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Country programme document for Iraq (2016-2020)

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I. Programme rationale

1. Prolonged periods of dictatorship and war have made Iraq a weak state. Following the overthrow of the Ba’athist regime in 2003, international military intervention and armed insurrection left Iraq divided along sectarian, ethnic and geographic lines. Exacerbating matters further, the Islamic State in Iraq and the Levant (known as ISIL) captured large areas of Anbar Province in January 2014. This precipitated wide displacement of over one million civilians. The situation deteriorated further when ISIL overran Mosul, the second largest city, in June 2014, capturing large portions of territory in the governorates of Salahuddin, including its capital, Tikrit, and parts of Diyala, all predominantly Sunni governorates with sizeable minority communities. Today, the number of internally displaced persons within the borders of Iraq has reached over 3 million¹, over 1 million of whom are hosted by the Kurdistan region of Iraq. The Kurdistan region has generally enjoyed relative stability since 1991. Considerable development gains have been accumulated over the past two decades, and the Kurdistan regional government has developed an ambitious plan, ‘Vision 2020’, to deepen these gains.

2. At the broadest level, the transition of Iraq from a centralized state to a functioning democracy has been distorted and remains incomplete. This is manifested in large areas being outside government control over prolonged periods; pervasive insecurity and violence – not least sexual-and gender-based violence, which has resulted in the deaths of over 14,000 women since 2003² – loss of momentum in the adoption and implementation of vital reforms; poor accessibility, limited coverage and sub-standard quality of basic services (social, economic and rule of law); massive population displacement; and a severe lack of public trust and confidence in the state.

3. Among the underlying causes are endemic corruption,³ which siphons funds away from development and security priorities, and mismanagement of national assets and resources. Politically driven distribution of oil revenues and the national budget has created poorly prioritized, inequitable delivery systems for goods and services, crippled by chronically inadequate capacity and resources. The inability of the state to resolve sources of conflict, aggravated by exclusionary politics, a sectarian quota system, and ‘cleansing’ of religious and/or ethnic minorities in several provinces, have prolonged war and destruction.

4. Many interconnected structural problems underpin these challenges at the community, governorate and national levels. Notable among these are complex regional political dynamics; a majoritarian democracy; a highly centralized government, with limited room for participatory approaches in decision-making and weak engagement with civil society; a dysfunctional legal system; and erosion of the social fabric, resulting in the alienation of large segments of the population from state institutions and politics. Further, the dependence on a single commodity, has created a rentier economy dominated by the oil sector. That sector provides more than 90 per cent of government revenue and 80 per cent of foreign exchange earnings⁴, inhibiting the emergence of a strong private sector and exposing Iraq to oil price shocks. This has hampered job creation for a rapidly growing youth population. Additionally, disaster risks from water scarcity⁵ and the state of the Mosul Dam⁶ could have severe repercussions if left unattended.

5. To support the transition of Iraq to a functioning democracy, UNDP targeted five key issues in the previous country programme cycle: (a) parliamentary and civil society support; (b) rule of law; (c) support for transparent and accountable institutions; (d) inclusive, sustainable economic and environmental development; and (e) support to the private sector.

¹ Institute of Medicine displacement tracking matrix, August 2015

(file:///Users/Andrew/Downloads/20150811_IOM_DTM_RoundXXVI_Report_August2015.pdf)

² *No Place to Turn: Violence against women in the Iraq conflict*, Ceasefire Centre for Civilian Rights and Minority Rights Group International, February 2015; <http://reliefweb.int/sites/reliefweb.int/files/resources/ceasefire-report-no-place-to-turn.pdf>

³ Transparency International Iraq Country Profile, March 2015: http://www.transparency.org/files/content/corruptionqas/Country_profile_Iraq_2015.pdf

⁴ Central Intelligence Agency World Factbook, Iraq Country Profile. <https://www.cia.gov/library/publications/the-world-factbook/geos/iz.html>

⁵ <http://www.iraqicivilsociety.org/archives/4692>

⁶ <https://watersecurity.wordpress.com/2015/05/10/isis-and-water-security-threats>

