



COUNTRY PROGRAMME ACTION PLAN

2011 - 2014

*Between the GOVERNMENT OF IRAQ and the
UNITED NATIONS DEVELOPMENT PROGRAMME*



العراق

IRAQ



THE UNITED NATIONS DEVELOPMENT PROGRAMME

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 177 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

UNDP-IRAQ COUNTRY PROGRAMME ACTION PLAN

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THE FRAMEWORK

The Government of Iraq (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) being in mutual agreement to the content of the Country Programme Action Plan (CPAP) and to their responsibilities in the implementation of the Country Programme; and

Furthering their mutual agreement and cooperation for the fulfilment of the Millennium Declaration, the Millennium Development Goals (MDGs) and the United Nations Conventions and Summit Declarations to which the Government and UNDP are committed, including the Conventions on the Global Environment,

Supporting the formulation and implementation of national priorities enunciated in the National Development Plan and other key national policy documents;

Building upon the experience gained and progress made during the implementation of the programmes of cooperation since 2004;

Entering into a new period of cooperation from 1 January 2011 to 31 December 2014;

Declaring that these responsibilities will be fulfilled in a spirit of friendly cooperation and have agreed as follows:

1. BASIS OF RELATIONSHIP

1.1 The Government and UNDP signed the Standard Basic Assistance Agreement (SBAA) on 20 October 1976, which provides the basis of the relationship between the Government and UNDP. Based on Article 1 Paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be provided and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, Decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved new Financial Regulations and Rules and along with them new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new common country programming procedures resulting from the UN simplification and harmonization

initiative. In light of this decision, this Country Programme Action Plan (CPAP) together with an Annual Work Plan (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA. All provisions of the CPAP apply to the AWP. All references in the SBAA to “Implementing Partner” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and AWPs.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this CPAP, and its constituent AWPs [and the Project Cooperation Agreement between UNDP and the Implementing Partner].

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.



A landscape shot in Said Sadiq, Northern Iraq, 2010. Photo by: UNDP Iraq/Spacetoons

This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document”.

UNDP and other UN Agencies serving as Implementing Partners shall comply with the policies, procedures and practices of the United Nations safety and security management system.

- 1.2 The CPAP is an agreement between the Government and UNDP based upon the Country Programme Document which was endorsed by Gol and approved by the Executive Board of UNDP on 3 September 2010. The 2011-2014 CPAP is a four-year living document defining the mutual cooperation and programme of work shared between the Government and UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past UNDP programming in Iraq. The CPAP, prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and UNDP jointly subscribe to, with agreed financial parameters.

2. SITUATION ANALYSIS

- 2.1 Iraq has witnessed wide-spread violence and political instability at national and sub-national levels over the last few years and remains susceptible to further insecurity until the fundamental causes of vulnerability to conflict are holistically addressed. Although the country is blessed with significant natural resources, it remains challenged in harnessing its human and natural resources to accelerate much needed reconstruction and recovery efforts.
- 2.2 Since 2005, two parliamentary and provincial elections have been held in Iraq. Successive governments initiated reforms to better perform core state functions but due to general insecurity and institutional capacity needs these efforts have had limited impact. The Government, therefore, still faces major challenges in ensuring adequate basic services including electricity, water supplies and health services. Inadequate security continues to disproportionately affect the most vulnerable groups, in particular women, children and persons with disabilities. Iraq ranks low in human development indicators. There is high income poverty (23 per cent of Iraqi families live below the national poverty line), growing illiteracy (women in particular), and high unemployment (+18 per cent) especially among women and youth. Gender based violence is emerging as an issue of concern.

- 2.3 The delay in forming a new Government after parliamentary elections in March 2010 and the withdrawal of the USF-I in August 2010 have created additional uncertainties. While the federal structure of the State has been established, and decentralization has begun, challenges remain including addressing government capacity needs and improving the coordination between the Central Government, the Kurdistan Regional Government and provincial administrations.
- 2.4 The GoI still faces challenges in its efforts to enhance the role of all stakeholders, including women, in the democratic process, and in building a solid social contract. The Government is committed to reform of the public sector and addressing corruption, including more inclusive institution-building and modernization of the state at the national and sub-national levels.
- 2.5 Institutional challenges continue to pose major constraints on economic reforms and significantly affect the country's efforts to diversify the economy and promote private sector investment. Multiple issues have caused over 20,000 private companies in Iraq to close. The Government allocated over US\$ 1 billion for lending to facilitate private sector growth but this action did not generate the intended expansion with investors and emerging entrepreneurs. Issues impeding the private sector appear to be the absence of the financial and non-financial support services and legal frameworks.
- 2.6 Iraq's limited capacity to react to climate change, trans-boundary water issues and environmental degradation need to be systematically addressed. Issues of concern include water scarcity and quality and the effect on the marshlands, inadequate sanitation infrastructure, shrinking agricultural areas due to worsening soil quality, increased severity of dust storms and poor urban air quality. This is further exacerbated by the lack of a disaster risk management capacity to mitigate the potential impact and ability to coordinate for rapid response. The poor are the most vulnerable to the negative impacts of these environmental issues.
- 2.7 Approximately 1,730 square kilometres of land is contaminated with landmines and explosive remnants of war, blocking access

to agricultural areas, slowing recovery efforts and constraining the development of new oil and gas fields.

3. PAST COOPERATION AND LESSONS LEARNED

- 3.1 Since 2004, UNDP's work in Iraq has been guided: the National Development Strategy (2005-2007; 2007-2010), the International Reconstruction Fund Facility for Iraq (IRFFI) and the United Nations Assistance Strategy. During the period 2004-2010, UNDP together with GoI and other international and national partners achieved important results that include: i) Support to the formulation of the Constitution with provisions for respect for human rights, gender equity and freedom of expression; ii) The promotion of national dialogue for reconciliation that contributed to democratic elections; iii) Early capacity development of key public institutions and civil society organizations and iv) The financing of the first reconstruction and short-term employment programme which created 5 million jobs nationwide. Reconstruction activities included v) the rehabilitation of multiple power generation plants and the development of software systems and capacity to monitor the national electricity grid. Support was provided for vi) the dredging of Umm Qasr Port: which is central to the improvement in the national transportation system and essential in the delivery of humanitarian aid.
- 3.2 The first joint United Nations multi-sectoral initiative was the decentralized Local Area Development Programme led by UNDP. LADP resulted in fifteen district plans in five governorates that were responsive to people's needs. UNDP leads or participates in ten joint programmes including two large multi-sectoral initiatives: Private Sector Development and Public Sector Modernization. UNDP, in responding to national priorities over the last three years initiated the transition from hard infrastructure rehabilitation towards upstream initiatives including capacity development and policy support to multiple key national institutions. This led to the restructuring of the Country Office and a significant shift in technical capacity, as reflected in the changed

profile of UNDP staff. To further facilitate the transition to development work, UNDP needs to bring in technical assistance for new programme areas, transition planning and implementation with the support of the regional and global network.

- 3.3 The 2009 outcome level evaluation covering 47 projects from 3 portfolios provided some key lessons which were incorporated in the drafting of the CPAP, including: (i) UNDP should not put off capacity development in circumstances of crisis, and needs to effectively utilize synergies among institutions and development actors, including vulnerable groups, for consensus and ownership within all interventions in line with human rights and gender equality; (ii) Based on positive experiences in the Kurdistan Region, UNDP should expand government cost-sharing initiatives; (iii) As joint programmes take a long time to mobilize, preparatory projects can accelerate inception, and timelines should be realistic considering delivery challenges inside Iraq, and operational constraints for recruitment; (iv) Gender analysis has to be integrated into projects at the design stage with indicators and budgets identified; (v) UNDP needs to find the means for improved risk management and reporting of achievements that are difficult to quantify, such as capacity development and ownership; (vi) Policy work at the national and regional levels needs to be coupled with bottom-up pilot initiatives and linked to the work of other agencies; (vii) Monitoring and evaluation work through remote management requires competencies and reliance on specific institutions within the country, for which additional resources need to be allocated. These lessons will be built upon during the implementation of the CPAP in 2011-14.
- 3.4 The Government and UNDP are committed to increased national ownership of projects and programmes through the use of innovative implementation modalities. Thus, while UNDP itself has served, in most cases, as the principal "implementing partner", increasingly national governmental and non-governmental entities will have management responsibilities for the implementation of projects and programmes.

- 3.5 During 2009 UNDP was able to deliver US\$64.9 million worth of development and humanitarian assistance countrywide. Due to security restrictions and a range of operational constraints UNDP continues to work remotely from Amman, Jordan, yet has gradually increased its presence in Iraq through the deployment of additional staff in Baghdad and in other field offices (e.g. Erbil, Basra). UNDP fielded almost 300 missions into the country in 2009, and is committed to an increased and permanent presence in Iraq during the CPAP period.

4. PROPOSED PROGRAMME

- 4.1 The UNDP Iraq CPAP for 2011-2014 is based on the priorities and strategies set out in the United Nations Development Assistance Framework (UNDAF) 2011-2014, the National Development Plan (NDP) 2010-2014, the UNDP Country Programme Document (CPD) for 2011-2014 and the corporate UNDP Strategic Plan.
- 4.2 Interventions are designed to support the transition towards national reconciliation, peace and stability. The Country Programme will adopt a human development lens utilizing a conflict-sensitive approach focusing on three thematic practice areas: i) democratic governance, ii) poverty reduction and MDG achievement and iii) crisis prevention and recovery, including economic recovery and environment. It is noted that several cross-cutting themes are throughout the programme, including gender. The focus of interventions is in partnership with the Government with some components based on fostering participation and ownership by members of Iraqi society.
- 4.3 Under the Democratic Governance practice area, UNDP will contribute to three specific outcomes that correspond to UNDP's corporate result areas.
- 4.4 Fostering Inclusive Participation and Reconciliation. Under this result area the proposed outcome is: Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation. The outcome and related outputs are designed to support the efforts of Government to enhance



A policewoman receives training through the Rule of Law project, Northern Iraq, 2011. Photo by: UNDP Iraq

the participation of all citizens in policy dialogues and legislative decision-making processes which take into account national and sub-national diversity. Specifically, UNDP will continue to support the Government and civil society in strengthening participatory mechanisms to improve the development of long-term electoral processes and electoral institutions, encourage national political dialogue and advance the process of reconciliation. Capacity development of the Independent High Electoral Commission to continue carrying-out fair and transparent elections will form one of the flagship activities in pursuit of this outcome. National public awareness campaigns explaining the electoral process, support for the promotion of an independent media and the empowering of CSOs to participate in the democratic process will also form key components of the CPAP.

