets provided or improved under the Marla Ruzicka Iraqi War Victims Fund	0	0	TBD	20	No activity this quarter.

ANNEX C. BCJCI CLIENT FIRMS

Exhibit II below lists the client firms that signed CGPs with BCJCI cumulatively over the life of project, with current (2020) sales and employment, alongside expected sales growth and employment targets.

EXHIBIT II. BCJCI CLIENT FIRMS AND TARGETS

#	FIRM	LOCATION	SECTOR	CURRENT SALES	CURRENT EMPLOYMENT	EXPECTED SALES GROWTH	EMPLOYMENT TARGET
1	DLOOK	Erbil	Service	\$840,000	16	\$1,540,000	12
2	Mselect	Erbil	Service	\$20,000,000	25	\$6,000,000	38
3	Zuqaq 13	Baghdad	Industry	\$144,000	6	\$86,000	7
4	Seman	Ninewa	Commercial	\$200,000	5	\$500,000	5
5	Vita Company	Erbil	Agriculture	\$1,800,000	17	\$144,000	5
6	Hamwrabi Sweets	Ninewa	Industry	\$100,000	10	\$70,000	24
7	Firas Welder	Ninewa	Industry	\$20,000	5	\$130,800	12
8	Taj Al-Akhawen Trshi Factory	Ninewa	Industry	\$42,000	9	\$84,000	6
9	Hasna Carpenter Factory	Basrah	Industry	\$91,667	9	\$75,000	7
10	Siraj Painting	Ninewa	Industry	\$1,650,000	18	\$132,000	10
11	Heet Factory	Anbar	Industry	\$150,000	20	\$160,000	11
12	Ishtar	Baghdad	Industry	55,000	6	\$20,000	5
13	Mado	Erbil	Service	\$11,075,996	144	\$910,004	23
14	Grei	Erbil	Service	\$260,000	11	\$100,000	9

#	FIRM	LOCATION	SECTOR	CURRENT SALES	CURRENT EMPLOYMENT	EXPECTED SALES GROWTH	EMPLOYMENT TARGET
15	Abul Alkheer CO	Basrah	Industry	\$480,000	35	\$144,000	5
16	AlKubba AlShaqa	Erbil	Industry	\$40,000	10	\$12,000	5
17	Berhyah for Iraqi Luxurious Date	Basrah	Industry	\$35,000	12	\$36,400	5
18	Las Center	Erbil	Commercial	\$140,000	6	\$52,000	5
19	Batam Factory	Erbil	Industry	\$620,000	30	\$248,000	13
20	Erbil Manpower	Erbil	Service	\$7,022,301	30	\$3,667,500	6
21	KH Company	Dohuk	Agriculture	\$32,382,330	60	\$23,000,000	150
22	Yulio Poultry Farm	Dohuk	Agriculture	\$474,857	12	\$155,000	8
23	Harir Factory	Ninewa	Industry	\$178,000	8	\$260,000	8
24	Al Aelha Factory	Ninewa	Industry	\$864,000	20	\$2,500,000	12
	Total			\$78,665,151	524	\$40,026,704	391

ANNEX D. LEARNING EVENTS

Exhibit III presents an overview of the learning events held this quarter under the Learning TO.

EXHIBIT III. LEARNING EVENTS

LEARNING EVENT	DATE	AUDIENCE	CONTENT	DISCUSSION AND REACTIONS	NEXT STEPS
AdaptScan workshop	July 25, 2021	SMT and STTA advisors	<p>AdaptScan is a reflective exercise for teams to investigate the adaptations they have undertaken. It helps teams better understand the what, why, and how of adaptive management, and an adaptive management plan that helps actions that drive better outcomes.</p> <p>More information here.</p> <p>This was done by task order, with cross-cutting staff such as the CLA Director and COP split evenly.</p>	<p>This was deeply insightful into the key conditions for each Task Order's adaptations.</p> <p>100 Solutions identified how critical their culture of learning was to enabling their key adaptations, and BCJCI identified that a good relationship with operations was critical.</p> <p>Overall, the team demonstrated positivity about the project leadership's enabling of adaptation.</p>	<p>Some of these elements will be revisited next year in a repeat of Adapt Scan to see how sentiment may or may not have shifted. It will allow for reflection on the degree to which the enabling factors identified have been further leaned into given their importance has been brought to the forefront.</p>
Outcome Harvest findings overview	July 27, 2021	Business Counselors, BCJCI leadership, STTA support, DCEO SMT	<p>This was an interactive forum to allow BCJCI and DCEO leadership to learn about the findings from the OH and discuss their feelings about it.</p>	<p>There was a lot of discussion had around timeline delays for direct firm-level assistance. Business counselors noted that they felt a challenge with firms who were less mature and seemed less interested in the technical assistance that would truly help them grow.</p> <p>Interesting discussions were had around inclusiveness and how to balance the competing factors associated.</p>	<p>The next steps were to embed all learning into the FY2022 implementation plan and partnering approaches. Considerations will be revisited in pause and reflects if appropriate.</p>
Theory of Change learning session	July 27, 2021	All staff	<p>Introduction to what theories of change are and why we need them</p>	<p>No discussion – this was a presentation</p>	<p>This fed into the ToC exercise</p>