6. Key governance-focused results during the previous cycle included enabling the Independent High Election Commission to conduct parliamentary and regional elections in 2014, commended by independent observers⁷ for being relatively fair and transparent. Approximately 12.6 million Iraqis cast ballots in 2,667 polling centres (62 per cent of eligible voters in the parliamentary elections and 76 per cent in governorate council elections in the Kurdistan region⁸). With UNDP support, the Commission created a gender unit that facilitated women-specific awareness campaigns and expanded women's participation. UNDP assisted the Parliament in professionalizing both its secretariat and parliamentary committees⁹, emphasizing capacity development of women parliamentarians¹⁰. The work of UNDP with the Parliament stressed citizen participation through civil society engagement in the legislative process. A complementary investment in civil society organizations allowed them to plan and deliver national human rights, anti-corruption and gender programmes, contributing to a more active role for civil society¹¹. UNDP also assisted the Commission of Integrity in establishing the Academy of Anti-Corruption. Over 34,000 government officials were sensitized on how to carry out their responsibilities to monitor and report corruption in service delivery. To advance the implementation of decentralization in 2014, UNDP helped prepare 11 provincial multi-year plans that introduced a new methodology for decentralized planning.

7. With regard to sexual and gender-based violence, a key achievement supported by UNDP was the establishment of family protection and legal aid units¹² at national and regional levels, benefiting over 15,000 people.

8. Within its crisis response, UNDP launched micro-business initiatives targeting approximately 40,000 refugees and members of host communities, including widows, disabled persons and female heads of households. With the escalation of conflict in Syria and Iraq, UNDP initiated a crisis response mechanism at the community level for sustainable livelihoods and recovery, which directly benefited approximately 15,000 individuals¹³. To coordinate and manage the larger response, UNDP worked with the Iraqi Council of Ministers secretariat in establishing the Joint Coordination and Monitoring Centre¹⁴ and with the Kurdistan regional government in establishing the Joint Crisis Coordination Centre¹⁵. Supported by UNDP with capacity-building, these crisis management and coordination bodies work with relevant counterparts, including the United Nations

9. At the policy level, UNDP provided advisory services for the finalization of Law 21 on the devolution of power and local governance reforms, the legal aid and shelter laws, the national anti-corruption strategy, the national security strategy, the disaster risk reduction strategy, the national environmental strategy and action plan, and the private sector development strategy – all critical elements of an enabling environment for development.

10. The findings of the 2013 assessment of development results¹⁶ show that UNDP contributed to strengthened policies, legislation and institutional capacity, as well as restoring public services and infrastructure as Iraq emerged from the 2005-2007 crisis. It also noted that programme design could have been more focused and sensitive to the difficult delivery environment, and that UNDP programme models and approaches, particularly in the area of governance, were not sufficiently customized to the local context and culture. Moreover, remote implementation of programmes from

⁷ Election Observation Mission Report (<http://www.unpo.org/downloads/954.pdf>)

⁸ Third report of the Secretary-General submitted pursuant to paragraph 6 of resolution 2110 (2013) (S/2014/485)

⁹ <http://www.iq.undp.org/content/iraq/en/home/presscenter/pressreleases/2014/11/16/workshop-to-support-the-iraqi-parliament-on-the-management-revision-and-the-analysis-of-the-of-the-national-budget.html>

¹⁰ <http://www.iq.undp.org/content/iraq/en/home/presscenter/articles/2013/05/16/ensuring-their-voices-are-heard-the-struggle-of-female-parliamentarians.html>

¹¹ <http://www.iq.undp.org/content/iraq/en/home/presscenter/articles/2013/05/01/undp-provides-grants-to-iraqi-civil-society-organisations.html>

¹² <http://www.iq.undp.org/content/iraq/en/home/presscenter/articles/2013/09/26/building-the-capacity-of-iraq-s-family-protection-units.html>

¹³ <http://reliefweb.int/report/iraq/one-year-after-mosuls-fall-iraqs-worsening-displacement-crisis>

¹⁴ <http://www.basnews.com/en/news/2015/07/26/new-partnership-to-support-humanitarian-coordination-in-iraq/>

¹⁵ <http://www.iq.undp.org/content/iraq/en/home/presscenter/pressreleases/2015/05/17/first-ever-crisis-coordination-and-disaster-preparedness-centre-in-kurdistan.html>

¹⁶ Assessment of Development Results Iraq: <http://web.undp.org/evaluation/evaluations/adr/iraq.shtml>

outside the country limited access to national partners and project sites, adversely affecting programme contributions.

11. In response, the UNDP country office moved from Jordan to Baghdad in January 2014 and expanded its presence inside the country, establishing an operational hub and programming office in Erbil, and programme offices in Basra and Karbala, with plans to establish an additional office in Kirkuk. The country office designed interventions that ensure development results are sustained through policy and legal frameworks, and closer collaboration with provincial stakeholders to ensure that capacity is in place for planning, budgeting and executing development plans. UNDP has signed compacts with the Basra and Karbala governorates to support budget execution and development plans.