4.4.1 The Council of Representatives (CoR) will continue to receive support to strengthen its oversight, administrative and research capabilities, and to improve its representation and law-making skills and its role in national dialogue and reconciliation efforts. Special efforts will also be made to empower the voice of women parliamentarians. Initiatives aimed at strengthening mechanisms to support inter-governmental dialogue on planning and financing at national and sub-national levels will be undertaken so that

local councils and governors' offices can more effectively respond to local needs, and in particular, those of the most vulnerable groups.

4.4.2 The promotion of freedom of expression and information for an independent, pluralistic and professional media will be another central component of the CPAP, and UNDP will give attention to strengthening the capacities of civil society media-related institutions and initiatives.

4.5 Strengthening Accountable and Responsive Governing Institutions. Under this result area the proposed outcome is: Enhanced rule of law, protection and respect for human rights in line with international standards. This outcome is central to UNDP's work in Iraq as the basic components for a judicial system to function require considerable strengthening, including legal processes, precedents, judicial ethics, collection of evidence, and preparation of court transcripts.

4.5.1 UNDP will provide capacity development support across the Rule of Law sector to enhance the legal and operational Rule of Law framework for administration and access to justice, utilising a human-rights based approach emphasising the responsibilities of duty bearers and rights holders, and covering both victims and offenders. This includes the establishment of model courts where new systems and procedures to improve efficiency and effectiveness are "piloted", including the automation of case management and court practice, procedures, and records. To further enhance the ability of the courts to uphold the rights of citizens in a fair, transparent, timely manner and to facilitate access to the courts by users, especially those who are vulnerable or disadvantaged, support will be provided for the establishment of help desks and legal assistance programmes. UNDP will advocate for the positive interaction between this sector and the media in relaying court decisions to the general public. UNDP will also provide specific support to (i) the judicial training institutions to develop the curriculum that is in accordance with international standards and best practice; and (ii) the development of a strategy of reform for the penitentiary system with particular focus on pre-trial detention. UNDP will continue



A beneficiary of the Local Area Development Programme sells fruit at a local market in Maymoona, Northern Iraq, 2010. Photo by: UNDP Iraq/Spacetoons

work with Government counterparts to develop a holistic approach that supports both legislative and social refusal to tolerate violence against women and children in Iraq.

4.5.2 The strengthening of Governmental and non-governmental institutions to better protect and promote the human rights of all people in Iraq, with a focus on the most vulnerable, is a cross cutting issue across all of UNDP's work in Iraq. One particular area of focus will be support to the strengthening of the High Commission for Human Rights that is mandated by legislation to ensure the protection and promotion of respect for Human Rights in Iraq; protect the rights and freedoms stipulated in the Constitution, international laws, treaties and conventions ratified by Iraq; and strengthen, promote and develop human rights principles and culture. Through this mandate the High Commission for Human Rights is a critical mechanism to facilitate a human-rights based approach to governance in Iraq and for the development of a national protection system where Rule of Law prevails. UNDP Iraq, in conjunction with UNAMI Human Rights Office, will provide capacity development and technical support to ensure a transparent and timely selection process for Commissioners; establish an effective functioning Commission in relation to systems, procedures and staffing; and advocate for the establishment of initial outreach and public information strategies.

4.5.3 To promote an increasingly effective, efficient and affordable security sector, UNDP will provide technical assistance for a national security sector review. UNDP will also work on the establishment of community policing mechanisms, especially within the internal disputed boundaries governorates. Furthermore, UNDP will partner with the National Commission on Small Arms and Light Weapons to support the development of a national weapons registration system.

4.5.4 UNDP will undertake focused interventions on supporting women, youth, persons with disabilities, internally displaced persons and other vulnerable groups to work towards their inclusion and meaningful participation in Iraq society. It will continue to call for the strengthening of overall human capital for sustainable economic and social development, appreciating the need to advocate for the greater development and protection of women. It will further promote gender equality, increased access to justice and protection of survivors of gender based violence covered under UN Security Council Resolutions 1325 and 1820. This rights-based approach will also facilitate gender mainstreaming in the country programme and will lead to the eventual production of a National Strategy for the Advancement of Iraqi Women.

4.6. Grounding Democratic Governance in International Principles. Under this result



Policemen and women receive training through the Rule of Law project, Northern Iraq, 2011. Photo by: UNDP Iraq

area the proposed outcome is: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels. This outcome aims to enhance the accountability and responsiveness of public sector institutions, which is a critical element to bolster democratic governance. Public Sector Modernisation and Reform will be a central objective of the CPAP. UNDP will undertake various needs assessments to assist the Government in the design of effective policies and strategies for public sector modernisation. UNDP's efforts will also focus on strengthening local governance capacities to ensure the delivery of high quality basic services, while at the same time enhancing institutional capabilities for a more efficient, responsive, transparent and accountable public administration at both national and sub-national levels.

4.6.1 In keeping with this objective, UNDP will continue to support the implementation of Iraq's National Anti-Corruption Strategy. Framed in compliance with the UN Convention against Corruption (UN-CAC), technical support for the implementation of the strategy will concentrate on improving the current legal framework and capacities of the four major anti-corruption bodies; i) Board of Supreme Audit, ii) Inspectors General, iii) Commission of Integrity, and iv) Judiciary.

4.6.2 In line with the Government's NDP and the 2005 Paris Declaration on Aid Effectiveness, UNDP will support the Government to plan, coordinate and monitor the outcomes of international aid and domestic investments by providing technical assistance and institutional mechanisms to maximize the impact of international aid and achieve the desired development results.

4.6.3 To further promote Government efficiency and accountability, UNDP will continue to provide support to: i) the implementation of the national e-governance strategy, ii) national and sub-national planning processes, iii) gender responsive budgeting, and iv) enhanced service delivery at local levels.

4.6.4 UNDP and WHO are key partners with the Global Fund to fight Aids, Tuberculosis and Malaria (GFATM), and during the CPAP period UNDP will help support the Government's efforts to address tuberculosis through improved financial accountability, timely procurement of medical and other supplies and efficient monitoring and oversight of GFATM grants.

4.7 For the thematic practice areas of Poverty Reduction and MDG Achievement and Crisis Prevention and Recovery, including Economic Recovery and Environment, UNDP will contribute to two specific outcomes that correspond to UNDP's corporate result areas.

- 4.7.1 Promoting Inclusive Growth, Recovery and Achieving the MDGs: Under this result area the proposed outcome is: Gol has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies. Poverty eradication and capacity development are at the centre of UNDP's work. While economic growth is essential to human progress, it is not seen as sufficient for achieving internationally agreed human development targets, including those outlined in the MDGs. UNDP will therefore support Iraq in accelerating inclusive growth to ensure equitable, broad-based human development is attained by all citizens of Iraq. Specifically, UNDP's efforts will focus on accelerating progress towards meeting Iraq's MDG targets by providing concrete interventions in structuring an economically sustainable and equitable recovery process.
- 4.7.2 UNDP will continue to support the Government in promoting inclusive human development through undertaking MDG-based analysis and development of an 'acceleration framework' to enable the Government to reach its stated MDG targets at both the national and sub-national levels. UNDP will advocate for an inclusive participatory approach by continuing to support capacities that build local ownership in addressing the links between human development, poverty reduction, and environmentally sustainable growth. Concretely, the CPAP is designed to strengthen national structures and processes to systematically track and review progress towards the MDGs by collecting and analysing data disaggregated by gender, age, and location. In partnership with the Government, UNDP will also assist in producing human development reports and support the development of Iraq's MDG reports in a consultative and participatory manner.
- 4.7.3 UNDP will expand its capacity development support to local area-based development to enhance local participation, accountability, and transparency in adapting planning and delivery of services that better reflect local needs. Special attention will be given to supporting women, youth, vulnerable groups and marginalized communities to address their specific needs, amplifying their voice by creating spaces for these groups to participate in, and influence, local development planning and service delivery processes.
- 4.7.4 Iraq's natural environment is under serious threat that will lead to an irreversible process of degradation if development efforts continue without environmental and social consideration. Presently, the population is not fully aware of the consequences nor what actions can be taken to protect the environment. The incidence of drought has increased in many parts of the country as the water level of both the Tigris and the Euphrates rivers has fallen by more than 60 per cent over the past 20 years. The quality of water has also deteriorated due to the discharge of industrial effluents, untreated sewage, and agricultural run-off. Lack of water and the associated desertification and rising temperature have contributed to an increased frequency of sandstorms in the country. In addition to air pollution, inadequate waste management, including hazardous chemical waste, there has been widespread destruction of Iraq's biodiversity, key ecosystems and habitats. For instance, the water-filtering role of the Southern marshlands has largely vanished and many mammal, reptile, fish and plant species are now endangered. These environmental issues are further compounded by climate change. Iraq, therefore, needs to significantly strengthen its institutional response to environmental issues and climate change through improved policy and legislation, investment in the environment sector, and monitoring and enforcement systems that can reduce the vulnerability of the population who are exposed to increased risks of social exclusion and environment-driven displacement.
- 4.7.5 UNDP will focus on strengthening national capacities to manage the environment in a sustainable manner while ensuring adequate protection of the rights of the poor. Enhanced capacity to conduct environmental impact and energy assessments and ensure broad public participation in policy articulation will be a crucial area of focus. The shortage of expertise in the climate change, energy and natural resources sectors will be addressed through capacity development support to key apex government institutions, such as



Fishermen who have benefited from the Local Area Development Programme in Emdayna, Northern Iraq, 2010. Photo by: UNDP Iraq/Spacetoons

the Ministry of Environment. UNDP will provide assistance to Iraq to implement its international treaty obligations, particularly monitoring and reporting responsibilities under the United Nations Framework Convention on Climate Change.