LEARNING EVENT	DATE	AUDIENCE	CONTENT	DISCUSSION AND REACTIONS	NEXT STEPS
Theory of Change workshop	July 27-28, 2021	BCJCI and 100 Solutions staff	Group-based nested ToC development, presentation of nested ToCs to other groups in task order, cross-task order presentation of ToCs	<p>This was multiple sessions facilitated with the 100 Solutions and BCJCI teams. Discussion was energetic but differed between teams.</p> <p>The Marla fund team really embraced the behavioral element of the ToC exercise, having deep discussion over the 'sense of hope' they felt were a key causal component of their ToC.</p> <p>The community cohesion teams discussed the feedback loops between facilitating dialogues, identifying community representatives, and how this will create further dialogue sustainability.</p> <p>The BCJCI teams spent a long time debating how best to reflect and integrate BLA principles and adjust causal pathways based on the OH findings.</p>	The ToCs are being digitized and will be revisited in a year.
Learning Task Order sharing session	July 28, 2021	All DCEO staff	Reminder of the Learning TO role, highlights from the OH, and introduction to MSC with interactive demonstration.	<p>Very active discussion was had during the MSC demonstration, with in-depth discussion around what 'significant' stories might be and why. Several prompt questions were also put to the teams, asking them to explain what learning looked like and meant to them.</p> <p>A variety of opinions were shared, reflecting on learning in terms of adapting project activities, as well as learning for professional development.</p>	N/A this was informative and was to share ideas and principles. The foundations laid for MSC have been built on to ensure teams understand the exercise they are engaging in for FY2022.
CrossBoundary briefing	August 4, 2021	CrossBoundary	Briefing on the findings from the OH, relevant to CrossBoundary.	Long discussion had around managing expectations of client firms and firewalls, and how CrossBoundary can revisit this and manage expectations even further.	CrossBoundary will revisit these points (firewalls between client competitors and setting expectations) with their clients

LEARNING EVENT	DATE	AUDIENCE	CONTENT	DISCUSSION AND REACTIONS	NEXT STEPS
USAID Outcome Harvest sharing session	August 2, 2021	USAID	Briefing on the findings from the OH and plans for FY2022 including learning questions.	Discussion with USAID around proposed learning questions.	Learning TO finalized and submitted the OH report, FY2022 implementation plan, and Learning Agenda revision.

ANNEX E. PUBLIC EVENTS PLANNED FOR NEXT QUARTER

Exhibit IV provides a list of public events to be organized by the project during FY2022 Q1, including approximate dates and locations, per Section F.3.9(g) of the Management TO contract.

EXHIBIT IV. PUBLIC EVENTS PLANNED FOR FY2022 Q1

DATE	LOCATION	EVENT NAME	DESCRIPTION	TASK ORDER
December 6, 2021	Erbil	Challenges and Opportunities in the Iraqi Microfinance Sector	BCJCI will host a workshop in coordination with SANAD, an Iraqi organization focused on providing support for economic development, specializing in microfinance issues. The workshop will include participants from the Iraqi government, financial institutions, private banks, and non-government organizations. The workshop will focus on initiatives to spur expanded access to micro-capital, a seminal building block for private sector growth, and shed light on key challenges and opportunities in microfinance to strengthen the private sector in Iraq.	BCJCI
December 20-22, 2021	Baghdad	15 th Annual Iraqi Honey Festival	The event will bring together approximately 60 beekeepers from across Iraq. The Minister of Agriculture will inaugurate the festival alongside apiarists and agriculture sector representatives, including the Head of the General Union of Agricultural Cooperative Societies and the President of the Arab Beekeepers Union. The event will highlight the importance of improving Iraqi honey production to meet the international quality standards, reduce fraud, and increase competitiveness by cultivating consumer confidence in quality and production codes.	BCJCI

ANNEX F. GRANTS ISSUED DURING THE QUARTER

The Exhibit below lists all grants issued during FY2021 Q4, per Section F.3.9(h) of the Management TO contract.