12. The Prime Minister has formally requested UNDP to support implementation of the government framework, 2014-2018, as well as the recent anti-corruption reforms. The United Nations system is recalibrating its response through a revised United Nations Development Assistance Framework, 2015-2019. Most recently, a strategic assessment mission, deployed in April 2015, recommended a focus on, inter alia, reconciliation (coordinated by the United Nations Assistance Mission for Iraq – UNAMI), rule of law, human rights, security sector reform, and stabilization and recovery in areas liberated from ISIL.

13. From these recommendations, analysis of work done in the previous country programme cycle, and the evolving situation in Iraq, UNDP has crafted a programme strategy to consolidate the transition of Iraq. The suggested pathways for UNDP programming are: (a) developing a framework for rights, peace and stability through public institutional reform; (b) improving delivery of public goods and services through administrative and fiscal reform and devolution from the national Government to the governorates; and (c) reviving communities through direct intervention to stabilize newly liberated areas in preparation for early returns and recovery. These choices take into account national priorities, the comparative advantage, and strategic partnerships. Successful implementation of these approaches is expected to contribute to greater social peace, more responsive and accountable public institutions, and the strengthening of democracy overall. As mentioned above, the lessons learned highlighted in the assessment of development results for Iraq and the global experience of UNDP in these sectors will play a major role in shaping activities. UNDP will also coordinate activities closely with UNAMI and the United Nations country team.

II. Programme priorities and partnerships

14. The three programme elements will be addressed in the following ways: (a) institutional reform, focused on key national institutions and the general population, with significant benefits for women and girls affected by sexual and gender-based violence; (b) devolution of administrative and fiscal powers to governorates, emphasizing on eight governorates across Iraq; (c) contribution to the safe, voluntary return of internally displaced persons through stabilization, peacebuilding and early recovery, prioritizing the most vulnerable, minorities, internally displaced persons, youth and women, and female-headed households.

15. Given the special status of the Kurdistan region, UNDP will work with the regional government to (a) implement ‘Vision 2020’ as a key pillar of the country programme, and (b) prevent the progress of the region from sliding back due to the influx of internally displaced persons and refugees, and budgetary constraints. UNDP will provide support to host communities and internally displaced persons to alleviate their suffering and mitigate the burden placed on the Kurdistan regional government and will support the Kurdistan region governorates in improving their service delivery systems and development planning capacities.

Public institutional reform

16. UNDP will support legal and law enforcement institutions at the national level in becoming more transparent and accountable, including implementing the national security strategy developed in the previous country programme cycle. Support will include developing an action plan for reform of the

security sector, and strengthening democratic oversight by raising the capacity of the Security and Defence Committee of the Council of Representatives. Activities will continue to support the Parliament, with the assistance of local civil society organizations, in promoting inclusive legislative processes, encouraging political reconciliation and transitional justice. In partnership with the Office of the United Nations High Commissioner for Human Rights and UNAMI, UNDP will work on initiatives for judicial and criminal justice reform, including by developing curricula and criteria for the recruitment and training of judges, prosecutors and police.

17. Although a number of political challenges remain, it is also widely believed that reforms are crucial. Lack of progress will consequently lead to disillusionment. UNDP is focusing on areas also outlined in the Prime Minister's reform programme, placing special emphasis on anti-corruption aspects in response to a specific request in this area while supporting the offices of inspectors general in their oversight and investigative functions. As part of the reform programme, UNDP is developing procedures and training materials for the merit-based recruitment of senior government officials

Effective devolution of administrative and fiscal powers

18. Underlying UNDP efforts to promote the effective devolution of administrative and fiscal powers are joint efforts, with UNAMI, to support implementation of the Provincial Powers Act (Law 21), which transfers the powers of eight ministries to the provincial level and delegates certain security powers to governors. To eliminate multiple tiers of deprivation and promote equitable, balanced service delivery, UNDP will support the federal and provincial governments in reforming financial management and budget execution. Effective budget execution at the provincial level is seen as an important measure in ensuring economic and social inclusion. UNDP has a track record of supporting such activities through the Integrated Public Sector Modernization Programme¹⁷ and the Kurdistan Public Sector Modernization Programme.

19. UNDP has scaled up its presence in Basra province, which – despite being the main oil-producing governorate with a \$10 billion annual budget – exhibits signs of deep impoverishment and has a budget execution rate of only 22 per cent. To tackle the problem of centralized, archaic state structures, the country office signed the Basra Compact with the provincial authorities in May 2015¹⁸. This platform provides on-site support to the Governor and the Provincial Council in the areas of decentralization, public financial management and strategic planning, environment, gender, and private sector development.