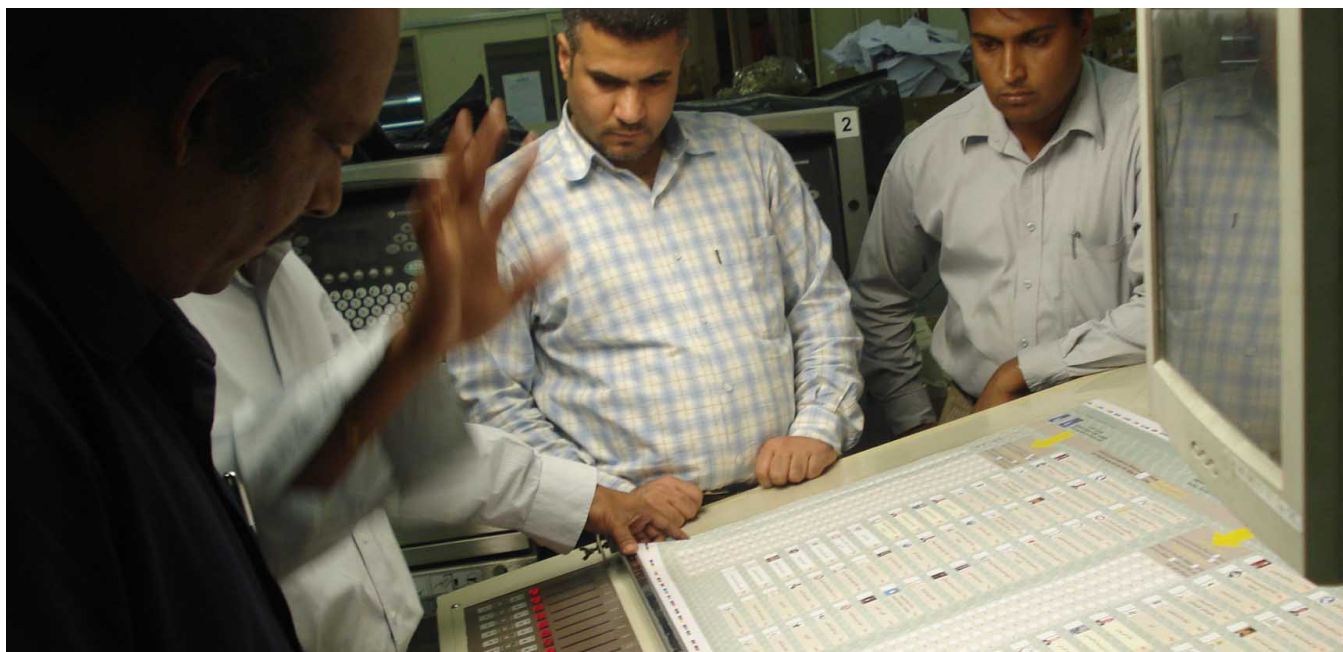
4.7.6 UNDP will also work towards providing the Government with the opportunity to engage with other countries in gathering and sharing information on greenhouse gas (GHG) emissions, in order to launch adaptation and mitigation strategies. Enhancing the Government's capacity to mobilize resources (e.g. the Global Environment Facility) and address climate change through: i) Strengthening existing institutions and institutional frameworks; ii) Undertaking an assessment of Iraq's vulnerabilities to climate change and the potential development of adaptive strategies related to the needs of the energy sector, and iii) Identifying opportunities for climate change mitigation measures, including the potential for developing "green" jobs will be a central component of the CPAP. In collaboration with UNIDO the country programme will also seek to harness the potential for resource efficiency and cleaner production.

4.7.7 Iraq's vital water resource management challenges will be addressed through technical assistance and capacity building to strengthen the Government's ability to engage in internal and trans-boundary water

negotiations. In collaboration with UNESCO and UNEP, UNDP will help support efforts to conserve the Southern Marshlands. In the area of water and sanitation UNDP will continue to support the development of master plans through a collaborative programme with UNICEF, UN-HABITAT, and WHO, including the development of a water quality and urban and solid-waste pollution mitigation action plan.

4.7.8 In the area of disaster risk reduction, UNDP will assist in the formulation of a national strategy in line with the International Strategy for Disaster Reduction (using the Hyogo framework for Action), which will help in the establishment of a national institution to manage and coordinate preventive measures and responses to natural and human-induced disasters at both national and sub-national levels. UNDP will provide technical assistance and build capacity for the implementation of disaster risk reduction plans and the implementation of a drought risk mitigation framework and identify pilot projects as part of Iraq's obligations under the UN Convention to Combat Desertification.

4.8 Restoring the Foundations for Development. Under this result area the proposed outcome is: Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development. Sustainable recovery in post-crisis settings like Iraq requires the restoration of security and a



Employees receive training on quality control for Out-of-Country Voting, Baghdad, 2010. Photo by: UNDP Iraq

revival of the local economy. This provides the conditions in which livelihoods can be rebuilt and the social fabric repaired. Furthermore, Iraq needs rapid economic growth. Increased oil production is one part of this equation and will help on the income side, but it will do little for jobs. The other part and the key to jobs is a growing private sector that requires creating the necessary institutional foundations to facilitate and promote investment and markets, provide pressure points for reform, and facilitate the development of key building blocks of the financial sector – including development of financial institutions, effective property rights, and essential telecommunications infrastructure – among other priorities. The state-owned enterprise (SOE) sector, a large agriculture sector, and the public sector account for the majority of employment in the country. The private sector is characterized by a few large companies, a number of small-medium enterprises (SMEs) and a larger number of micro-enterprises that represents 90 percent of the private sector. With most large enterprises in the state sector, there is very little in the way of exports and the services sector is very weak. Revitalizing the private sector; stimulating public-private partnerships, updating existing commercial legislation and building adequate institutional architecture to stimulate private sector participation in socially and environmentally responsible economic growth, will be key to

restoring the foundations for development in Iraq.

- 4.8.1 According to the National Development Plan Iraq's rate of unemployment currently stands at 15 percent (not including those working part-time but seeking full-time employment) with a disproportionately high rate among youth at 30 percent and among women at 32.5 percent. To date, foreign investment has flowed to the oil sector and to the cement industry that has had limited impact on youth employment. Large numbers of young people are trying to enter into the labour force, where 24 percent presently do not have high school education. It is unlikely that Iraq will be competitive in many other non-oil production processes over the short-term; therefore, it is vital that new policies and opportunities for youth are created, especially in the private sector, to produce goods and services in support of the economy.
- 4.8.2 Within this context, the CPAP will explore the links between private sector development, local economic growth and decentralized planning and implementation processes. At the macro level the support will focus primarily on legislative revisions, state-owned enterprise restructuring, small and medium enterprise development, investment policy, tax policy, and land reform. At the downstream level, micro-credit lending plans will be developed to help stimulate markets and provided credit to local business

interests. UNDP's global experience shows that the informal sector tends to expand to sustain people while economic policies slowly reap the fruits of growth and inclusion in the formal public and private sectors. Therefore, UNDP will pay attention early on to the issue of legally empowering those working in the informal sector with robust labour legislation, business sustainability policies, property security, as well as social protection coverage. As the lead agency of the private sector development programme, UNDP will continue to assist in developing sound policy, legal, regulatory and institutional capacities to enable the emergence of a socially, environmentally and corporately responsible private sector in Iraq.

4.8.3 The need to rehabilitate the damage done to Iraq's infrastructure is massive and requires significant government and private sector involvement. UNDP will transition from its current work on physical reconstruction projects to upstream policy and capacity development work in electricity and transport sectors to help attract critical private sector investment to help stimulate Iraq's economic recovery. The initiatives will involve sector-specific projects to help strengthen electricity and transport master planning as well as regulatory capacities. In support of these initiatives, UNDP will promote public-private partnerships for development.

4.8.4 UNDP, in partnership with FAO, ILO, UNIDO, UNWOMEN and UN-HABITAT, will support the formulation of a private sector development strategy. Additionally, UNDP in partnership with UN-HABITAT will also work with the government to stimulate economic activity in the housing and construction sectors aimed at the poor and the marginalized segments of the population.

4.8.5 UNDP will also bring its global technical knowledge and considerable country experience in helping the Government to prevent and/or respond to any unforeseen crises or natural disasters that could emerge during the lifecycle of the CPAP. Both the Government and UNDP have identified the removal of landmines and explosive remnants of war as an important area of recovery work. The lack of freedom of movement and access to land in many economically

important areas represents a key blockage in the reconstruction and development process. UNDP will therefore assist in the formulation of a national mine action regulatory framework and capacity building of an apex institution, along with necessary attendant national legislation, to ensure that all removal and destruction is based on the humanitarian and development priorities of the Government and conducted according to Iraqi standards and national law.

4.8.6 Through the pre-existing Loan Management Programme (ODA loans to Government), the Ministries of Planning and Finance will receive support from UNDP to improve their monitoring and oversight functions and enhance their knowledge of procurement and financial management in-line with internationally accepted norms and standards. This will include the provision of technical assistance in the area of general project management and the gradual introduction of UNDP's corporate 'National Implementation' (NIM) modality which will see the Government assume greater responsibility for co-financed projects during the four-year period covered by the CPAP.

5. PARTNERSHIP STRATEGY

5.1 The Ministry of Planning is the national apex counterpart for UNDP. The Country Programme is expected to be a tool to foster greater engagement and deepen cooperation for improved development results. The Ministry of Planning will support UNDP to strengthen its engagement and dialogue with technical departments within the respective line ministries, and to strengthen its interactions between the ministries of the Federal Government and the Kurdistan Regional Government. During the CPAP period, UNDP will support the Government to lead discussions on strategy programming and policy design. This will include working closely together, participating in formal and informal consultations and ongoing discussions in identifying the Government's needs, addressing gaps in programming and ensuring that UNDP's interventions are as responsive as possible.