EXHIBIT V. GRANTS AWARDED IN FY2021 Q4

SUBCONTRACTOR	TYPE	TASK ORDER	DESCRIPTION	BUDGET CEILING
Sabe Sanabul Organization for Relief and Development (SSORD)	Fixed Amount Award	100 Solutions (3)	Commencing on July 1, 2021, the activity will support the economic empowerment of victims of war in Anbar Governorate by providing livelihoods support for a total of 26 beneficiaries in Ramadi. SSORD will support three categories of eligibility – farmers, female headed households, and traditional craftsmen and women. The five selected craftsmen and women will attend a three day training on marketing and running a business, and SSORD will cooperate with Ramadi vocational training center. The 10 selected farmers will be provided with equipment per their needs. 10 female heads of household will receive equipment and supplies for their identified trades. And five craftsmen/craftswomen will be provided with tools and machines. SSORD follow up with each beneficiary to monitor and provide support. The outcomes of this activity will support Objective 3 of 100 Solutions, social and economic recovery of victims of conflict strengthened. The duration of the activity is expected to be approximately 9 months.	\$100,000
Women Rehabilitation Organization (WRO)	Fixed Amount Award	100 Solutions (3)	Commencing on July 1, 2021, the activity will support the economic empowerment of victims of war in Dohuk Governorate. WRO who will identify sixty individuals for livelihoods support, all of whom will also receive in-kind business start-up support. In addition to the trade-specific topics covered, WRO will provide support to all beneficiaries in general business and life skills. WRO will provide start-up support to all sixty beneficiaries in the form of start-up kits. WRO will supervise the procurement of goods and materials necessary for businesses along with the beneficiary to ensure procuring according to the best standards. After the provision of startup assistance, WRO will monitor the businesses and support beneficiaries. The duration of this activity is six months.	\$99,730

ANNEX G. LESSONS LEARNED AND PLANNED ADAPTATIONS

The Exhibit below highlights the key lessons learned and planned adaptations that emerged from FY2021 activity implementation and FY2022 implementation planning workshops in Q4.

EXHIBIT VI. LESSONS LEARNED AND PLANNED ADAPTATIONS

LESSON/SUMMARY	LESSONS LEARNED	PLANNED ADAPTATIONS
DCEO staffing structure not sufficient to deliver results and deliverables	DCEO did not have the staffing and personnel resources necessary to effectively manage all elements of the wide-ranging IDIQ, expected results, and deliverables.	DCEO to deploy operational surge support to bolster recruitment and realign management structures with a focus on integrating technical and operational teams to deliver results. The project to hire up to 50 additional local national staff.
Updated operational policies and procedures required	The project's operational policies and procedures did not effectively support technical implementation. Standard operating procedures lacked clarity, which resulted in delays to technical delivery under both BCJCI and 100 Solutions.	DCEO to deploy operational surge support to review and update operational policies and procedures, including IT, security, finance, HR, procurement, and logistics. Project to restructure operational management, including the addition of a DCOP for Operations.
Social media deliverables did not meet USAID standards	DCEO communications team initially relied on photographs, quotes, and stories submitted by subcontractors, grantees, and individual beneficiaries. This was a particular challenge when activities had not yet fully materialized. The quality of photos and quotes was frequently lacking as partners did not submit high-quality content.	Communications team to work directly with beneficiaries to collect high-quality photos, quotes, and stories using professional cameras and clear storyboards. Ensure that branding and marking requirements are met.
MEL data collection not aligned with firm-level assistance procedures	BCJCI MEL was conducted on a temporal basis, meaning that firms that had not received assistance were still monitored every quarter. This was a poor use of resources and exhausting for the firm.	MEL changes to be milestone based, instead taking a baseline after CGP signing, a second when assistance is delivered, and then on a temporal basis after this. MEL team to update PMELP for FY2022 and ensure businesses and BCs understand the change.
Remote data collection not appropriate for firm-level assistance based on MEL requirements	Remote application of the firm monitoring tool is a challenge, and FMT did not work remotely given the documentation requirements and trust levels considering the sensitivity of information required from firms.	Developed standard process for administering FMT to new client firms. Reached out to USAID/LED and USAID/JOB to get insight into their data collection processes. MEL to walk firms through the FMT in-person.