20. UNDP will help improve the preparedness of other local authorities for the upcoming devolution of power by building their capacity to prepare annual investment plans and develop financial management procedures and policies to accelerate budget execution, especially in priority sectors. Additionally, UNDP is working with provincial and local authorities to put in place monitoring and evaluation systems for budget execution to assess performance against spending. UNDP will explore options for the above programme elements to contribute to economic reform and public sector development.

Stabilization

21. An important component of the UNDP programme will be stabilizing areas wrested from ISIL control (three are now almost fully liberated: Salahuddin, Kirkuk and Diyala). UNDP will assist the Government with (a) rehabilitating community infrastructure to restore basic services; (b) enhancing the capacity of local authorities; (c) supporting livelihoods, employment and income generation; and (d) community reconciliation.

22. Through the newly established Funding Facility for Immediate Stabilization, UNDP will support government efforts to create safe conditions for the return of internally displaced persons to liberated areas. All activities will be decided in agreement with the national Government and respective provincial governors, based on the priorities identified with local-level stakeholders. A key partner in

¹⁷ <http://www.iq.undp.org/content/iraq/en/home/presscenter/pressreleases/2014/12/03/support-to-the-iraqi-public-sector-modernization-reaffirmed.html>

¹⁸ <http://www.iq.undp.org/content/iraq/en/home/presscenter/pressreleases/2015/05/05/the-basra-compact-a-flagship-partnership-to-revive-the-economy-in-southern-iraq.html>

stabilization efforts, at both the policy and technical levels, is the working group on stabilization of the Global Coalition to Counter ISIL. There will be close coordination with other United Nations partners. Given the sensitive nature of stabilization and the fragile conditions prevailing in many newly liberated areas, concerns over human rights, protection, gender and inclusion will be taken into account in prioritizing and sequencing activities.

23. UNDP will assist communities by financing light repairs to basic public infrastructure, including clinics, police stations, water facilities, power grids, and local government offices. UNDP will provide technical support to local governments, boosting their capacity to cope with the challenges. These deployments are expected to provide local authorities with the administrative and operational tools needed to deliver basic services and provide for returning populations. Micro-credit grants will jump-start the local economy and generate income for local households returning to their homes. Whenever possible, cash support will be focused on female-headed households and youth. Solid waste removal will provide cash-for-work opportunities, especially for the youth. UNDP will pursue a strategy for reconciliation that focuses on building capacity and mobilizing influential local actors, including religious and tribal leaders and youth and women's groups, to promote social peace through mediation training and inter-community dialogue. Similar activities will be undertaken to promote peace between internally displaced persons and host communities.

III. Programme and risk management

24. This country programme document outlines UNDP contributions to national results and serves as the primary basis of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

25. UNDP recognises the uncertainty and risks posed by the conflict in the country for the successful implementation of the proposed programme. There is a possibility of a major escalation of conflict, increased militarization, de-prioritization of key reforms or their co-option by vested interests, partisan gridlock, and continuing shortfalls in partner capacity. In the latter case, the main risks are a slow speed of response, high staff turnover, and restrictions imposed by the security environment.

26. To help mitigate these risks, UNDP will engage with government and national partners to maximize national ownership, broaden the base of national implementation and apply a rigorous vetting processes to verify the capacity of partners, taking remedial action where needed. National staff will be trained to assume greater responsibilities in anticipation of any sudden evacuation of internationals. UNDP will introduce greater flexibility and responsiveness in its programming through area-based assessments and monitoring exercises aimed at early detection of challenges, and will apply fast-track procedures whenever necessary. These measures will be complemented by a further expansion of the UNDP country presence. Erbil is now a thriving programmatic and operational hub, and operations have been extended to Basra, which will serve southern governorates, and Karbala, for the mid-Euphrates governorates. During this country programme period, further expansion is envisioned in Kirkuk, as security permits. Security risks and the UNDP presence will be managed through regular programme criticality exercises so as to establish appropriate institutional arrangements. These will be reinforced by updated business continuity plans; more collective approaches (with UNAMI and the United Nations country team) for managing risk; and more realistic mutual expectations between the Government, UNAMI, UNDP, other national partners, and donors. Risk transfer through the utilization of recruitment companies will ensure that needed international experts are deployed in high-risk areas.