- 5.2 The Country Programme is fully aligned with the GoI's National Development Plan which identifies the development priorities and the roles and responsibilities of relevant Ministries. In addition to the Ministry of Planning as counterpart, UNDP will work and strengthen partnership with the respective Ministries and their relevant departments at both the national and sub-national levels including KRG. Additionally, UNDP will coordinate and partner with the Office of the Prime Minister and its respective inter-ministerial committees and technical groups (including the Prime Minister's Advisory Commission) and continue its work with national bodies such as: IHEC, the Board of Supreme Audit and the Commission on Human Rights.
- 5.3 The Country Programme will promote increased engagement and participation by civil society in line with the National Development Plan and the UNDAF. UNDP will advocate for a participatory approach in MDG based and pro-poor planning. This approach will also facilitate dialogue between national and sub-national government institutions and citizens, utilizing existing civil society networks and fora in support of reconciliation and peace building. In UNDP's sub-national interventions partnerships with NGOs, INGOs and CSOs will be further strengthened to support monitoring of MDGs, service delivery, democratic governance and a range of cross-cutting issues including gender and human rights. UNDP will continue to work with media organisations (including print and electronic) to communicate about, and advocate for, the advancement of human development in Iraq.
- 5.4 UNDP's development interventions are designed to work at both the national and the sub-national level. UNDP (together with other UN agencies) will expand its area-based development programme in an effort to improve local services in line with Iraq's decentralization framework. This work will utilize a conflict prevention perspective in order to facilitate dialogue and reconciliation initiatives, and will be done in partnership with government counterparts and key civil society stakeholders.
- 5.5 UNDP will encourage and promote public-private partnerships drawing from its global experience, as well as the concepts and strategies of the UN's Global Compact and existing UN and UNDP policies and guidelines on Corporate Social Responsibility. UNDP will support the NDP's emphasis on the private sector's responsibility to contribute financially and through employment generation to the national development process. UNDP will promote linkages, potential synergies and collaboration between Global Compact members and the Iraqi private sector.
- 5.6 UNDP will strive to enhance partnerships and donor confidence in its ability to identify relevant development needs, plan strategic interventions and implement programmes in an effective, efficient and transparent manner. Moreover, UNDP is committed to providing the highest degree of transparency and accountability in terms of its monitoring and evaluation of development results and financial reporting. The implementation of the CPAP will also be dependent on ongoing financial support from GoI, bilateral and multilateral donors, international financial institutions and key private sector partners within the framework of corporate social responsibility initiatives. UNDP will fully collaborate with the Government in the development of interventions and resource mobilization strategies prior to consultations with donors. UNDP will coordinate resource mobilization efforts with the UNDP Regional Bureau for Arab States and Partnerships Bureau and remain flexible to meet specific donor requirements. Given donor fatigue, UNDP will make additional efforts to continue existing partnerships as donors phase out of Iraq and simultaneously promote new initiatives with members of the regional and international community to implement its programme in line with Government priorities.
- 5.7 Since 2004, UNDP has operated under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI). UNAMI is an integrated mission supporting the Government in the transition towards national reconciliation, peace and stability and brings together the UN country team through a coordination mechanism. An International Reconstruction Fund Facility for Iraq was established in 2003 as the main mechanism for channelling international assistance to



H.E. Dr. Ali Al-Skukri, Minister of Planning, leading the preparations for Iraq's 2012 National Human Development Report, Turkey, 2011. Photo by: UNDP Iraq

Iraq. This mechanism has a national structure of approval and remains a key funding source for the CPAP until 2012. An UNDAF Trust Fund has been recently established to support the UNCT and UNDP's work in Iraq in a coordinated fashion. The CPAP will likely face some resource mobilization challenges in the short-term but in the medium and longer term it is anticipated that a strengthened partnership between donors, Government and UNDP will result in a range of cost-sharing strategies.

5.8 The Country Programme calls for continued engagement with all relevant UN agencies, both resident and non-resident. To further efforts of the 'UN as One' and to ensure effectiveness of the integrated UN Mission agenda UNDP will work together with other UN Agencies on common national goals under the UNDAF 2011-2014. UNDP is committed to supporting the design and implementation of additional UN joint programmes. To this end, UNDP will remain a key player in the Sector Outcome Teams and UNDAF Priority Working Groups that will oversee and monitor the implementation of the UNDAF and facilitate the UNDAF annual review.

5.9 UNDP will utilize its global knowledge and experience to draw upon relevant expertise in areas of democratic governance, poverty reduction, gender equality, climate change and environmental sustainability, capacity development, and crisis prevention and

recovery. UNDP will also encourage sharing of knowledge and experience through various South-South Cooperation initiatives with the UNDP Regional Service Centres as well as the Headquarter Bureaus such as Crisis Prevention and Recovery, Development Policy and Partnerships. In promoting South-South Cooperation, UNDP will also encourage government to tap on knowledge from countries and institutions in the Global South.

6. PROGRAMME MANAGEMENT

6.1 The Country Programme will be implemented under the overall aegis of the Ministry of Planning, who will sign the CPAP on behalf of the Government. While building of national capacities remains the cornerstone of UNDP's programme, the Direct Implementation (DIM) modality will be adopted for the early stage of the programme implementation. UNDP will be ultimately responsible for the achievement of specific results while the Government of Iraq will exercise the ownership over the programme by signing the CPAP with UNDP. UNDP will identify a Responsible Party to carry out activities within a specific DIM Annual Work Plan (AWP). This party may be the Government, an NGO, or an Agency of the UN System. Within the CPAP time span a further shift towards a full National Implementation (NIM) modality is envisaged. UNDP will also



Abbazar Ali, 17, injured his right hand in 2011 after touching a bomb that had been left by an aircraft. Southern Iraq, 2011. Photo by: UNDP Iraq

utilize the other implementation modalities depending on the specific programming needs, including NGO implementation, UN Agency implementation, joint programming, and CO Support to NIM, which will also reinforce national capacity development. The reference to “Implementing Partner(s)” shall mean “Executing Agency (ies)” as used in the SBAA.

6.2 UNDP will strengthen its efforts to promote national ownership of the recovery and development process in Iraq during this CPAP period through innovative implementation approaches. Considerable efforts have already been made to increase national ownership and management of programmes whereby many national institutions are taking implementation responsibility for programme components as responsible parties. There continues to be a need to develop the banking sector and to further develop a procurement system at national and sub-national levels. Due to these issues and complexities in the operational environment and the need for flexibility, direct implementation will continued to be used during the CPAP period, to complement the national implementation modality. Concerted efforts and further capacity development will be made to move towards national implementation modalities and innovative implementation approaches across the lifespan of this country programme. This action is in alignment with the Paris

Declaration on Aid Effectiveness. UNDP, in partnership with the GoI, will undertake a fiduciary risk assessment of the CPAP’s constituent programmes at the national level during 2011 to define the optimum implementation modalities, capacity gaps and needs in relevant national institutions and systems. Additionally, UNDP will undertake relevant assessments to identify national programming capacity needs to facilitate a more enabling environment for institutional arrangements, policy, legal and regulatory frameworks. UNDP will closely work with the Government to ensure that gaps identified through these processes are addressed.

6.3 The Ministry of Planning and UNDP will closely monitor the risks that may affect the outcomes described in the CPAP’s Results and Resources Framework, particularly in terms of the impact that the fragile security and political context could have on achieving the CPAP’s objectives. It is anticipated that security constraints are likely to remain present in the medium term which will limit UNDP’s mobility and presence within Iraq.

6.4 During the CPAP period UNDP will remain flexible and identify capacity needs for new programming areas, such as Environmental Governance, Reconciliation, Human Rights, Security Sector Reform, vulnerable populations, Corporate Social Responsibility – among others. UNDP will maintain its ability to effectively, flexibly and coherently respond

to emerging recovery needs through the application of UNDP Fast Track procedures in any future circumstances that may warrant application of such procedures. While UNDP is prepared to increase its presence in Iraq, the current operating budget of the UNDP Country Office makes this difficult. Therefore, other funding options will be explored including programme cost-sharing between the Government, UNDP, and potential donors to cover the high security and other logistical costs associated with operating from locations inside Iraq. Strengthening communication with the Government and national counterparts and increasing its presence in Iraq will improve the reliability of data collection and monitoring, and thereby enhance UNDP's capacity to respond rapidly to natural or other crises and enhance its partnership base. Capacity development efforts, joint programming, project management and monitoring and evaluation will also be enhanced.

- 6.5 Due to the expected scaling-down of UNAMI and the Office for the Coordination of Humanitarian Affairs (OCHA) during the Country Programme period, UNDP will eventually assume additional areas of responsibility within its global mandate and provide leadership of the UN Country Team in terms of peace-building and reconciliation efforts.
- 6.6 In programme design and implementation, UNDP works closely with key partners. This country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the Annual Work Plans (AWPs). To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and AWPs to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWPs. UNDP will sign the project documents with partners to in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance

Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

- 6.7 Atlas, UNDP's corporate ERP system, contributes to timely, efficient delivery of activities and effective financial monitoring to manage projects and the UNDP programme.
- 6.8 Cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.
- 6.9 Cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:
- 6.9.1 Cash transferred directly to the Implementing Partner:
- a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
- 6.9.2 Direct payment to vendors or third parties for obligations incurred by the implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
- 6.9.3 Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.
- 6.10 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
- 6.11 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.
- 6.12 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial

management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

- 6.13 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.
- 6.14 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

7. MONITORING, ASSURANCE AND EVALUATION

- 7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.
- 7.2 Results-based management will be strengthened through result-based planning, budgeting, and monitoring and evaluation. The Country Programme and the constituent programmes and projects are structured with results-based management logic, in which outcomes, outputs, and functional

indicators inform practical project design and monitoring, creating a common understanding and realistic expectations among all partners. The project results hierarchy and accountability for performance will inform monitoring and evaluation. The project budgets will include adequate provisions to cover the costs of monitoring and evaluation activities.

- 7.3 Monitoring and evaluation activities will also include special surveys to establish baseline data, community consultations, collection of data for the indicators to measure the outcomes and outputs, and specific studies on relevant topics.
- 7.4 The capacities of relevant national institutions to collect and analyze data, notably CSO, KRSO and the newly established National Development Plan Monitoring and Evaluation Unit in Ministry of Planning will be strengthened during the period of the CPAP. As a general principle, data will be disaggregated by gender and other dimensions that allow the differential impact on women, men, girls, boys and vulnerable groups to be evaluated disaggregated by sex.
- 7.5 The Country Programme will support national monitoring and evaluation systems to support the achievement of the Millennium Development Goals. In line with participatory programming approaches, UNDP will monitor the CPAP implementation with Gol and aim to bring together a broad range of partners to enhance transparency and enable a more comprehensive assessment of outcomes that will eventually feed into evaluations. An evaluation plan for the period of the country programme is provided in Annex 2.
- 7.6 An annual Country Programme Action Plan review covering all outcomes will be conducted during the fourth quarter of each year. This will enable Gol and UNDP to assess the performance of ongoing and recently completed projects and help align initiatives as well as articulate the review of development results. In addition, thematic working groups comprising of UNDP and Government representatives (both women and men) would be responsible for monitoring progress on key achievements and the extent to which lessons are being fed back into programming.



