



UNDP IRAQ GENDER EQUALITY STRATEGY

2022 - 2025

I Table Of Contents

1	Acknowledgement.....	ERROR! BOOKMARK NOT DEFINED.
2	Foreword	4
3	List Of Abbreviations	5
4	Introduction.....	6
5	The National Context.....	8
5.1	CRISIS AND OPPORTUNITIES.....	8
6	What We Have Learned	11
7	The Strategy	13
8	Theory Of Change.....	15
8.1	Table 1: Theory Of Change.....	15
9	Guiding Principle Of Undp Iraq Gender Equality Strategy.....	16
10	. Strategic Priorities And Outcome Areas.....	18
10.1	Addressing Gender Equality In Country Programming.....	18
10.1.1	Strategic Priority 1:.....	18
10.1.2	Strategic Priority 2:.....	19
10.1.3	Strategic Priority 3:.....	21
10.1.4	Strategic Priority 4:.....	22
10.1.5	Strategic Priority 5:.....	23
11	Gender Equality Strategy Implementation Plan.....	25
11.1	Institutional Transformation.....	25
11.2	Implementation Mechanisms.....	25
11.2.1	Integration And Specialization.....	25
11.2.2	Gender Mainstreaming Incorporate Gender In All Programs And Budgets Processes.....	27
11.2.3	Measure Gender Equality: “What Doesn’t Get Measured Doesn’t Get Done”.....	27
11.2.4	Achievement Of Gender Parity Through Human Resources	28
11.2.5	Communication & Knowledge Management.....	28
11.2.6	Partnerships.....	29
12	Annexure 1:	30
13	Annexure 2:	44
13.1	Glossary Of Gender Terms	44

I Acknowledgement

UNDP Iraq is grateful to all partners who contributed and participated in the development of the UNDP Iraq Gender Equality Strategy 2022-2025.

We especially thank various government representatives, academia, women's rights organizations, and all the stakeholders who participated in a rigorous consultation process to provide valuable input and insight into this Gender Equality Strategy.

We also would like to thank all the UN agencies, heads and Focal points of program pillars, project managers, comms team, and the gender team for their active participation in the consultation workshops and for providing valuable feedback and input towards the Gender Equality Strategy. We are grateful to Rania Tarazi and the gender team in the regional -hub office in Amman. We cannot forget to thank Barbora Sakho and Erin Noonan for providing insightful comments and feedback that enabled us to enrich the gender strategy.

2 Foreword

Gender equality is a fundamental human right and an essential aspect of “leaving no one behind,” a guiding principle of the 2030 Agenda for Sustainable Development. The UNDP Iraq Gender Equality Strategy 2022-2025 is a result of broad and inclusive consultations involving UNDP Iraq staff, partners, and beneficiaries across Iraq, guiding efforts to improve the representation of women at all levels to promote gender equality and reach gender parity.

Ensuring the empowerment of women to achieve gender equality represents a collective organizational endeavor, committing all staff to confront and challenge gender stereotypes, gender-based discrimination and harassment, and examine individual unconscious biases. The UNDP Iraq Gender Equality Strategy 2022-2025 builds on UNDP Iraq’s gender mainstreaming achievements to date, including support to the Government of Iraq in driving innovative solutions to eradicate poverty by encouraging women-led business enterprises and increasing participation of women in identifying nature-based solutions to tackle the effects of climate change and water scarcity.

This strategy is based on key tenets of the [UNDP Global Gender Equality Strategy 2022-2025](#) and adherence of UNDP entities to adopt gender mainstreaming methodology as mandated by the 1995 Beijing Platform for Action. Further, it is defined by the Economic and Social Council conclusions 1997/2 on mainstreaming gender perspective in programmes and policies, prescribed by the normative frameworks provided in the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and reinforced by the Sustainable Development Goals (SDGs) and Security Council Resolution 1325(200) on Women, Peace, and Security.