27. The estimated resource base of the programme is \$235,662,000, approximately \$7.7 million of which will come from UNDP regular resources. In addition, \$24 million of other resources is already budgeted and secured for 2016 to add to \$60 million in hard pipeline. To close remaining funding gaps, UNDP Iraq has developed a strategic partnership and resource mobilization strategy for a larger, more predictable resource base and a greater pool of strategic partnerships with traditional and

emerging donors, including the Government of Iraq. It has also established a management support unit dedicated to donor management and outreach to international partners. Resource mobilization is especially challenging, due to limited international donor interest in the sustainable development process in Iraq – even as partners such as the European Union, Germany, Italy, the United Kingdom, and the United States of America, in coordination with the United Nations, have been calling for the establishment of the Iraq Stabilization and Reconstruction Trust Fund. The Presidency and the Ministry of Planning of Iraq have requested UNDP to assist in organizing an international donor conference leading to the creation of a trust fund to finance recovery and reconstruction. An encouraging recent development has been a firm, written commitment that the Government is willing to cost-share and provide funding to UNDP-implemented activities.

IV. Monitoring and evaluation

28. In line with the revised evaluation policy, 2015, UNDP will monitor and evaluate the country programme and promote a results-based culture guided by its programme strategy. On that basis UNDP will develop, organize, communicate, oversee and implement the portfolio. It will require investment in a multi-year applied research agenda to test programme relevance and assumptions against performance, relying on both conventional and innovative means of data collection adapted to conditions of restricted physical access.

29. UNDP will help develop a comprehensive monitoring and analytical tool targeting the development of national capacity to link national development programmes with the sustainable development goals and indicators through systems already established with UNDP support. UNDP will support the federal government in establishing a performance management system to measure the progress of line ministries towards national development goals. UNDP is working with local and national non-governmental organizations and development agencies under the leadership of the Prime Minister's Office to utilize strategic assessments and analysis, including conflict analysis, to drive stabilization priorities in newly liberated areas.

30. UNDP has a programme unit with six national staff to monitor, oversee and assure quality at programme and project levels, and intends to allocate at least 2 per cent of programme and project budgets to monitoring and evaluation. Working through the resident coordinator system, UNDP will work with the United Nations country team and UNAMI to monitor United Nations system contributions provided through joint programming. UNDP will conduct a midterm review of the country programme to assess progress towards results and reflect national development plan priorities beyond 2017.

Annex. Results and resources framework for Iraq (2016-2020)

National priority or goal: General Framework of Government Programmes 2014-2018 –Priority 5: Administrative and Financial Reform of the Governmental Institutions;				
United Nations Development Assistance Framework (UNDAF) (or equivalent) outcome involving UNDP: 1. Reformed legal and law enforcement institutions that are more transparent and accountable¹⁹				
Related strategic plan outcome (from UNDP strategic plan, 2014-2017): Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance				
UNDAF outcome indicators, baselines, and targets	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines targets)	Major partners/partnerships, frameworks	Indicative resources by outcome (in \$ thousands)
<p><i>Indicators</i></p> <p>1.1. National security strategy successfully implemented Baseline: No Target: Yes Source: Security sector reform phase II project reports Frequency: Annual</p> <p>1.2. Legislative consultation mechanism for civil society established and functioning Baseline: 1 Target: 3 Source: Persian Gulf and ‘Strengthening Participatory and Accountable Governance’ (SPAG) project reports Frequency: Annual</p> <p>1.3. National anti-corruption strategy successfully implemented Baseline: No Target: Yes Source: Federal Commission of Integrity Frequency: Annual</p>	<p>National Statistical System; Kurdistan region Statistics Office; United Nations Joint Analysis Unit Iraq; Iraq data, World Bank; Iraq Household Socio-Economic Survey, 2012; Iraq Knowledge Network; primary-level feedback from project surveys; outcome evaluation</p> <p>Additional data sources will be explored with the Ministry of Planning and other government entities</p>	<p>1.1.1. Technical support in place for the preparation of a detailed national security strategy implementation plan</p> <p><i>Indicators</i></p> <p>1.1.1.A. Technical team in place and operational Baseline: No Target: Yes Source: Project reports Frequency: Annual</p> <p>1.1.2. Proposals finalized on standards and mechanisms for recruitment and training of judges, prosecutors and police officers</p> <p>1.1.2.A. Status of sector-specific technical analysis (planned, initiated, partially completed, completed) Baseline: Planned Target: Completed Source: Project reports Frequency: Annual</p> <p>1.1.2.B. Outcome of sector-specific consultation (not initiated, disagreement, partial agreement, full agreement) Baseline: Not initiated Target: Full agreement Source: Project reports</p>	<p>Parliament, Council of Ministers secretariat, Ministry of Planning, Ministry of Finance and key government line ministries, governorate councils, Office of the National Security Adviser, National Security Council, Ministry of Science and Technology, European Union, United States Department of State, Ministry of Planning – Kurdistan region, provincial councils, Public Service Commission, Ministry of Environment, non-governmental organizations (NGOs), civil society organizations (CSOs) and community-based organizations (CBOs), UNAMI, United Nations organizations</p> <p>UNDP will operate within national and regional frameworks and institutional arrangements to provide equitable, transparent and sustainable justice and</p>	<p>Regular: \$3,456</p> <p>Other: \$64,375</p>

¹⁹ United Nations Development Framework for Iraq, 2015-2019, under revision; draft outcome statements for new document provided in this results and resources framework.