A voter in the 2009 elections in Fallujah. Anbar Governorate, 2009. Photo by: UNDP Iraq

- 7.7 UNDP and Ministry of Planning will ensure periodic programme review meetings in which annual plans will be adjusted and project risk logs will be monitored, updated and reviewed. Recommendations from each review and evaluation will be used to realign the programmes and improve performance.
- 7.8 Given the remote management modality, specific measures will be agreed to ensure that programmes meet the expected standards of performance. Local companies, NGOs and academia may be contracted to assist in carrying out these assurance functions. The implementing partners will provide routine reports on the progress, development achievements, outlining the challenges faced in implementation and accounting for the use of resources compared with the budgets set out in the AWP. The reporting will be in accordance with the procedures as harmonized with UN agencies to the extent possible.
- 7.9 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:
- 7.9.1 Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- 7.9.2 Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
- 7.9.3 Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.
- 7.10 To facilitate assurance activities, Implementing Partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.
- 7.11 The audits will be commissioned by UNDP and undertaken by private audit services.
- 7.12 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

8. COMMITMENTS OF UNDP

- 8.1 The UNDP will ensure coherence between the CPAP/AWP, the UNDAF results matrix and the MDGs, including M&E and reporting. Through CPAP annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

- 8.2 The Results and Resources Framework (Annex 1) constitutes a core component of the CPAP. The RRF is linked to the Country Programme Document results matrix and the UNDAF results matrix and identifies key results that UNDP will be accountable for over the period of the 2011-2014 programming cycle.
- 8.3 To support the Government and the Country Programme implementation and monitoring, UNDP shall appoint staff for programme development and management support, technical assistance and monitoring and evaluation. The related country office core capacities will be deepened using programme cost sharing resources for programme advisory and management and technical specialists. For UNDP interventions where (i) speed of delivery and decision-making for mobilizing resources is required, (ii) other implementation modalities are not feasible, (iii) there is a specific request from the Government, and (iv) there are clear opportunities and advantages for developing national capacity or transformation, a direct implementation modality will be adopted.
- 8.4 UNDP support within the Country Programme could additionally include capacity development, policy or technical advisory service, advocacy, procurement and research or studies. Part of UNDP support may be provided to NGOs and CSOs as agreed within the framework of the individual programmes.
- 8.5 UNDP Iraq will design technical and advisory support with Government on a range of cross-cutting issues, including gender, conflict sensitive programming, monitoring and evaluation and capacity development across the UNDP Iraq country programme. This specialized capacity development initiative will support and provide tools to (i) enhance the mainstreaming of gender; (ii) promote mainstreaming of peace-building, reconciliation and conflict prevention (CPR); (iii) strengthen capacity of Government policy formulation on issues related to governance, economic recovery and poverty alleviation; and (iv) enhance development effectiveness by strengthening accountability, learning and partnerships. These cross-cutting areas will be included in programming processes, project implementation, budgeting, reviews and evaluations.
- 8.6 The UNDP Executive Board has approved a total commitment, subject to availability, of 18 million US Dollars from UNDP Regular Resources to support the activities detailed in this Country Programme Action Plan for the period beginning January 1, 2011 and ending December 31, 2014.
- 8.7 UNDP will intensify its resource mobilization efforts in collaboration with the GoI and strive to mobilize resources in the amount of US\$ 360 million US Dollars from bilateral sources, multilateral funding institutions, global trust funds, Global Environment Facility and the private sector. In the event of an unforeseen crisis or natural disaster, emergency funds will be mobilized through emergency appeals. Given the critical need to mobilize resources over and above UNDP's regular resources, the partnership and resource mobilization strategy for the Country Programme will hinge on regular policy dialogue between the Government, UNDP and strategic development partners. Should such resource mobilization efforts not yield the expected results, UNDP and the Government will review and re-prioritize the focus of interventions.
- 8.8 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in 10 working days from date of receipt of the request.
- 8.9 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment in 10 working days from date of receipt of the request.
- 8.10 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
- 8.11 UNDP will actively participate in UNCT efforts related to HACT implementation. Where under the HACT framework more than one UN agency provides cash to the same Implementing Partner, programme

monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

- 8.12 UNDP will develop a communications strategy that will provide a framework to enable UNDP to communicate more effectively with the Government and other national and international stakeholders, as well as the general public. Each UNDP intervention will develop a communications plan and provision for activities and media support to enhance stakeholders' trust in and ability to engage with UNDP. To ensure UNDP's operations have greater development impact, the communications strategy will promote (i) Awareness and understanding of UNDP activities, policies, strategies, objectives, and development results; (ii) Sharing and exchange of development knowledge and lessons learned, so as to provide fresh and innovative perspectives on development issues; (iii) Greater two-way flow of information between UNDP and its stakeholders, including project beneficiaries, in order to promote participatory development; and (iv) Transparency and accountability of UNDP operations. To these ends, UNDP will proactively share its knowledge and information about its work with stakeholders and the public at large.
- 8.13 UNDP desires to increase its presence inside Iraq, enabling it to work more closely with the Government in the country. Options for this will be dependent on the security situation, availability of appropriate housing, office space options and subject to availability of funding from programme cost-sharing and other resources to cover the increased staffing and operations costs.

9. COMMITMENTS OF THE GOVERNMENT

- 9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 20 October 1976. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to

UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

- 9.2 The Government will support UNDP's efforts to mobilise funds required to meet the financial needs of the Country Programme and will consider cost-sharing arrangements to support the implementation of the Country Programme with funds from national, regional and local sources. The Government will also cooperate with UNDP by encouraging potential donor governments to make available to UNDP the funds needed to implement the unfunded components of the Country Programme; and endorsing UNDP's efforts to raise funds for the Country Programme from the private sector both internationally and in Iraq.
- 9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact on cooperation.
- 9.4 The Government will authorise the publication through various national and international media of the experiences and results of the Country Programme.
- 9.5 The Government's contribution to the country programme will include:
- a) Supporting UNDP in resource mobilisation to meet the financial needs of the Country Programme;

- b) Facilitating local offices and related operational needs including contributions in kind;
- 9.6 The Government, over the period of the CPAP, will consider cost-sharing arrangements for the implementation of the Country Programme and Annual Work Plans based on a mechanism to be agreed between the GoI and UNDP.
- 9.7 The Implementing Partner shall provide the account details and identify the designated officials authorized to request and receive financial resources.
- 9.8 The standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner. The approved programme or project annual work plan shall constitute the main basis for request for funds and incurring of financial expenditures, taking into account UNDP Financial Rules and Procedures.
- 9.9 To facilitate scheduled and special audits, each Implementing Partner receiving funds from UNCT will provide the UNCT with timely access to:
- All financial records covering the transactional record of the funds provided by UNCT; and
 - All documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the funds have been received and utilised.
- 9.10 The findings of each audit will be reported to the Implementing Partner and UNCT. Each Implementing Partner will undertake to:
- Receive and review the audit report issued by the auditors;
 - Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNCT;
 - Conduct timely corrective actions to address the accepted audit recommendations.
 - Report on the actions taken to implement accepted recommendations to the UNCT.
- 9.11 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
- 9.12 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
- 9.13 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.
- 9.14 Cash assistance for travel and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations System (as stated in the ICSC circulars).

10. OTHER PROVISIONS – SIGNATURE PAGE

1.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 2014.

1.2 This CPAP supersedes any previously signed CPAP between the Government and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day [14 / 3 / 2011] in Baghdad, Iraq.

For the Government of Iraq

For the United Nations Development Programme
Iraq

Signature: 

Signature: 

Name: **Sami M. Polous**

Name: **Christine McNab**

Title: **Deputy Minister**

Title: **Resident Representative Iraq**

ANNEX 1 IRAQ-UNDP CPAP – RESULTS AND RESOURCES FRAMEWORK

National priority or goal - National Development Plan - Implement institutional and legal reforms to support national development					
<i>Intended UNDAF priority #1: Improved governance, including the protection of human rights; #5: Investment in human capital and empowerment of women, youth and children</i>					
Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
<p>Focus area: Democratic governance</p> <p>Key result area: Fostering inclusive participation and reconciliation</p>	<p>1. Government of Iraq and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation</p> <p>Indicators:</p> <p>1- IHEC has the capacity and the mechanisms to carry out fair and transparent election process for inclusion of all Iraqis in elections (2010: no; 2014 yes)</p> <p>2- # of CSOs with the capacity to promote participation in elections and national reconciliation (2010: 10; 2014: 30)</p> <p>3- Council of Representatives has the capacity and mechanisms to enhance national dialogue and reconciliation (2010: no; 2014: yes)</p>	<p>Strengthened institutional framework, organizational and human resource capacity of the IHEC to effectively conduct any electoral processes as Iraq's permanent electoral institution, established under the constitution</p> <p>Technical and administrative capacity of the Council of Representatives (COR) strengthened to perform its legislative, representative and oversight functions and support to national reconciliation</p>	<p>Number of laws reviewed in consultation with the CoR and relevant government institutions to reflect international best practices in the legal frameworks for elections and for electoral media campaigns (2010: 0; 2014: 3)</p> <p>IHEC has a permanent voter registry with safeguards to prevent fraud and mechanisms for inclusion of all Iraqis in elections (2010: no; 2014 yes)</p> <p>Number of personnel, disaggregated by gender, and representatives of relevant Iraqi partner institutions engaged in capacity building activities to enhance electoral management policies and processes (2010: 0; 2014: 450)</p> <p>Number of IHEC finance, human resources and inventory management systems assessed and upgraded (2010: 0; 2014:3)</p> <p>% of legislators elected in 2010 trained on legislative, representative and oversight functions (2010: 0; 2014: 50%)</p> <p>% of COR staff with enhanced capacity to perform administrative and support functions (2010: 10 %; 2014: 35%)</p> <p>Development of Parliamentary mechanisms to support national reconciliation (2010: no, 2014: yes)</p>	<p>UNAMI-EAD/Pol (Lead)</p> <p>UNOPS, UNESCO, UNWOMEN, IHEC, Communications and Media Commission,</p> <p>Council of Representatives, MoWA,</p> <p>political parties, MOP, MOPKRG, CSOs, media institutions</p>	<p>Regular Resources</p> <p>4,000,000</p> <p>Other Resources</p> <p>43,000,000</p> <p>Sub- total Resources</p> <p>47,000,000</p>

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
	4. Number and percentage of women candidates contesting national elections (2010: 1800; 2014: 2160 – 20% increase)	Improved political, policy and legal environment that allows CSOs to freely engage in national development and reconciliation processes	Existence of formal and/or informal mechanisms and processes that allow CSOs to freely engage in national dialogue and reconciliation processes (2010: no, 2014, yes) Number of laws and regulatory frameworks reviewed to reflect international best practices and media convergence technology (2010: 0; 2014: 3)		
		Enhanced participation of women in national and local governance processes	Women candidates have the capacity to undertake effective electoral campaigning (2010: no; 2014 yes) Number of women trained to lead, coordinate and monitor the implementation of electoral management policies and processes in targeted governorates (2010:0; 2014:150)		