LESSON/SUMMARY	LESSONS LEARNED	PLANNED ADAPTATIONS
Slow delivery of technical and in-kind assistance	BCJCI firm-level assistance has been slow, partly due to USAID requirements like EMMPs and vetting.	BCJCI to run processes in parallel and streamline where possible. Processes adjusted to front-load ahead of DRB.
Activity-based CGPs	Initially, BCJCI structured CGPs according to the client firm cost-share and the BCJCI cost-share. This did not provide sufficient clarity in terms of expected results, nor did it clearly align with MEL processes.	BCJCI to shift CGPs to activity-based structure the more clearly aligns client contributions and BCJCI interventions with expected results.
No CLA in firm-level assistance engagement flow	Facilitated co-creation process ensures development of firm-level assistance prior to delivery. In FY2021, it was a linear process and BCJCI did not incorporate learning from process-to-process. CGP is not the finish line, and BCJCI must be able to fail fast if partners are not delivering and be willing to end the engagement with the firm.	Individual firm-level CLA capture moments to be introduced to support learning in future iterations, as well as develop a deeper connection with firms. Introduce CLA process to support identification of 'fail fast' opportunities and to fold learning into new engagements and the engagement flow altogether.
Lack of Marla Fund eligibility verification documentation	BCJCI did not collect documentation from client firms or other beneficiaries (including those under Five One Labs and quick win grants) to verify Marla Fund eligibility in FY2021. As a result, BCJCI was unable to report definitively on the value of Marla Fund assistance delivered in the reporting period.	BCJCI to designate a staff member to work with client firms, Five One Labs, and grantee participants to verify Marla Fund eligibility in line with the DCEO Marla Fund Policy and report accordingly.
Flexibility in facilitating remote community dialogues	CCOs initially relied on the Teams platform to conduct remote community dialogues. Often times, however, participants did not have sufficient internet bandwidth to participate in virtual, video-conferencing platforms.	100 Solutions to always include a call in number on each Teams invite; maintain a backup line in case dialogues need to shift quickly to phone conference.
Delays to rapid solutions	USAID EMMP and procurement regulations can slow down the delivery of rapid solutions, which is a challenging contrast and is hard to explain to community members.	100 Solutions to front-load and prioritize EMMP and procurement needs to the relevant colleagues to ensure it happens quickly.
Careful review of seemingly conflicting information from community stakeholders yields valuable ground truths	Over the course of work in target communities 100 Solutions team receives multiple accounts of various community issues – including varying opinions on matters that initially appear straightforward such as the availability of water. Examination of varied accounts has helped the team dive deeper into divergent views of community needs and also, at times, shown that there is no substitute for technical expertise.	A planned expansion of the team will help support the collection of additional information as well as faster review of community input and feedback. While 100 Solutions will always listen to and respect information from all community members – verification is necessary.

LESSON/SUMMARY	LESSONS LEARNED	PLANNED ADAPTATIONS
Avoid duplication of MEL questions in evaluation questions	The FMT is a lengthy tool that is quite tiring for the participant. In order to (a) ensure additionality of the evaluation (i.e. bringing something that goes beyond existing MEL) and (b) reduce participation fatigue, and analysis of the existing FMT's question set and answers was done.	Outcome Harvest questions in interviews were then written to ensure they (i) did not ask questions already asked and (ii) did not ask for information already provided elsewhere. This was received very well by the businesses, who engaged enthusiastically. Learning TO will ensure this practice is followed in all future interviews delivered.
Value of qualitative evidence (FGDs for Five One Labs)	The majority of MEL conducted on DCEO is quantitative in nature. While quantitative insights are hugely valuable to understand (a) what has happened and (b) how much of that thing has happened, it does not provide the 'how' and 'why' of results.	The Outcome Harvest deployed qualitative approaches in the form of semi-structured interviews and Focus Group Discussions. These were extremely well-received, with Five One Labs in particular finding the FGDs to be invaluable to understanding what has or has not worked for their participants. They have since requested more of these in FY2022, which DCEO is working to integrate as a regular practice.
Moving from consultants to external firm for Outcome Harvest	The Outcome Harvest occurred at a very early stage in BCJCI's implementation, meaning that sample sizes were small, and lines of inquiry were focused. This mean that the Learning TO hired two STTA specialists to enable a more hands-on approach. This worked well, but for future years with larger samples to work with, a different approach should be considered.	For the FY2023 Outcome Harvest, the Learning TO will explore subcontracting an evaluation firm to undertake the Outcome Harvest. This will allow for greater value for money, as a subcontracted firm can reach a larger sample and provide more resources for every dollar spent than hired STTA will. This will also allow for more streamlined management approaches.