<p>1.4: Percentage of people surveyed who perceive legal and law enforcement institutions as more transparent Baseline: Perception survey to be undertaken in 1st year of second country programme Target: Increase in people surveyed who perceive legal and law enforcement institutions as more transparent Source: Perception survey Frequency: Twice during country programme period</p> <p>1.5: Ranking of Iraq on the Transparency International Corruption Index Baseline: 171 out of 177 countries (2013) Target: >171 Source: Corruption Index Frequency: Annual</p> <p>1.6: Increased access to legal aid services at national and regional levels. Baseline: 10 centres providing legal aid services at national and regional levels Target: 15 centres providing legal aid services at national and regional levels Source: Project and Ministry of Information reports Frequency: Annual</p>		<p>Frequency: Annual</p> <p>1.1.3. Detailed proposals developed on implementation of key aspects of the national anti-corruption strategy</p> <p>1.1.3.A. Number of proposals developed by Government to mitigate sector-specific corruption risks Baseline: 0 Target: 4 Data source: Iraqi Council of Ministers Frequency: Annual</p> <p>1.1.4. Legal audit of Iraqi legal framework conducted</p> <p>1.1.4.A. Review of Iraqi legal Framework completed Baseline: No Target: Yes Source: Project reports Frequency: Annual</p> <p>1.1.4.. Analysis and recommendations provided Baseline: Not provided Target: Provided Source: Project reports Frequency: Annually</p> <p>1.1.5. Skills developed and procedures introduced in Parliament on drafting, oversight, management and consultation</p> <p>1.1.5. A. Number of laws drafted on the basis of an established public consultation procedure. (frequency and key stakeholders consulted) Baseline: 0 Target: 3 Data source: SPAG project report Frequency: Annual</p> <p>1.1.5.B. Status of parliamentary oversight and management system (planned draft proposal, accepted, piloted, implemented) Baseline: Draft parliament development</p>	<p>accountability, ensuring human rights protection, social cohesion, reconciliation and national and regional development</p>	
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		<p>action plan Target: Implemented Data Source: SPAG project report Frequency: Annual</p> <p>1.1.5.C. Number of parliamentary committees able to systematically review draft legislation Baseline: 1 Target: 3 Source: SPAG project reports Frequency: Annual</p> <p>1.1.6. Increased provision of legal services to internally displaced persons, refugees and host communities</p> <p>1.1.6.A: Increased number of legal aid centres within the Kurdistan region Baseline: 7 centres Target: 10 centres Source: Project reports Frequency: Annual</p> <p>1.1.6.B: Provision of mobile legal aid services in the Kurdistan region, with an emphasis on protection from sexual and gender-based violence Baseline: 0 Target: 3 mobile clinics Source Project reports Frequency: Annual</p>		
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National priority or goal: Framework of government programmes, 2014-2018, priority 2. Upgrade living standards and services provision for citizens; priority 6. Regulate federal-local relations				
UNDAF (or equivalent) outcome involving UNDP: 2. Administrative and financial reform and devolution policies adopted and implemented at federal and governorate levels²⁰				
Related strategic plan outcome (from UNDP strategic plan, 2014-2017): Outcome 3. Countries have strengthened institutions to progressively deliver universal access to basic services				
<p>2.1. Increase in % of federal investment budget allocation to governorate authorities Baseline: 18% Target: 40% Source: Federal Ministry of Planning Frequency: Annual</p> <p>2.2. Increase in average % of budget execution at governorate level Baseline: 2011 average: 54%²¹ Target: 65% by 2020 Source: Government budget Frequency: Annual</p> <p>2.3. Merit based appointment system in place Baseline: No Target: Yes Source: Iraq Public Sector Modernization Programme (IPSM) project reports Frequency: Annual</p> <p>2.4. Federal performance management system implemented Baseline: No Target: Yes Source: IPSM project reports Frequency: Annual</p>	<p>National Statistical System; Kurdistan region Statistics Office; United Nations Joint Analysis Unit Iraq; Iraq Data World Bank; Iraq Household Socio-Economic Survey2012; Iraq Knowledge Network; primary-level feedback from project surveys; outcome evaluation</p> <p>Additional data sources will be explored and identified with the Ministry of Planning and other government entities</p>	<p>2.1.1. Critical capacities developed for public financial management and development planning at governorate level</p> <p>Indicators 2.1.1.A. Draft procedures for planning, public financial management and budget execution exist Baseline: No Target: Yes Source: Project reports Frequency: Annual</p> <p>2.1.1.B. Proportion of relevant staff trained on reformed/adapted procedures (strategic plan indicator 3.2.2) Baseline: 0 Target: 80% Source: Project reports Frequency: Annual</p> <p>2.1.2. Draft laws prepared on national revenue and resource sharing</p> <p>2.1.2.A. Timely submission of budget distribution criteria to Budget and Finance Committee Baseline: No Target: Yes Source: Project reports Frequency: Annual</p> <p>2.1.2.B. Budget distribution criteria accepted for review by Budget and Finance Committee Baseline: No</p>	<p>Parliament, Council of Ministers secretariat, Ministry of Planning, Ministry of Finance and key government line ministries, governorate councils, Ministry of Science and Technology, European Union, United States Department of State, Japan International Cooperation Agency (JICA), Ministry of Planning Kurdistan region, provincial councils, Public Service Commission, Ministry of Environment, NGOs, CSOs and CBOs, UNAMI, United Nations organizations</p> <p>Engagement of CSOs in support of government policy development, programmes and capacities in relation to environmental threats and climate and disaster risks with a focus on water scarcity issues at national, subnational and community levels; focus on sector-based programme approaches in selected areas, working through decentralized institutions</p>	<p>Regular: \$3,456</p> <p>Other: \$64,375</p>