National priority or goal – National Development Plan - Enhance social protection and availability of basic services; Commitment to sustainable human development

Intended UNDAF priority #1: Improved Governance, including the protection of human rights; #5: Investment in human capital and empowerment of women, youth and children

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
<p>Focus area: Democratic governance</p> <p>Key result area: Strengthening accountable and responsive governing institutions</p>	<p>1. Enhanced rule of law, protection and respect for human rights in line with international standards</p> <p>Indicators:</p> <p>1. % of courts that have court administration harmonized to minimum international standards (2010:0%; 2014: 15%)</p> <p>2. A system to map the backlog of civil and criminal cases developed (2010: no; 2014: yes)</p> <p>3. % of registered cases with the family response units with legal proceedings initiated (2010: 0; 2014: 50%)</p>	<p>Key national and local institutions strengthened to promote rule of law (including transitional justice), and administration of justice</p>	<p>% of men and women judicial officials better informed on law, courts administration and human rights in line with international standards (2010: 10%; 2014: 35%)</p> <p>% of men and women law enforcement officials capable of handling cases of human rights (including Security Council Resolution 1820 (2008)) and GBV in line with international standards (including Security Council Resolution 1325 (2000) (2010: 1%; 2014: 12%)</p> <p># of men and women penitentiary administrators capable of conducting capacity-building on human rights, GBV and administration in line with international standards (2010: 0; 2014: 40)</p> <p>Number of family response units established under Ministry of Interior (2010: 2; 2014: 18)</p> <p>Number of cases reviewed, investigated and processed by the family response units (2010: 0; 2014: 1000)</p> <p>Number of men and women supported by legal-aid centres (2010: 1000; 2012: 2000)</p>	<p>UNDP and UNAMI-HRO (Lead)</p> <p>UNWOMEN, UNICEF, European Union, United States Department of State, JICA, High Judicial Council, HJC-KRG, MoJ, MOPKRG</p> <p>MoHR, MoI, MoE, MoD, MoLSA, High Commission on Human Rights, NGOs</p> <p>MOD, MOI, PM's Office</p> <p>USAID, National Commission on Small Arms and Light Weapons</p>	<p>Regular Resources 3,000,000</p> <p>Other Resources 25,000,000</p> <p>Sub- total Resources 28,000,000</p>

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
	<p>4. Number of proposals and recommendations concerning Iraq's accession to international human rights treaties and conventions submitted (2010: 0; 2014: 5)</p> <p>5- Referral system for the High Commission for Human Rights in line with International Human Rights Standards is functional (Baseline 2010: No, Target : Yes)</p> <p>6. Review of security sector conducted and presented to the GOI (2010: no; 2014: yes)</p> <p>7. Database of small arms and light weapons created and managed (2010: no; 2014: yes)</p>	<p>Key government and non-governmental institutions have strengthened capacities to better protect and promote human rights in relation to international standards</p> <p>Enhanced Gol capacity to ensure accountable and effective security sector with civilian oversight</p>	<p>Number of Human Rights Commissioners with improved capacities to promote and uphold human rights (2010: 0; 2014: 14)</p> <p>% of trained High Commission for Human Rights staff in place (2010:0; 2014:100)</p> <p>Number of NGOs with improved capacities in advocacy and monitoring of human rights (2010: 350; 2014: 700)</p> <p>Number of legislations in force examined and evaluated by the High Commission for Human Rights (2010: 0; 2014: 5)</p> <p>Annual Report submitted by High Commission for Human Rights to the Council of Representatives and published widely (2010:0; 2014: one report each year)</p> <p>Gol provided with effective options in defining security sector policies, technical assistance and capacity development needs (2010: no; 2014: yes)</p> <p>National Small Arms and Light Weapons database created and managed (2010: no; 2014: yes)</p>		

National priority or goal – National Development Plan - Enhance social protection and availability of basic services; Commitment to sustainable human development

Intended UNDAF priority #1: Improved Governance, including the protection of human rights; #5: Investment in human capital and empowerment of women, youth and children

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
<p>Focus area: Democratic governance</p> <p>Key result areas: Strengthening accountable and responsive governing institutions Grounding democratic governance in international principles. Fostering inclusive participation</p>	<p>1. Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels</p> <p>Indicators:</p> <p>1. Government Public Sector Reform and Modernization Strategy adopted taking into account the national strategy for women and Security Council Resolution 1325 (2000) (2010: no; 2012: yes)</p> <p>2. Number of Ministries having capacities to undertake gender-responsive budgeting (2010:0; 2014: 3)</p> <p>3. National anti-corruption law for adherence to United Nations Convention against Corruption in place (2010: no; 2014: yes)</p>	Improved institutional mechanisms and capacities for efficient, gender-responsive and accountable public administration at national, regional and local levels	<p># of decentralized service delivery pilot projects implemented based on dialogue at the municipal, district and governorate level (2010:0; 2014: 9)</p> <p>Advocacy and training programs conducted to support women's advancement in decision making positions (2010: no; 2014: yes)</p> <p>National Strategy for Women formulated with action plan for implementation in place (2010: none; 2011: National Strategy with Action Plan formulated)</p>	<p>UNDP (Lead)</p> <p>UN-Habitat, ESCWA, UNWOMEN, UNFPA, UNOPS, World Bank, DFID, USAID</p> <p>MOP, Council of Ministers, PM Advisory Council, Min Science and Technology, MoMPW, MoE, MoHE, MoWR, MoH, MoWA, MoF, MoP-KRG, Provincial Councils, Governorate Council staff, Public Service Commission, MoEnv, NGOs, CSOs</p>	<p>Regular Resources 3,000,000</p> <p>Other Resources 134,000,000</p> <p>Sub- total Resources 137,000,000</p>
		Structures, processes, and human resources in the public sector strengthened to sustain the reform and modernisation effort including decentralization	<p>Gol's PSM strategy incorporates the results of UNDP's I-PSM Phase 1 assessments with implementation initiated by 2014 (2010: no; 2014: yes)</p> <p>Provision of policy options utilizing different country models of Senior Executive Service (2010: no; 2014: yes)</p>		
		Gol Officials exposed to relevant and similar PSM experiences in other countries as part of South-South Cooperation	<p># of Senior Gol Officials exposed to roles and authority of municipal government in other countries as part of South-South Cooperation (2010: none; 2014: 40)</p>		
		Capacity of Gol enhanced to implement e-governance strategy	<p>National action plan to implement the e- governance strategy is developed (2010: no; 2012: yes)</p> <p>National conference held to promote public awareness on e-governance covered by the media (2010: no; 2014: yes)</p> <p>Three e-governance community service centres piloted (2010: no; 2014: yes)</p>		
		National capacities developed to plan, coordinate and monitor international donor assistance	<p>Iraq Development Management System is functional (Baseline 2010: 60%; 2012: 100%)</p>		

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
		Gol has enhanced capacity at national, regional, and governorate levels to comply with the United Nations Convention against Corruption	% of relevant Government of Iraq staff capable of implementing relevant components of the National Anti-Corruption Strategy (2010: 0; 2011: 50% disaggregated by gender). Development of national plan identifying and enacting polices, regulations and best practices between the anti-corruption authorities and the judiciary (2010: no; 2014: yes)		
		National and sub national project implementation capabilities strengthened to meet international procurement and financial management standards	Internationally accepted procurement and financial management standards and procedures adopted and their use initiated (2010: no; 2014: yes)		
		Enhanced capacity of Gol to address TB and HIV/AIDS including the delivery and usage of the Global Fund to Fight AIDS, TB and Malaria (GFATM)	Number of delivery points for TB and HIV services meeting (WHO/national) defined minimum and gender-sensitive standards, disaggregated by counselling/ testing/ antiretroviral treatment (2010: 0, 2014: 15)		

National priority or goal – National Development Plan - Enhance rural development and environmental protection; Enhance social protection and availability of basic services

UNDAF priority #3: Environmental management and compliance with actions taken on ratified international environmental treaties and obligations;

UNDAF priority #4: Increased access to quality essential services; UNDAF priority #5 Investment in human capital and empowerment of women, youth and children

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
<p>Focus area: Poverty reduction and MDG achievement</p> <p>Key result area: Promoting inclusive growth, gender equality and MDG achievement</p>	<p>1. Gol has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies</p> <p>Indicators:</p> <p>1. Number of conflict sensitive Provincial Development plans with localized MDG targets (2009: 0; 2014: 6)</p> <p>2. National policies and programmes informed by gender disaggregated data (2009: no; 2014: yes)</p> <p>3. Percentage of achievement of targets of localized MDGs indicators: (2010: 0; 2014: 50%)</p> <p>4. Increased proportion of women, and youth (age group 20- 24) in the economic active labour force (2007: 42.9% for youth, 12% for women, 2014: 50% for youth, 25% for women)</p>	<p>National and sub-national capacities and mechanisms for formulation of conflict sensitive policies, regulatory frameworks and participatory planning for accelerating progress towards MDG implementation developed</p> <p>National and regional statistical offices capacitated for MDG monitoring and reporting for informed policy and national development planning processes</p> <p>Public authorities at national and sub-national levels demonstrate improved coordination, integration and accountability for local development and service delivery</p>	<p>Number of gender-responsive and conflict sensitive local development plans, strategies and budgets formulated in a participatory approach (2010:5; 2014:10)</p> <p>Number of Governorates with mechanisms for improved citizen and CSOs representation and participation in place for participatory and inclusive local development and service delivery (2010: 0; 2014: 5)</p> <p>Number of Governorates with localized MDG acceleration strategies and requisite budgetary allocations benefiting vulnerable populations (2010:0; 2014:6)</p> <p>Number of MDG and Living Standards Reports produced with gender and age disaggregated data (2010: zero; 2014: 4)</p> <p>Percentage of national and regional Statistical Office staff trained on MDG Monitoring & Reporting (2009: 1%; 2014: 10%)</p> <p>Multi-sectoral coordination and integration mechanisms are established at the governorate level (2009: 0; 2014: 5 Governorates)</p> <p>New standardized sub-national planning and budgetary processes are prepared by the government with inputs from governorates. (2009: No; 2014: Yes)</p>	<p>UNDP/MOP (Lead)UNEP, UNWOMEN ILO, WHO, UNESCO, UN-Habitat, UNICEF, UNFPA, ESCWA, UNIDO, OCHA World Bank, JICA, USAID, DFID, SIDA, MoP, MOPKRG, MoEnv, MoMPW, MoWR, MoF, MoIM, MoFA,MoA, MoH, MOLSA, MoSM, Provincial Councils, Mol, MoE, Prime Minister's Office, MoD, variety of CSOs and INGOs</p>	<p>Regular Resources 4,000,000</p> <p>Other Resources 88,000,000</p> <p>Sub- total Resources 92,000,000</p>