UNDP Iraq is committed to implementing the UNDP Iraq Gender Equality Strategy 2022-2025 and Gender Seal recommendations which aim at building a workplace focused on fostering an enabling, inclusive, and diverse work environment.

Zena Ali-Ahmad
UNDP Iraq Resident Representative

3 List of Abbreviations

CEDAW	Committee on the Elimination of Discrimination Against Women
CO	Country Office
CDP	Country Development Plan
CSO	Civil Society Organization
CSW	Commission on the Status of Women
EE	Energy Efficiency
ESMF	Environmental and Social Management Framework
GBV	Gender Based Violence
GBVI	Gender Based Violence Information Management System
GES	Gender Equality Strategy
GFT	Gender Focal Point
GII	Gender Equality Index
GOI	Government of Iraq
GEC	
HDI	Human Development Index
IDP	Internally Displaced Persons
KRI/KRG	Kurdistan Region of Iraq/ Kurdistan Regional Government
NAP	National Action Plan
NDP	National Development Plan
PMD	Performance Management Development
PRS	Poverty Reduction Strategy
PSEA	Prevention of Sexual Exploitation and Abuse
QA	Quality Assessment
ROAR	Result Based Oriented Annual Reporting
RBM	Result Based Management
SDG	Sustainable Development Goals Agenda 2030
SES	Social Environmental Standards
SESP	Social Environmental Screening Procedure
SGBV	Sexual & Gender Based Violence
SME	Small and Medium Enterprises
SMP	Stakeholder Management Plan
SWAP	System Wide Action Plan
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNDP	United Development Program
UNYT	United Nations Youth Team
UNSCR	United Nations Security Council Resolution
UNSCDF	United Nations Sustainable Development Corporation Framework

4 Introduction

Promoting gender equality and the empowerment of women is central to the mandate of UNDP, and the heart of its work. Both as a stand-alone dedicated area and as a mainstreamed approach.

The strategy describes the future direction of UNDP Iraq's work on gender equality, and the empowerment of women. Thus, complementing UNDP's Global Gender strategy 2022-2025. The strategy focuses on interventions to help the Government of Iraq shift power structures that generate gender inequalities and women's disempowerment. UNDP's gender equality commitments are integral to all efforts to expand Iraq choices to realize a just, equitable, and sustainable Iraq. Moreover, to achieve the Vision 2030 Agenda on Sustainable Development, Iraq Vision 2030, and UNDP Iraq Country Development Document 2020-2024. Subsequently, UNDP Iraq will work through five strategic priorities translated into five outcome areas on: poverty and inequalities through sustainable economies, inclusive governance that leads to enhanced women participation and leadership, building resilience by "Building back better", Environmental sustainability and equitable energy and strengthening through the rule of law and access to justice.

The Gender Equality Strategy 2022-2025 reaffirms the commitments UNDP has to supporting the realization of international commitments and resolutions including: the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action +20 review, Rio+20, the UN General Assembly (GA) resolutions addressing gender equality issues including the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (SWAP), the Commission on the Status of Women (CSW), the 2030 Agenda for Sustainable Development, the UN Declaration on the Elimination of Violence Against Women (DEVAW), the UN Security Council Resolution 1325 (2000) and its subsequent resolutions on women, peace and security¹ and on sexual violence in armed conflict and the UNDP Gender Seal Certification.

Building on achievements and lessons learned, from the previous work on Gender Equality in Iraq, Gender. This 2022–2025 Strategy focuses on strengthening action-oriented institutional accountability, and implementing an integrated approach that is rights-based, participatory, people-centred, transformative, evidence-based and result-based. It will :

- Advance gender equality through sustained actions and investments
- Reduction of structural barriers that generate change across social, economic, and other systems
- Provide strategic guidance and entry points for integrating gender equality and women's empowerment into UNDP Iraq's thematic, national and local programming interventions
- Provide related budgetary allocations and
- Partnerships for advancing gender equality

The approach for implementing the strategy will be all inclusive with special attention to women, girls and vulnerable groups facing intersecting forms of discrimination, marginalization, segregation due to such factors as ethnicity, disability, migratory and indigenous status. To support the implementation of the strategy, UNDP Iraq will strengthen capacities to collect and analyze and use a variety of data relevant to innovative gender-responsive program delivery and result-based accountability systems.