ANNEX H. COMPARISON OF ACCOMPLISHMENTS TO ESTABLISHED OBJECTIVES

Exhibit VI below provides a direct comparison of accomplishments in FY2021 and Q4 with the goals and objectives established in the FY2021 implementation plans for both BCJCI and 100 Solutions

EXHIBIT VI. COMPARISON OF ACCOMPLISHMENTS TO ESTABLISHED OBJECTIVES

TASK ORDER	ACTIVITY	DESCRIPTION IN FY2021 IMPLEMENTATION PLAN	STATUS IN Q4
BCJCI	1.1 Local Business Work Plans	Within target GCs, the project will develop LBWPs in consultation with the 100 Solutions for Stability Task Order’s community profiling process. BCJCI will map businesses, business associations, and other relevant stakeholders to develop an initial understanding of the economic landscape that enable firm-level and business association support to commence from September onwards.	Completed and submitted to USAID.
BCJCI	1.2 Enterprise Competitiveness Technical Manual	The BCJCI ECTM will be completed in September 2020, in time to commence direct engagement with potential client firms. The technical manual will include a more detailed description of the Buyer-Led Approach methodology outlined in the BCJCI contract, and contain the full suite of core tools required to implement this methodology,	Completed and submitted to USAID.
BCJCI	1.3 Client Enterprise Identification	Through a combination of the LBWPs and open public outreach to the private sector, BCJCI will both proactively identify potential client firms and solicit EOIs for technical assistance from eligible firms.	At the end of Q4, BCs had cumulatively presented 60 potential client firms to the DRB.

TASK ORDER	ACTIVITY	DESCRIPTION IN FY2021 IMPLEMENTATION PLAN	STATUS IN Q4
BCJCI	1.4 Client Enterprise Selection	BCJCI will apply sliding-scale criteria for enterprise selection focused on real market opportunities, with criteria designed to be realistic for enterprises at various levels of development. BCJCI will prioritize the selection of enterprises that are owned by women, youth, the disabled, or those eligible under the Marla Fund. BCJCI will maintain discipline in the application of the selection criteria to ensure fairness and transparency in the selection process	As discussed in the lessons learned table above, BCJCI did not verify Marla Fund eligibility for firms and is adapting to incorporate verification into the firm selection process. BCJCI likewise struggled to identify firms owned by women, youth, and the disabled. The project has planned adaptations to increase the number of vulnerable individuals reached through BCJCI.
BCJCI	1.5 Client Growth Plans	If potential client firms pass screening and secure BCJCI concurrence to proceed to more detailed growth planning, BCs will work with the client's leadership to create a CGP and agree on the specifics of the technical and in-kind assistance BCJCI will provide, that BCJCI will sign with the client.	At the end of Q4, BCJCI had signed a cumulative number of 24 CGPs with client firms across Iraq. These were submitted to USAID on a rolling basis throughout the year.
BCJCI	1.6 Delivery of Technical Assistance	BCJCI will deliver technical assistance to client enterprises in response to their specific needs and priorities. With an approved CGP in hand, BCJCI will proceed with delivering technical assistance. Technical assistance will be driven primarily by client enterprise needs and priorities	As discussed in the lessons learned table above, BCJCI experienced delays in the delivery of technical assistance in FY2021. The project has adapted to move from CGP more rapidly to the delivery of assistance. Further, BCJCI found that most client firms requested in-kind/material assistance (rather than technical assistance, e.g. consulting), resulting from the pervasive lack of access to finance in Iraq – a shift from the original FY2021 strategy.
BCJCI	2.1 Establish Business Association Partnerships	BCJCI will establish partnerships with business associations to accomplish a range of objectives, including 1) a way to meet potential client firms to support under Objective 1, 2) to understand more about the general business environment in the relevant geographic corridors, and 3) opportunities to support business associations with technical assistance or grants.	Through CIPE, BCJCI assessed potential partnerships with business associations throughout FY2021 and Q4. BCJCI released an RFA early in FY2021 and an APS in January 2021 to solicit concepts for business enabling environment initiatives.