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
	<p>5. Inter-Ministerial structure and technical secretariat on trans-boundary water resources established (2009: 0; 2014: yes)</p> <p>6. MoWR Decision Support System governs water resource allocation (2009: no; 2014: yes)</p> <p>7. A National Adaptation Strategy approved by the Cabinet and initiated implementation at local levels (2009: no; 2013: yes)</p>	<p>Capacities of national and sub-national authorities and communities for effective environmental governance, natural and renewable resources management and climate change strengthened</p>	<p>United Nations Framework Convention on Climate Change National Communications submitted (2009: no; 2012: yes)</p> <p>A national policy on clean energy and reducing green house gas emissions formulated (2009: No, 2014; yes)</p> <p>A loss reduction strategy and programme for existing power utilities formulated (2009: no; 2014: yes)</p> <p>Decision Support System for rationalized and collaborative water management installed (2009: no; 2012: yes)</p> <p>An Integrated Water Resource Management approach is piloted at national and local levels (2009: no; 2012: yes)</p> <p>An integrated management framework for the southern Iraqi marshlands is adopted and implemented (2009: no; 2014: yes)</p>		
		<p>Comprehensive strategic frameworks at national and sub-national levels for disaster risk reduction developed</p>	<p>A draft national framework for Disaster Risk Management prepared (2009: no; 2013 yes)</p> <p>Institutional and Capacity Development Plans for an apex DRM institution formulated in line with the Hyogo Framework for Action (2009: no; 2012: no; 2014: yes)</p> <p>A drought mitigation programme formulated (2010: no; 2013: yes)</p>		
		<p>Crisis prevention and recovery principles and approaches incorporated into relevant national development frameworks and strategies</p>	<p>Number of national strategies and development plans with adequate resources to effectively prevent and respond to crisis (2010: 0; 2014: 5)</p> <p>Number of governorates utilizing crisis prevention and recovery strategies and national contingency plans in planning and resource allocation (2010:0;2014:6)</p> <p>Number of projects and activities implemented responding to recovery gaps and needs at community level through capacitated CSOs (2010: 70 projects 81 activities; 2012: 100 projects, 114 activities).</p>		

National priority or goal - National Development Plan - Enhance growth of the Iraqi economy; Commitment to sustainable human development

UNDAF priority #2: Inclusive, more equitable and sustainable economic growth; #5: Investment in human capital and empowerment of women, youth and children

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
<p>Focus area: Crisis prevention & recovery</p> <p>Key result area: Restoring the foundations for development</p>	<p>1. Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development</p> <p>Indicators:</p> <p>1- Iraqi airspace and air traffic regulated and managed in line with international standards (2010: no; 2014: yes)</p> <p>2- Volume (US \$) of growth related and bankable projects developed across infrastructure sectors (2009: below 1 billion; 2014: 2 billion)</p> <p>3- Change in national level perception of improved electricity supply (2009: 40%; 2014: 70%)</p>	<p>Gol has technical expertise to link multi-sector infrastructure investments to national budgets and IFI financing</p>	<p>Assessment of Multi Sectoral Investments undertaken (2010 – No, 2012 – Yes)</p>	<p>UNDP/MOP (Lead UNIDO, UNWOMEN, UN-Habitat, ILO, UNOPS, FAO, UNCTAD, WHO, ESCWA, WFP, IOM, ICAO World Bank, OECD, JICA, CHF, IMF, USAID , DFID Prime Ministry Advisory Board, MoF, MoIM, MoP,MOPKRG, MoA, MOLSA, MoT, MoE, MoEnv, MoI, MOCH, MoD, MoMPW, MoWA, National Investment Commission, Regional Mine Action Centre, Federation of Chambers, Iraqi Federation of Industries, Trade Unions, other CSOs</p>	<p>Regular Resources 4,000,000</p> <p>Other Resources 70,200,000</p> <p>Sub- total Resources 74,200,000</p>
		<p>Gol is better able to implement national civil aviation and ports regulatory frameworks in compliance with international standards</p>	<p>Action Plan in place to implement f recommendations of the 10-year Civil Aviation Master Plan (2010: No; 2012: Yes)</p> <p>AIS/VTS Operation Centre functional in line with AIS/VTS Strategy approved (2010: No; 2013: Yes)</p>		
		<p>Gol is better placed to address participation issues of vulnerable groups in civilian sector economic activities</p>	<p>Support to National Human Development Report focused on Youth (2010:no; 2012: yes)</p> <p>A national policy to ensure economic empowerment of identified vulnerable groups (e.g. women, youth, IDP and persons with disabilities) drafted (2009: no; 2014: yes)</p> <p>Targeted strategies for economic empowerment of women implemented in selected governorates (2010:none 2014: 3)</p> <p>Number of persons with disabilities establishing income generating private businesses in selected governorates (2010; 133, 2014; 500)</p>		

Programme component	Country programme outcomes	Country programme outputs	Country programme output indicators, baselines and targets	Partners	Indicative Resources
	<p>4- Number of State-owned enterprises restructured with adequate social mitigation measures (2010: 0; 2014: 2)</p> <p>5- % increase in employment in the private sector disaggregated by gender and age (2008: 22%, 2014: 35%)</p> <p>6- % of female professional and technical workers (2008: 61.8%; 2014: 72%)</p> <p>7- Mine Action regulatory framework and coordination mechanism established (2009: Draft Decree for Mine Action; 2014: Mine action regulatory authority legalized)</p>	<p>Support GOI to promote economic diversification and job creation through enabling policies and regulatory systems for private sector development</p>	<p>State Owned Enterprise Restructuring Plan in place (2009: no; 2014: yes)</p> <p>Social dialogue mechanism institutionalized to foster inclusive private-public partnerships. (2009:no ; 2014: yes)</p> <p>% of SMEs with access to quality financial services (2009: 0; 2014: 10)</p> <p>Number of governorates piloting policy and programme initiatives targeting private sector development under UNDP programmes (2009: 0; 2012: 3; 2014: 6)</p>		
		Enhanced Gol capacity to implement relevant reintegration, social inclusion and protection measures in selected areas	Number of UNDP supported civilian reintegration programmes targeting vulnerable groups and/or members of non-statutory armed groups (2010: 0; 2014: 3)		
		Regulatory and coordination mechanism established for a Gol led sustainable national mine action programme to reduce the land mine and explosive remnants of war (ERW) impact in Iraq	<p>Regulatory framework and coordination mechanism based on Iraqi National Mine Action Standards and quality management established (2010:no;2014:yes)</p> <p>Number of persons with disabilities received rehabilitation and vocational training services from non-governmental organizations (2010; 4,880 2014; 18,000)</p> <p>National humanitarian demining organisation capable of conducting MRE and UXO/Landmine clearance established (2010:No/1 INGO; 2014: Yes/National)</p>		

Grand Total of Regular Resources: \$ 18,000,000	Grand Total of Other Resources: \$ 360,200,000	Grand Total of UNDP Resources: \$ 378,200,000
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ANNEX 2 IRAQ-UNDP CPAP INTEGRATED MONITORING AND EVALUATION PLAN 2011-14

IMEP, 2011-14	2011	2012	2013	2014
Major events / processes using research, M&E data	<ul style="list-style-type: none"> Annual CPAP Review Annual UNDAF Review (UNAMI) 	<ul style="list-style-type: none"> Annual CPAP Review Annual UNDAF Review (UNAMI) 	<ul style="list-style-type: none"> Annual CPAP Review Annual UNDAF Review (UNAMI) Common Country Assessment (UNAMI) 	<ul style="list-style-type: none"> New UNDAF Joint Strategy meetings
Surveys and Studies	<ul style="list-style-type: none"> Iraq Living Standards Report Fiduciary Risk Assessment Participatory review of decentralisation actions supported through LADP, PSM-I, Mine Action, 	<ul style="list-style-type: none"> Iraq MDG Report Micro-HACT assessments Iraq NHDR III 	<ul style="list-style-type: none"> Iraq Living Standards Report 	<ul style="list-style-type: none"> Iraq MDG Report
Evaluations	<p>UNDP Outcome Evaluation on</p> <p>“Enabling policy and regulatory environment in place for rapid economic recovery, inclusive growth and economic diversification ”</p>	<p>UNDP Outcome Evaluation on</p> <p>“ Enhanced rule of law, protection and respect for human rights in line with international standards”</p> <p>External evaluation of joint UN private sector development programme (UNAMI)</p>	<p>UNDP Outcome Evaluation on</p> <p>“Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local level”</p> <p>Electoral Assistance (joint evaluation of programme)</p> <p>CPAP MTR</p>	<p>UNDP Outcome Evaluation on</p> <p>“Government of Iraq has the institutional framework to develop and implement MDG based pro-poor equitable and inclusive socio-economic and environmental policies and strategies”</p> <p>UNDAF Evaluation</p>
Monitoring Systems	<ul style="list-style-type: none"> Annual monitoring of MDGs 	<ul style="list-style-type: none"> Annual monitoring of MDGs 	<ul style="list-style-type: none"> Annual monitoring of MDGs 	<ul style="list-style-type: none"> Annual monitoring of MDGs
Partners’ major data collection activities	<ul style="list-style-type: none"> MoP Development Assistance database MoP/MoF Development Management System 	<ul style="list-style-type: none"> MoP Development Assistance database MoP/MoF Development Management System 	<ul style="list-style-type: none"> MoP Development Assistance database MoP/MoF Development Management System 	<ul style="list-style-type: none"> MoP Development Assistance database MoP/MoF Development Management System
M&E Capacity Building	<ul style="list-style-type: none"> Support to COS/KRSO on disaggregating national indicators by gender 	<ul style="list-style-type: none"> Support to COS/ KRSO on anti-corruption surveys 	<ul style="list-style-type: none"> Support to COS/ KRSO 	<ul style="list-style-type: none"> Support to COS/ KRSO
Use of Information	<ul style="list-style-type: none"> Review and update the CPAP and AWP Iraq MDG Report 	<ul style="list-style-type: none"> Review and update the CPAP and AWP 	<ul style="list-style-type: none"> Review and update the CPAP and AWP Input to UNDAF evaluation 	<ul style="list-style-type: none"> Preparation of new CPAP and AWP