The strategy further reiterates UNDP's commitments to the UNDP Corporate Action Plan on Gender Equality and empowerment of Women. It also recognizes that achievement of gender equality requires working with others within the UN System, governments, private sectors, women's grassroots organizations, civil society including young people's groups, men and boys networks, community opinion leaders, community religious leaders, academia and media among other partners and other relevant stakeholders. Thus, wider engagements of multiple stakeholders will facilitate the principle of participation, which is anchored in the human-rights based approach principle. Moreover, critical to ensuring that sound interventions of programs and projects are developed with the participation of historically marginalized and excluded populations.

¹ Security Council Resolutions 1325 (2000) and 1889 (2009), 2245 (2015) on women, peace, and security and 1820 (2008), 1888 (2009), 2106 (2013) and 2122 (2013) on sexual violence in armed conflict.



Young ladies participate in UNDP's workshop

5 The National Context

5.1 Crisis and Opportunities

Gender equality is both a requirement for effective, responsive, accountable societies, and a means of increasing the credibility, and legitimacy of institutions. The attainment of women's empowerment in all areas of life is not feasible when gender equality and human rights are not respected, protected, and fulfilled. Women's leadership and political participation is a game changer in our efforts to achieve sustainable peace, development, and more resilient and inclusive societies.

Iraq retained a low score of 154 out of 156 countries featured in GGI in 2021. Consequently, Iraq was not featured in GGI 2022. The Iraq constitution acknowledges that inclusion of women in all political activities is key to attainment of vision 2030. To that end the Government of Iraq is committed to prioritize gender equality and empowerment of women in the political space. Accordingly, awarded a 25% quota for women in parliament.

Women in Iraq face several challenges regarding women's empowerment. Although Iraq is a signatory to the Convention on Elimination of all Forms of Discrimination (CEDAW), that protects women from all forms of discrimination, women remain unempowered due to cultural and religious practices. It is imperative to note that more women are in informal employment compared to men and spend more time in unpaid care and domestic work. Hence, access to financial institutions is also lower for women compared to men. Highlighting the evidential digital divide that remains a gendered one globally with women and girls being offline.

Years of repression caused by a strong conservative culture, economic sanctions and armed conflicts have led to the deterioration in the lives of women in Iraq. Additionally, an associated loss to the country, since women are marginalized and unable to contribute fully economically, socially, and politically. Iraqi women today suffer from insufficient educational opportunities and healthcare. In addition to the limited access to the labor market, as well as high levels of violence and inequality. These conditions are often exacerbated by misconceptions of, traditions, by cultural and social norms, by false perceptions, a lack of awareness of women's rights potential, as well as institutional and legal barriers. Consequently, violence and lack of security and stability constrain Iraqi women and girls to traditional reproductive roles, limiting their access to employment and education.²

Despite some slow progress in human development, gender inequalities are still entrenched and pervasive in every part of Iraq society. Women and girls are adversely affected by violence of ; the protracted conflict, inadequate livelihoods , poverty , high levels of conflict- related damaged infrastructure, lack of access to services , jobs and income generating activities , safety and security issues, including high levels of community violence and sexual violence against women and girls ,cultural and social discrimination as well as harmful traditional practices among others that have denied them access to opportunities and productive resources.³ There is potential for significant improvement in pursuit of gender equality, however it will require the consistent / continuous efforts for awareness raising , breaking down stereotypes and institutional support to achieve the desired results.