TASK ORDER	ACTIVITY	DESCRIPTION IN FY2021 IMPLEMENTATION PLAN	STATUS IN Q4
BCJCI	2.2 Delivery of Technical Assistance	BCJCI support to business associations will be determined in collaboration with both associations, the BCJCI technical team, BCs, and feedback from the initial cohort of client enterprises.	BCJCI implemented grants with Mosul Space, The Station, Science Camp, and Nakhla starting in March 2021. During Q4, BCJCI developed grant agreements with the Iraqi Beekeepers Association, Iraqi Private Banks League, and Iraqi Businessmen's Union. These grant agreements will be submitted for USAID concurrence in the coming quarter.
100 Solutions	1.1 Identify, Select, and Assess Target Communities	100 Solutions will conduct rapid governorate-level assessments, identify districts and specific communities, conduct exploratory engagement with communities, and propose five communities to USAID for FY2021.	Completed. USAID requested the addition of a sixth community, which was included in the FY2021 implementation plan.
100 Solutions	1.2 Conduct Area Profiles	After community selection, 100 Solutions will develop area profiles for each of the six selected communities. These will include components such as stakeholder mapping to understand key actors and groups in the community, their relationships, and how they wield influence, as well as demography, social structures, conflict dynamics, governance, and programming recommendations.	Completed and submitted to USAID.
100 Solutions	1.3 Facilitate Community Dialogue	100 Solutions will craft a tailored community problem solving dialogue processes for each community to ensure the process that unfolds on the ground is tied to a robust methodological framework. 100 Solutions will then proceed with single-identity dialogue sessions before moving to mixed-identity sessions.	At the end of Q4, 100 Solutions had conducted 86 single-identity dialogue sessions and 18 mixed-identity dialogue sessions with 527 participants across all six communities – exceeding FY2021 indicator targets.
100 Solutions	1.4 Community Action Plans	Once a community reaches consensus on instability and conflict drivers, CCOs and the local facilitation partner will facilitate a discussion to help prioritize issues. With 100 Solutions' support, the community will identify community-led solutions to priority issues, drawing on feedback and ideas from the dialogue sessions.	Through 100 Solutions, communities proposed 135 potential solutions cumulatively as of Q4 – exceeding the target of 120. At the end of Q4, community dialogue participants were developing community action plans.

TASK ORDER	ACTIVITY	DESCRIPTION IN FY2021 IMPLEMENTATION PLAN	STATUS IN Q4
100 Solutions	1.5 Implement Solutions	Based on community action plans, the 100 Solutions team will collaboratively design solutions packages, including grants and direct procurement. 100 Solutions will support community representatives and dialogue groups to develop a plan for mobilizing community participation and resources during implementation of solution projects.	In Q4, 100 Solutions implemented two rapid solution projects in the Zubair community. At the end of Q4, 100 Solutions was developing the solicitations for organizations to implement full solution projects.
100 Solutions	2.1 Identify Key Influencers and Leaders	As a first step in each community, 100 Solutions will hold introductory meetings to socialize the 100 Solutions approach with community leaders and organizations identified in area profiles. Stakeholders may include youth organizations, religious leaders, mukhtars, mayors, civil society groups, and business leaders — actors with influence, convening authority, and credibility. These introductions will help further verify information in communities, mitigate potential spoilers, and solicit detailed feedback on the dialogue process. Meetings will also signal 100 Solutions' commitment to engaging community leaders and institutions as champions of solution projects at the institutional level and as mentors for emerging informal leaders. 100 Solutions will identify and engage community leaders on a rolling basis throughout the remainder of FY2021 as part of the Objective 1 dialogue process.	Completed. 100 Solutions identified key influencers and leaders through area profiles and community dialogue sessions. Community representatives were identified and included in mixed-identity dialogue sessions.
100 Solutions	2.2 Support Community Leaders with Training, Mentoring, and Coaching	As leaders and organizations emerge, the project will engage them — providing tailored training, mentoring, and coaching to expand the impact of community solutions, strengthen networks between local institutions, and link behavioral change at the grassroots level with institutional change. Emerging and confirmed leaders are likely to be key to the conceptualization, negotiation, and implementation of solutions, which will also serve to support their position of effective leadership.	100 Solutions engaged community representatives in mixed-identity dialogues, the implementation of rapid solution projects, and the development of proposed solutions. At the end of Q4, 100 Solutions continued to design the project's approach to individual-level coaching and mentorship.