Annex 3 Acronyms List Country Programme Action Plan

AIS/VTS	Maritime Automatic Identification Systems/ Vessel Traffic Services
AWPs	Annual Work Plans
CCA	Common Country Assessment
CHF	An International NGO
CoR	Council of Representatives
COS	Central Office of Statistics
CP	Country Programme
CPAP	Country Programme Action Plan
CPAP MTR	Country Programme Action Plan-Mid-Term Review
CPD	Country Programme Document
CPR	Conflict Prevention and Reconciliation
CSR	Corporate Social Responsibility
CSOs	Civil society organizations
DFID	UK Department for International Development
DIM	Direct Implementation Modality
DRM	Disaster Risk Management
EAD	Electoral Assistance Division (UNAMI)
ERP	Enterprise Resource Planning
ERW	Explosive Remnants of War
ESCWA	Economic and Social Commission for Western Asia
FACE	Fund Authorization and Certificate of Expenditure
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GFATM	Global Fund to Fight AIDS, TB and Malaria
GHG	Green House Gas
GMS	General Management Support
GoI	Government of Iraq
HACT	Harmonized Approach for Cash Transfers
HIV	Human Immunodeficiency Virus
HJC	High Judicial Council
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IGO	Intergovernmental Organisations
IHEC	Independent High Electoral Commission
ILO	International Labour Organization
INGO	International Non-Governmental Organisation
IMF	International Monetary Fund
IOM	International Organization for Migration
IRFFI	Iraq Reconstruction Fund Facility for Iraq
ITF	Iraq Trust Fund
JICA	Japan International Cooperation Agency
KRG	Kurdistan Region
KRSO	Kurdistan Regional Statistics Office

LADP	Local Area Development Programme
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoCH	Ministry of Children
MOD	Ministry of Defence
MOE	Ministry of Electricity
MoEnv	Ministry of Environment
MoEn	Ministry of Energy
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of the Interior
MoIM	Ministry of Industry and Minerals
MOJ	Ministry of Justice
MOLSA	Ministry of Labour and Social Affairs
MoMPW	Ministry of Municipalities and Public Works
MOP	Ministry of Planning
MOP-KRG	Ministry of Planning-Kurdistan Region
MOT	Ministry of Trade
MOWA	Ministry of Women's Affairs
MOWR	Ministry of Water Resources
MoYS	Ministry of Youth and Sports
MTR	Mid-Term Review
NDP	National Development Plan
NDS	National Development Strategy
NIM	National Implementation Modality
NGOs	Non-governmental organization
NHDR	National Human Development Report
Non-UN	Non United Nations
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PM Advisory Council	Prime Minister's Advisory Council
PM's Office	Prime Minister's Office
PSM	Public Sector Modernisation
PWGs	Programme Working Groups
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises
SOTs	Sector Outcome Teams
Sq Km	Square Kilometres

TB	Tuberculosis
UN	United Nations
UNAMI	United Nations Assistance Mission in Iraq
UNAMI-EAD	United Nations Assistance Mission in Iraq-Electoral Assistance Division
UNAMI-HRO	United Nations Assistance Mission in Iraq- Human Rights Office
UNAMI-Pol	United Nations Assistance Mission in Iraq - Political Section
UNCAC	United Nations Convention against Corruption
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nation Development Assistant Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	Economic and Social Commission for Western Asia
UNFCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHABITAT	United Nations Agency for Human Settlements Providing Adequate Shelter For All
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNOPS	United Nations Office for Project Services
UNSCR	United Nation Security Council Resolution
US	United States
USAID	United States Agency for International Development
USFI	United States Forces-Iraq
WFP	World Food Programme
WHO	World Health Organization

Annex 4 UNDP-Iraq Country Programme Action Plan

International Conventions and Treaties
Signed, Ratified or Acceded to by Iraq

Serial No.	Treaty/ Convention
1.	Protocol for the Prohibition of the Use in War of Asphyxiating, Poisonous or Other Gases, and of Bacteriological Methods of Warfare (Geneva, 1925, acceded 1931)
2.	Procès-verbal relating to the Rules of Submarine Warfare set forth in Part IV of the Treaty of London of 22 April 1930 (London, 1936)
3.	Constitution of the World Health Organization (New York, 1946, accepted 1947); Amendments to articles 24 and 25 (accepted 1970); Amendment to article 74 of the Constitution of the World Health Organisation (accepted 1984)
4.	Convention on the Prevention and Punishment of the Crime of Genocide (UN General Assembly, 1948) (acceded 1959)
5.	Universal Declaration of Human Rights (UN General Assembly, 1948)
6.	Single Convention on Narcotic Drugs (UN General Assembly 1961, superseding the previous "Lake Success Protocol" of 1946, which superseded previous Protocols on Narcotic Drugs dated 1912, 1925, 1931 and 1936 (signed 1946 and accepted 1950)
7.	Slavery Convention (Geneva, 1926 and amended by Protocol, 1955) (accepted 1955)
8.	Convention for the Suppression of the Traffic in Persons and of the Exploitation of the Prostitution of Others (UN General Assembly, 1949) (acceded 1955)
9.	United Nations 1956 Supplementary Convention on the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery (Geneva, 1956, ratified 1963)
10.	Geneva Conventions of 12 August 1949 (State Party, 14 February 1956)
11.	Convention for the Protection of Cultural Property in the Event of Armed Conflict (The Hague, 1954, ratified 1967) and First Protocol (1954, ratified 1967); Second protocol (1999) not ratified
12.	Vienna Convention on Diplomatic Relations (Vienna, 1961, ratified 1963)
13.	Optional Protocol to the Vienna Convention on Diplomatic Relations concerning Acquisition of Nationality (Vienna, 1961, ratified 1963)
14.	International Covenant on Economic, Social and Cultural Rights (UN General Assembly, 1969, ratified 1971)
15.	International Covenant on Civil and Political Rights (UN General Assembly, 1969, ratified 1971; Iraq did not sign the First and Second Protocols)
16.	International Convention on the Elimination of All Forms of Racial Discrimination (UN General Assembly, 1969, ratified 1970)
17.	Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (Paris, 1970, accepted 1973)
18.	Convention Concerning the Protection of the World Cultural and Natural Heritage (Paris, 1972, accepted 1974)
19.	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on their Destruction (London, Moscow, Washington, 1972, ratified 1991)
20.	Convention on Psychotropic Substances (Vienna, 1971, acceded 1976)
21.	Protocol to the Agreement on the Importation of Educational, Scientific and Cultural Materials (Nairobi, 1976, acceded 1978)
22.	International Convention on the Suppression and Punishment of the Crime of Apartheid (UN General Assembly 1973, acceded 1976)
23.	Convention on the Elimination of All Forms of Discrimination against Women (UN General Assembly, 1981, acceded 1986)
24.	International Convention against Apartheid in Sports (UN General Assembly, 1985, acceded 1989)
25.	Convention on the Rights of the Child (1989, acceded 1994); Amendment to article 43(2) (1985, accepted 2001)
26.	Food Aid Convention (London, 1999)

27.	Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction (Paris and New York, 1993, acceded 2009)
28.	Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction (Oslo, 1997)
29.	United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances (Vienna, 1998, acceded 1998)
30.	Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict (2000, acceded 2008)
31.	Agreement on International Roads in the Arab Mashreq (Beirut, 2001; signed 2002, ratified 2008)
32.	International Health Regulations (2005)
33.	United Nations Convention against Corruption (UN General Assembly, 2003, acceded 2008)
34.	Core Conventions of the ILO: C29 (Forced Labour) (ratified 1962), C98 (Right to Organize and Collective Bargaining) (ratified 1962), C100 (Equal Remuneration) (ratified 1963), C111 (Discrimination, Employment and Occupation) (ratified 1959), C138 (Minimum Age Convention) (ratified 1985), C182 (Elimination of the Worst forms of Child Labour) (ratified 2001)
35.	WHO Framework Convention on Tobacco Control (Geneva, 2003, acceded 2008)
36.	Vienna Convention for the Protection of the Ozone Layer (Vienna, 1995, acceded 2008)
37.	Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography (acceded 2008)
38.	United Nations Framework Convention on Climate Change (Rio de Janeiro, 1992, acceded 2009) and Kyoto Protocol to the UN Framework Convention on Climate Change (2009)
39.	Convention on Biological Diversity (Rio de Janeiro, 1992, acceded 2009)
40.	Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the UN Convention against Transnational Organized Crime (Palermo, 2000, acceded 2009)
41.	Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, plus Supplement (Palermo, 2000, acceded 2009)

Annex 5: Linkage with National Goals, UNDAF, UNDP Strategic Plan, and MDGs

NDP National Goals	UNDAF Priorities	UNDP CP Outcomes	UNDP Global Strategic Plan - Goals	MDGs
Implement institutional and legal reforms to support national development	Improved governance, protection of human rights Investment in human capital including women, youth and children	Gol and civil society have participatory mechanisms for electoral processes, national dialogue and reconciliation	Fostering Inclusive Participation and Reconciliation	MDG 2 MDG 3 MDG 8
Enhance social protection and availability of basic services	Improved governance, protection of human rights	Enhanced rule of law, protection and respect for human rights	Strengthening Accountable and Responsive Governing Institutions	MDG 2 MDG 3 MDG 8
Commitment to sustainable human development	Investment in human capital including women, youth and children			
Enhance social protection and availability of basic services	Improved governance, protection of human rights	Strengthened regulatory frameworks institutions and processes for accountable, transparent and participatory governance	Grounding Democratic Governance in International Principles	MDG 2 MDG 3 MDG 8
Commitment to sustainable human development	Investment in human capital including women, youth and children			
Enhance social protection and availability of basic services	Increased access to quality essential services Investment in human capital and empowerment of women, youth and children	Institutional framework for MDG based, pro-poor , equitable and inclusive socio-economic, environmental policies and strategies	Promoting Inclusive Growth, Recovery and Achieving the MDGs	MDG 1 MDG 2 MDG 3 MDG 4 MDG 5 MDG 6 MDG 7 MDG 8
Enhance rural development and environmental protection	Environmental management and compliance with international treaties			
Enhance growth of the Iraqi economy	Inclusive, more equitable and sustainable economic growth	Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development	Restoring the Foundations for Development	MDG 1 MDG 2 MDG 3 MDG 8
Commitment to sustainable human development	Investment in human capital including women, youth and children			