²⁰ United Nations Development Framework for Iraq, 2015-2019, under revision; draft outcome statements for new document provided in this results and resources framework.

²¹ Expanded governorate-specific data: http://planipolis.iiep.unesco.org/upload/Iraq/Iraq_UNDAF_2015-2019.pdf, p.30

		<p>Target: Yes Source: Project reports Frequency: Annual</p> <p>2.1.3. Performance management system for Federal Government finalized 2.1.3.A: Draft performance indicators framework developed Baseline: No Target: Yes Source: Project reports Frequency: Annual</p> <p>2.1.3.B. Number of governmental entities testing the proposed criteria Baseline: 0 Target: 5 Source: Project reports Frequency: Annual</p> <p>2.1.4. Monitoring and evaluation system for investment budget rolled out 2.1.4.A. Number of government ministries/provinces with system tested Baseline: 0 Target: 3 Source: IPSM project reports Frequency: Annual</p> <p>2.1.5. Merit-based recruitment mechanism developed for senior government officials 2.1.5.A. Selection criteria developed Baseline: No Target: Yes Source: IPSM project reports Frequency: Annual</p> <p>2.1.5.B: Selection panel trained Baseline: No Target: Yes Source: IPSM project reports Frequency: Annual</p>		
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National priority or goal: Framework of Government Programmes, 2014-2018, priority 1: Working to achieve Iraq's security, stability and protection of its facilities; priority 2. Upgrade living standard and services provision for citizens				
UNDAF (or equivalent) outcome involving UNDP: 3. Conditions improved for the safe return of internally displaced persons in newly liberated areas²²				
Related strategic plan outcome (from UNDP strategic plan, 2014-2017), outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings				
<i>Indicators</i>				
3.1. Public services available and functioning as measured by:	National Statistical System; Kurdistan Region Statistics Office; United Nations Joint Analysis Unit, Iraq; Iraq Data, World Bank; Iraq and Socio-Economic Survey, 2012; Iraq Knowledge Network; primary-level feedback from project surveys; outcome evaluation; national human development report	3.1.1. Capacity of local administrations in targeted areas for planning, administrative and financial management restored.	Council of Ministers secretariat and key government line ministries, Economic and Social Commission for Western Asia, World Bank, Organisation for Economic Co-operation and Development, JICA, Common Humanitarian Fund, International Monetary Fund, United States Agency for International Development, Prime Minister's Advisory Board, National Investment Commission, National Statistical Office, Kurdistan Region Statistics Office, provincial councils, Federation of Chambers, Iraqi Federation of Industries, trade unions, CSOs, UNAMI, United Nations organizations; Council of Representatives, Kurdistan Parliament, Higher Judicial Council, National Partnership Committee, Office of the High Commissioner for Human Rights, oversight institutions, constitutional independent commissions, law enforcement, judiciary, justice institutions, professional associations, academic institutions, CBOs, key donors, provincial councils, Federation of Chambers, Iraqi Federation of Industries, trade unions, NGOs, political parties, CSOs, media	Regular: \$800 Other: \$99,200
3.1.A. Number of hours per day with electricity Baseline: Average of 2 hours per day Target: 16 hours per day Source: Ministry of Electricity Frequency: Annual		<i>Indicators</i> 3.1.1.A. Number of governorates with reconstruction and development plans Baseline: 0; Target: 4 Source: Ministry of Planning/Governorate Frequency: Quarterly		Subtotal regular: \$7,712
3.1.B. Number of schools and health centres operational Baseline: 0 Target: 48 (32 schools, 16 health centres) Source: Funding Facility for Immediate Stabilization project report Frequency: _____	Additional data sources will be explored and identified with the Ministry of Planning and other government entities	3.1.1.B. Public financial management systems established and functioning Baseline: 0; Target: 4 Source: Ministry of Finance/Governorate Frequency: Quarterly		Subtotal other: \$227,950
3.2. Number of small businesses restored Baseline: 0 Target: 1,000 Source: Funding Facility for Immediate Stabilization programme reports Frequency: Quarterly		3.1.2. Basic community infrastructure rehabilitated for water, electricity, health, education and administrative offices. 3.1.2.A. Number of schools rehabilitated Baseline: 0; Target: 8 per province Source: Project reports Frequency: Quarterly		Grand total: \$235,662
3.3. Number of programmes successfully completed under the 'Vision 2020' strategy of the Kurdistan regional government. Baseline: 0		3.1.2.B. Number of power grids rehabilitated Baseline: 0 Target: 100 in each governorate Source: Project reports Frequency: Quarterly		
		3.1.2.C. Number of health facilities restored Baseline: 0 Target: 4 in each governorate Source: Project reports Frequency: Quarterly		
		3.1.2.D. Number water facilities restored		