TASK ORDER	ACTIVITY	DESCRIPTION IN FY2021 IMPLEMENTATION PLAN	STATUS IN Q4
100 Solutions	2.3 Facilitate Partnerships	100 Solutions will utilize an approach that offers multiple potential entry points to establish linkages between community dialogue groups and institutions, such as local councils, government departments, religious institutions, civil society coalitions, or private sector networks. Building off Objective 1, 100 Solutions will support community representatives, grassroots dialogue groups, and groups of communities to organize for collective advocacy initiatives that will help them better articulate and advocate for institutional resources within and between target communities.	At the end of Q4, 100 Solutions was designing the project's approach to facilitating partnerships between target communities and their respective representatives.
100 Solutions	3.1 Verify Marla Fund Beneficiaries	In the process of verifying Marla Fund eligibility and needs, the 100 Solutions team will balance the need for documentation with the need for a sensitive, "do no harm" approach to upholding the requirements imposed on potential beneficiaries. When possible, 100 Solutions will obtain official documentation verifying individuals' Marla eligibility. The project recognizes that in many cases, such documentation will not be available. 100 Solutions will apply a flexible approach to verification, including in-person visits to beneficiary households or places of business to confirm physical damage, witness statements, or records from humanitarian organizations.	100 Solutions developed the DCEO Marla Fund Policy, which was subsequently approved by USAID. In Q4, 100 Solutions verified Marla Fund eligibility for 209 individuals. Cumulatively, the project has verified eligibility for 712 individuals – exceeding the FY2021 target of 400.
100 Solutions	3.2 Select Implementation Partners	100 Solutions will develop an RFA for Marla Fund implementation partners in target communities to support the identification of Marla Fund-eligible beneficiaries and delivery of assistance. With USAID's concurrence, these partners will identify and assist potential beneficiaries based on the established eligibility requirements.	In addition to anchor partner PLC, 100 Solutions partnered with Ster, SSORD, IHAO, WRO, KAHO, and SEDO starting in June and July 2021 – delivering assistance to Marla Fund-eligible individuals. The organizations delivered assistance to communities outside of the specific Objective 1 target communities, including e.g. Sinjar.
100 Solutions	3.3 Conduct Needs Assessment	100 Solutions will conduct needs assessments with beneficiaries to identify the most pressing needs among vulnerable communities. Understanding that the victims and potential need outweighs program resources, 100 Solutions will finalize a clear selection process that maintains 100 Solutions' credibility, carefully analyzes vulnerability, and mutually reinforces DCEO's other programming.	PLC and Marla Fund grantees included needs assessment as an initial step before delivering assistance. For instance, many grantee organizations conducted FGDs with communities prior to delivering training and/or in-kind assistance.

TASK ORDER	ACTIVITY	DESCRIPTION IN FY2021 IMPLEMENTATION PLAN	STATUS IN Q4
100 Solutions	3.4 Deliver Ongoing Assistance	100 Solutions and local implementing partners will provide ongoing assistance to Marla Fund-eligible beneficiaries. Leveraging DCEO's unique expertise and tools for expanding economic opportunity, 100 Solutions will focus on restoring livelihoods and productive economic assets.	As of Q4, 100 Solutions supported 712 Marla Fund-eligible individuals to (re-)establish livelihoods, through programs such as WorkWell and one-to-one business support under PLC, and programs implemented through Marla Fund grantees.

ANNEX I. LOCAL NATIONAL STAFFING

Table 7 lists local national staff recruited to date under the Management TO, BCJCI, and I00 Solutions, in order of start dates.

TABLE VII. LOCAL NATIONAL STAFF							
#	NAME	POSITION	START DATE	LOCATION	TASK ORDER		
					1	2	3
2020							
1	Riyadh Sahib Ali	Communications and Reporting Manager	February 23	Baghdad	x		
2	Khaleel Ibraheem Saeed	MEL Specialist	March 1	Baghdad	x		
3	Ali Mohammed Kadhim Jawad	Knowledge Management Manager	March 8	Baghdad	x		
4	Kawther Qays Juboori	Grants and Activity Manager	March 15	Baghdad	x		
5	Yousef Ahmed Khalaf	Finance Manager	March 16	Erbil	x		
6	Farshid Shaho Sardar	MEL Manager	March 18	Erbil	x		
7	Omar Salah Ali	Operations Manager	March 23	Baghdad	x		
8	Omer Adil Sulaiman	Operations Manager Erbil	April 1	Erbil	x		
9	Mohammed Saleh Othman	Procurement and Logistics Manager	April 1	Erbil	x		
10	Thabit Khudur	Private Sector Network Advisor (CIPE)	April 20	Baghdad	x		
11	Wael Abdulsattar Jabbar	MSME Advisor	April 20	Baghdad	x		
12	Hanaa Hamid Mahmood	Entrepreneurship Advisor	April 26	Baghdad	x		
13	Shara Sabir Majid	HR Specialist	May 3	Erbil	x		
14	Basheer Abdulqader Mohammed	Security Manager Erbil	May 3	Erbil	x		
15	Osamah Zaid Ali	Conflict Mitigation and Adaptive Capacity Advisor	May 13	Baghdad	x		
16	Mijd Saad Hussein	Erbil Bookkeeper	May 17	Erbil	x		
17	Zaid Kadhim Abdulsaheb	Baghdad Operations and Admin Assistant	July 12	Baghdad	x		
18	Hawkar Sarhang Mustafa	Operations and Admin Assistant-Erbil	July 19	Erbil	x		
19	Emad Khaleel Ibrahim	MEL Specialist	August 4	Basrah		x	x