Iraq has made some progress to address post-conflict challenges and working on addressing social economic issues. However, in 2012-2013, gains were reversed with the emergence of ISIL that led to conflict in Iraq and human rights violations lasting until the defeat of ISIL in 2017. Iraq has made some progress, moving from post-conflict to long-term sustainable development. It has notably produced NDP 2018-2022, Poverty Reduction Strategy (PRS 2018-2022), A Reconstruction and Development Framework (2018-2027), First Voluntary National Review (VNR) Report 2019 related to the implementation of the SDG's, The Iraq Vision for Sustainable Development 2030, the "Kurdistan Region of Iraq Vision 2020" among others. The development plans have included some gender equality as a transversal (central, important) issue incorporated in the country's sustainable development agenda.

The UNDP Iraq recognized this and, has been at the forefront of advocating for gender equality and women's empowerment. More recently overcoming gender inequality has been recognized as a requirement

² Derived from consultation workshops conducted with various stakeholders between August and September 2022

³ Stakeholders consultations meetings held between 5th August -10th September 2022 for purposes of preparations of the UNDP Iraq Gender Strategy – Challenges identified .

for the achievement of UNDP Iraq's support with the inclusion of gender equality as one of the outcomes entry points and has been working closely with governments in Iraq. UNDP present in Iraq since 1976, the UNDP has been supporting the communities, peoples, and the government of Iraq (GOI) to move from post conflict recovery, insecurity and instability towards sustainable development and stabilization.

The UNDP Iraq takes an inclusive approach, supporting the Government of Iraq and The Kurdistan Region (KRI) in implementing national development plans, Sustainable Development Agenda, the Vision 2030, the Poverty Reduction Strategy, CEDAW and other normative frameworks, development processes and recognizing the fundamental importance of empowering women as leaders' political actors, and decision-makers in the sphere of inclusive country reconstruction processes. The UNDP Iraq plays both a convening and advisory role, bringing together a broad spectrum of actor's integral to achieving gender equality in communities, elected office and all government levels.

Hence, UNDP Iraq is focusing on supporting the GOI with inclusive, holistic development pathways. Further, underpinned by a resilience-based strategy that addresses the needs of vulnerable segments. Ultimately, contributing to sustaining peace and stability by strengthened stabilization, diversified pro-poor economic growth for sustainable livelihoods, improved governance with accountable institutions that protect the rights of the vulnerable groups, and pave the way for citizens -state trust and decreased fragility to climate change. Moreover, these pathways will ultimately promote achievement of social cohesion, which is critical to ensuring the humanitarian -peace-development nexus. Thus, forging a new social contract in Iraq ⁴

Building upon existing structures and ongoing gender mainstreaming efforts, UNDP aims to strengthen institutional and capacity of relevant Iraq stakeholders to advance gender equality. Primarily focusing on the specific needs of women and girls in Iraq and the commitments to achieve gender equality under SDG's by integrating gender perspective in governmental policies and plans.⁵ Other country's commitments to achieve gender equality is the existing legal framework of the constitution, the adoption of international treaties such as the CEDAW that underpins the pursuit for gender equality (Security council resolution 1353).

UNDP Iraq celebrates some gains made toward gender equality. This has been marked by 2021 significant milestones for democratic system in Iraq. On October 10, 2021, parliamentary elections were across the country were held. The elections ushered a new era of electoral laws for the country, that allowed a record number of women contested elections across various constituencies in Iraq and won 29% of all parliamentary seats i.e., 95 out of 329 seats.⁶This is considered a big shift in the acceptance of the role of women in public life and a leap towards good governance in Iraq. This victory was despite the quota system which stipulates 25 percent of the minimum constitutional quota reserved for women in Iraq.

However, challenges threaten this progress. These threats include the rising inequalities, persistent poverty, deficiencies in delivering of public services, corruption, climate change and over exploitation of natural resources among others.

This UNDP Gender Equality Strategy will outline how supporting gender equality in communities, government institutions and governance processes will lead to more inclusive, transparent, and equitable institutions.