²² United Nations Development Framework for Iraq, 2015-2019, under revision; draft outcome statements for new document provided in this results and resources framework.

<p>Target: 4 Source: Multi-Partner Trust Fund Frequency: Annual</p> <p>3.4: Increase in percentage of internally displaced persons returning to liberated areas Baseline: 10% Target: 80% Source: Joint Coordination and Monitoring Centre Frequency: Annual</p> <p>3.5: Percentage of host community individuals, refugees, and internally displaced persons able to consistently afford basic needs</p> <p>Baseline: 60% (weighted average calculated from the World Bank Household Socio-Economic Survey, REACH refugee assessments, and the Multi-Cluster Needs Assessment, phase II)</p> <p>Target: 95% Source: World Bank Household Socio-Economic Survey, REACH refugee/internally displaced persons/host community assessments Frequency: Annual</p>		<p>and functioning Baseline: 0 Target: 4 in each governorate Source: Project reports Frequency: Quarterly</p> <p>3.1.3. Livelihoods opportunities created</p> <p>3.1.3.A. Total number of people benefiting from diversified livelihoods opportunities through UNDP emergency projects (disaggregated by sex and age group) (strategic plan indicator 6.1.1.A.3.1) Baseline: 0 Target: 40,000 (at least 30% women) Source: Project reports, Iraq activity information database Frequency: Quarterly</p> <p>3.1.3.B. Number of businesses provided cash grants (disaggregated by sex) Baseline: 0 Target: 200 (at least 30% received by women) per province Source: Project reports Frequency: Quarterly</p> <p>3.1.3.C. Number of female-headed households that accessed micro-credit grants for small and medium enterprise development. Baseline: 0; Target: 600 Source: Project reports Frequency: Quarterly</p> <p>3.1.3.D. Number of beneficiaries of livelihood opportunities created by UNDP-supported NGO/CBOs (disaggregated by gender) Baseline: 0 Target: 100 per governorate Source: Project reports Frequency: Quarterly</p> <p>3.1.3.E. Total number of emergency jobs for youth (15 to 29 years old) created through UNDP projects (disaggregated by sex) Baseline: 600 (on average, 15% are women) Target: 2,000 (at least 25% women)</p>	<p>entities, Joint Contracting Command, Joint Coordination and Monitoring Centre</p> <p>Engagement with the Government and other national actors around social and development policies and procedures, national policy strategies and regulations for promoting inclusive growth with an emphasis on the most lagging regions in Iraq, as part of a comprehensive framework</p>	
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