20	Moamin Abdulsahib Neameh	MEL Specialist	August 4	Baghdad	x	
21	Alyaa Khaleel Hammoodi	MEL Specialist	August 4	Baghdad		x
22	Jalal Kamal Ali	MEL Specialist	August 4	Erbil	x	
23	Sulaiman Sherwan Shukri	KM Specialist	August 9	Erbil	x	x
24	Hanaa Tahir Salih	MEL Specialist	August 9	Erbil		x
25	Barzan Mohammed Hassan	IT Security Specialist	August 9	Erbil	x	
26	Anmar Abdulrazzaq Ahmed	Security Manager	August 9	Baghdad	x	
27	Rana Muneer Abdulkareem	Inclusion Advisor	August 9	Baghdad	x	
28	Marwan Abdulsattar Ahmed	Grants Officer	August 9	Erbil		x
29	Yahya Abdulameer Othman	Senior Grants Specialist	August 10	Baghdad		x
30	Ali Hadi Mulla	Community Cohesion Manager	August 10	Baghdad		x
31	Ali Hamid Alfatlawi	Procurement Compliance Manager	August 16	Baghdad		x
32	Rawan Sardar Mam Ali	Grants Officer	August 16	Erbil	x	
33	Sahar Mohammed Ali Hussein	Grants Specialist	August 18	Erbil	x	x
34	Mohammad Qasim Mohammed	Grants Officer	August 30	Baghdad		x
35	Ali Abdulrazzaq Mahdi	Senior Grants Finance Officer	September 1	Baghdad		x
36	Lana Jabbar Razooq	Communications and Reporting Specialist	September 14	Erbil	x	x
37	Salwan Niyazi Anwer	Business Counselor	September 14	Erbil	x	
38	Zaenab Ali Hussein	Communications and Reporting Specialist	September 20	Baghdad	x	x
39	Nazdar Ameen	Business Counselor	September 20	Erbil	x	
40	Galawezh Mahmood Bayiz	Marla Fund Manager	September 20	Erbil		x
41	Saja Muzahem Sadqi Salam	Community Coordination Officer	September 20	Ninewa		x
42	Snoor Ahmed Mohammed	Community Coordination Officer	October 1	Erbil		x
43	Abbas Fadhil Yousif	Community Coordination Officer	October 4	Basrah		x
44	Noor Ahmed Ameen	Junior Business Counselor	October 12	Baghdad	x	

45	Fakher Imad Taki	HR Assistant	October 12	Baghdad	x	x
46	Ayad Sameer Muhammed	Bookkeeper	October 13	Baghdad	x	
47	Hayfaa Chasib Hasan	Finance Specialist	October 22	Baghdad	x	x
48	Simon Sabah Hanna	Junior Business Counselor	November 3	Erbil	x	
49	Zainab Abdulhamed Salih	Community Coordination Officer	November 8	Anbar		x
50	Hind Abduljaleel Mohammed Ali	Business Counselor	November 22	Basrah	x	
51	Shahad Faisal Ahmed	Procurement Assistant	December 28	Baghdad		x
2021						
52	Alaq Nabeel Saadoon	Marla Fund Implementation Officer	February 16	Baghdad		x
53	Brwa Hussein Shareef	Marla Fund Implementation Officer	March 1	Erbil		x
54	Ahmed Alaa Yaqoob	Business Counselor	March 1	Ninewa		x
55	Hamzah Abdulelah Jabbar	Marla Fund Implementation Officer	April 20	Ninewa		x
56	Nechirwan Hamad Ismael	Procurement Assistant	May 16	Erbil	x	
57	Alaa Khaleel Ismael	Environmental Compliance Specialist	June 20	Erbil	x	x
58	Hani Swadi Salim	Business Counselor	July 1	Basrah	x	
59	Ibrahim Adnan Sherkan	Senior Media Specialist	July 1	Erbil	x	x
60	Roua Basil Ibrahim	Community Coordination Officer	July 15	Ninewa		x
61	Farah Satea Abdulsameea	Data Entry Assistant	August 8	Baghdad	x	
62	Maysam Mezher Mustafa	Procurement Officer	September 01	Baghdad		x

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