This Strategy and Action Plan guides UNDP Iraq in advancing gender equality in every aspect of work. It sets out ambitious targets to build on the progress made, while breaking down persistent challenges hindering women's development in Iraq today. Paramount to this strategy is the recognition that Iraq people have great capacity to advance gender equality in their own communities, UNDP Iraq is committed to supporting them and the Government.

⁴ UNDP Iraq Country Program document 2020-2024

⁵ MOU signed between the General Secretariat of Iraq Council of Ministers (GSCOM) Women Empowerment Directorate and UNDP -to advance gender equality and women empowerment and social cohesion in Iraq -Baghdad 10 June 2022

⁶ UNAMI : Gender Analysis of Iraq's October 2021 National Elections. March 2022, Available at, Annual report 2021-see page 5



Participants of the Indashyikirwa programme in 2021.



A female participant of the five-day training now running her own bakery

6 What We Have Learned

Gender equality and equity objectives and goals represent an important first step in recognizing women as active participants in economic empowerment, political participation, leadership, and decision-making processes in all spheres of life in Iraq. Consequently, concrete policies and action plans should accompany these goals. UNDP Iraq acknowledge the importance of gender equality, has thus developed this gender equality strategy 2022-2024 and laid down concrete strategies to actualize their gender objectives and goals. UNDP Iraq admit that policies exist, but implementation has been limited.

Awareness-raising, training, and skills development are critical in ensuring women's economic empowerment, political participation and leadership and decision -making in all spheres and institutions. Amendments of laws that perpetuate gender inequality and women disempowerment.

Coordination between UN agencies and other Civil Society Organizations is also critical. Literature review and consultations/ interviews results revealed that these are needed at all levels.

Awareness about women's participation in politics, economy and other areas that impede their development will improve the perceptions of most clan and religious leaders, men, women, and other gate keepers who believe women should not participate in politics and other, leadership positions. While there is general support for women participation in political and leadership positions, there is a need to create more awareness on the benefits of engaging women in political, leadership, and decision-making processes.

Training and capacity building: While there are some women in positions of leadership in Government and other institutions, there is no institutionalized process that provides these and other women the training and leadership opportunities they need to progress to higher positions. This needs to be made available as well.

Structural and rooted barriers in cultural and social norms: As highlighted from the consultation results, many other barriers to women's participation in politics, leadership, and decision-making processes in government and other institutions exist. Some barriers are structural and rooted in cultural and social norms and will take time to change. Dealing with resistance and changing the mindsets of societies can be done through capacity building, training. The training should focus on the cost and benefits of involving women in leadership positions and economic empowerment.

Strategic tailored interventions: Most of the social economic challenges facing Iraq can be addressed through strategic, tailored interventions such as advocacy and lobbying, awareness-raising, effective community engagement, capacity building, coordination of various stakeholders, gender-specific budgeting, policy implementation, provision of public forums and platforms to engage and explore ways to effectively participate in political engagements, economic empowerment, and creation of women networks.

Strengthened coordination between UNDP, UN Agencies, and other partners. UNDP Iraq needs to strengthen its coordination mechanisms to ensure that the programs implemented benefit women and men equally and enhance women and girl's agency.

Strengthen government GOI national pillars, accountability frameworks and legal normative frameworks: The GOI needs to strengthen national pillars, accountability frameworks and legal normative frameworks, including laws on GBV. The collection of data and generating evidence to understand the prevalence, incidence, and implications of GBV is imperative. The GOI need to have GBV information management system (GBVMIS) to track how it is addressing GBV.

The role of youth in Iraq's development agenda: Iraq needs to look at the role youth play in all areas mentioned above. The youth need to be engaged and provided with the knowledge and capacity to enable them to participate fully in political movements and lobbying for change in the society.

The role of IDPs and minority groups in rebuilding and stabilizing Iraq: Displaced persons, minority groups and people with disability should also not be overlooked in all the processes of enhancing Gender Equality in Somali. They play a key role in the integration of the displaced persons and their voices need to be heard.

Although Iraq has made some progress in the advancement of women in political participation, leadership positions and decision-making processes, there are still many challenges on the enactment and implementation of the elaborate laws, policies, and strategies that are in place to facilitate this.

Institutional capacity: Lack of institutional capacity needs to be addressed as a matter of urgency.

Financial support: Additional targeted technical and financial support to the Local Government for Gender Equality to be realized in all Local Government institutions is required.



“When we lose someone or something , we don’t give up... life has to continue, and we have to keep taking care of ourselves to keep going”

- A beneficiary from the Community Security and Reintegration Project in Qairawan, Sinjar

7 The Strategy

7.1 Gender Equality Strategy Development Process

It is imperative for understanding to highlight that the information in this Gender Equality Strategy was obtained through a series of online consultations, due to unrest in Iraq at the time of developing this strategy, with partners and stakeholders' interviews with staff, key partners including but not limited to GOI officials UN agencies, academia, women's groups, religious leaders, clan. Unless stated otherwise in footnotes, all information contained in the study comes from oral virtual interviews and information gathered from literature review.

UNDP recognizes that strengthening gender equality as one of the six signature solutions of the strategic plan 2022-2025, which sets gender equality high on the agenda.

UNDP's fourth Gender Equality Strategy 2022-2025) acts as a companion document to UNDP's strategic plan and outlines five priorities while emphasizing the need to make gender equality a signature solution an integral part of all other signature solutions:

1. Contribution to gender equal and sustainable economies
2. Helping reinvigorate inclusive governance, participation, and women's leadership
3. Supporting equal societies to build resilience
4. Putting gender equality at the heart of caring for people and the planet
5. Closing gender gaps in access to modern sustainable energy.

These signature solutions are aligned with UNDP's Iraq key priority areas below:

1. Stabilization
2. Growing economy for all
3. Strengthening Institutions and services
4. Promoting natural resources and disaster- risk management and climate change resilience

UNDP Iraq will mainstream gender equality through all aspects of work, from project design and implementation, to operations, communications, and partnerships. In terms of programmatic interventions, UNDP approach to promoting gender equality is twofold: empowerment of women through gender -specific targeted interventions, and full integration of gender concerns and gender equality perspectives in policies and full program cycle.

7.2 Approach and Accountability

In September to October 2021, UNDP Iraq participated in the Corporate Gender Equality Seal Certification program which is awaiting attribution of either gold, silver, or bronze status upon external assessment process. The Gender Seal process aims at supporting, the ongoing efforts of mainstreaming gender equality and strengthening transformative results for gender equality and the empowerment of women.

The Country office scored positively on the twelve out of 39 benchmarks which translated to 30.77 % that were found applicable. UNDP positioned itself as a present, engaged, patron with strong performance in partnerships with a great score of 100 %. Identified areas of improvement included, enabling environment which scored 33%, communication and knowledge management 25%, and results and impacts 29% respectively. Based on the assessment, UNDP Iraq id recommended to systematically integrate gender into programs and projects that scored 0% as well as strengthening capacities which scored 17% and management which scored 20% respectively to enhance gender mainstreaming ⁷.

This Gender Equality Strategy will guide UNDP's Iraq work from 2022-2025. The Gender Equality Strategy is aligned to the UNDP Iraq Country Program Document (CPD) 2022-2025. This strategy will build upon the country offices' efforts to enhance gender and inclusiveness and strive for sustainable development.

To ensure accountability, and measurable activities, the new gender sensitive corporate tools and frameworks

⁷ UNDP Iraq Gender Seal Recommendations Report 2022.

maintain quality results-based programming tools, explicitly promote gender mainstreaming, reinforcing fair assessments, diligent planning, monitoring and evaluation mechanisms. These tools and frameworks also reinforce UNDP accountable for governments, citizens, partners, stakeholders, and donors.

Moreover, women's participation is crucial for building a peaceful and inclusive Iraq. Therefore, in Iraq, 25 per cent quota is a crucial first step towards the representation of women in all sectors of life, from business to public service, and from elections to appointments. Women's representation in politics is a human rights issue, a justice issue, a security issue, a peace issue, and a democratic issue.

This strategy is aligned with the UNDP Global Gender Strategy 2022-2025, Iraq's National Country Development Plan, and Iraq UNSCDF to address the root causes of persistent gender inequalities, including discriminatory practices and social norms, and investing in dedicated gender expertise and capacities at all UNDP's structures and programs.

The Strategy includes a clear implementation plan which outlines the process required to scale up gender equality interventions at levels and the support structures needed to enable this within the structures. The Gender Equality Strategy is led by Gender Unit.



Participants at the SDG 5 mainstreaming workshop, 13 and 14 September 2021.

8 Theory of Change

The Gender Equality Strategy is guided by the theory of change outlined below

8.1 Table I: Theory of Change

Goal	UNDP Iraq will endeavor to advance gender equality throughout its programs, through sustained actions and investments by combining shorter term incremental changes that reach individual ad communities within long-term reductions in structural barriers that generate changes across social, economic, and other system				
Objectives	To provide a strategic guidance or entry points for integrating gender equality and women's empowerment into UNDP thematic national and local programming interventions, related budgetary allocations as well as partnerships for advancing gender equality	Identify entry points for improving institutional effectiveness for gender mainstreaming as well as strengthening the skills and competences of the country office staff on gender		Highlight and document good practices, successful mechanisms, and effective strategies to achieve gender equality in all program areas.	
Priorities	Gender equal and sustainable economies	Inclusive governance, participation, and women leadership	Environment-putting people and gender equality at the heart of caring for the planet access to clean energy	Support equal societies to builds resilience	Strengthen the rule of law and access to justice
Outcomes	Improved women centered economic empowerment and financial inclusion: Income autonomy and social protection for women and girls	Increase women's participation and leadership in public institutions as well as enhance the processes and institutional mechanisms to enable women to influence policy -making and service delivery, focusing on social services	Enhanced women's participation in sustainable management of Iraq's natural resources, and in the equitable access to modern and sustainable energy that accelerate women's economic empowerment	More women especially from vulnerable backgrounds are empowered to shape and benefit from solutions to crisis by fully participating in decision-making processes through community- based models and state institution by 2025	Outcome area 5: More women, particularly the poor and vulnerable, benefit from enhanced access to justice and a more responsive, inclusive, and accountable public institutions by 2025
Essential Enablers	Finance and Human Resources	Strategic innovation	Strategic Partnerships	Digitalization	Data and Monitoring
	Accountability	Capacity strengthening	Communication for advocacy		

9 Guiding Principle of UNDP Iraq Gender Equality Strategy

The UNDP Iraq Gender Equality Strategy will be guided by the values and principles derived from the UNDP Global approach to gender mainstreaming Principles which are:

Gender Equity should be an essential part of any program development process which will ensure fairness of treatment for women and men, boys, and girls regardless of any diversity exist in the Somali society (age, sex, disability, and others) with a view to establish fairness and justice in distribution of resources, benefits, opportunities and responsibilities among women and men and boys and girls.

Gender Equality is standard of men and women being equal with equal value. Adherence to the principle should ensure that equal opportunities for women and men to realize their full potentials to contribute in social, economic, and cultural development of the country. Gender equality is an important goal and a means for achieving development goals.

Mainstreaming Gender is key strategy for achieving gender equality. This principle enables every sector and institution integrate gender perspectives in planning, policy making, programme designs, monitoring and evaluation and pursuing collaborative partnerships where necessary. Enhancing the capacities of development personnel to systematically address gender in their work becomes a central tenet of this principle.

Temporary special measure requires preferential treatment to redress historical inequalities for the disadvantaged group in all development sectors as enshrined in the Constitution and accompanied by Islamic Law as a way of Affirmative Action.

Human Rights-based approach should be adhered to recognize that achieving gender equality and securing women's rights is rightful claim by the State as part of its duty under international law. Therefore, human rights obligation and principles should be considered throughout the implementation and monitoring of UNDP Iraq Gender Equality Strategy

Intersectional approach the concept of intersectionality describes the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class, and other forms of discrimination "intersect" to create unique dynamics and effects. This should be allowed to bring strategic and balanced partnership among the sectors to bridge the gap and to avoid the overlapping to maximize the impact.

"Leaving no one behind" This strategy also affirms the UNDP commitment to support partners to address multiple and intersecting forms of discrimination, such as those based on poverty, geographic location, migration, identity, ethnicity, age, race, religion, disability, and other characteristics. Leaving no one behind and reaching the furthest behind first requires improving capacities to analyze and target populations affected by multiple forms of discrimination.

Transforming gender and power relations. This strategy acknowledges that transforming gender and power relations is essential for achieving gender equality and sustainable development. UNDP will pursue initiatives that accelerate structural transformations for gender equality and remove the institutional, societal, political, and legal barriers hindering its achievement. This includes working with partners, including faith-based and traditional leaders, to address the root causes of gender inequalities and change the discriminatory social norms, attitudes and practices that deny women and girls rights and opportunities.

Innovation. Innovation is a critical aspect of the gender equality work. Advancing gender equality calls for innovative approaches, from community conversations on difficult topics to behavior-change campaigns to challenge discriminatory social norms and practices that are at the heart of gender inequality. Technological innovations, from mobile banking applications to new clean energy, can eliminate structural and societal barriers that prevent women from accessing financial and other services and break traditional patriarchal supply chains of information, resources, and power. UNDP can also leverage its own experience in incentivizing performance on gender equality through its Gender Equality Seal to support partner countries to innovate tools for advancing gender equality in the private and public sectors.⁸

⁸ UNDP Global Gender Equality Strategy 2018-2021



Women participants of the Raa'idat 2 competition in 2021



Justice reforms -Female police officer

10. Strategic Priorities and outcome Areas

10.1 Addressing gender equality in country programming

UNDP recognizes that progress requires a sustained action, and investment over decades. It will strategically combine shorter-term incremental changes that reach individuals and communities with longer-term reductions in structural barriers that generate changes across social, economic, and other systems.⁹

UNDP Iraq will pursue gender mainstreaming across the four key priorities and, the outcomes of the Strategic Plan are reflected in this section, Selected priorities presented in this section are not exhaustive. Rather, they represent accelerators where UNDP Iraq has demonstrated results and offers comparative advantages. They combine focused attention on closing historical inequities with interventions to achieve women's empowerment, autonomy, and ability to make choices.

10.1.1 Strategic Priority I:

**Contribute to Gender Equal and Sustainable Economies
Global Gender Equality Strategy 2022-2025 - Signature Solution I**

Goal Statement: Poverty and Inequalities

Foster conditions conducive to growth and stability that is inclusive, sustainable and promote employment, create jobs, and improve standards as a permanent solution for reducing, and in long-run, eradicating poverty.

Outcome Area I: Improved women centered economic policies and legislations that contribute to inclusive, gender sensitive and, diversified economic growth, with focus on increasing income security, and decent work for women

UNDP Iraq recognizes that, when countries value girls, and women as much as boys and men; when they invest in their health, education, and skills training; when they give women greater opportunities to participate in the economy, manage income, own, and run a business; the benefits extend beyond individual girls and women to their children and families, to their communities, to the societies and economies at large. Research has shown that Gender Equality supports Productivity and Growth: Revitalizing women's full economic potential is good for business and for development. Despite significant progress made by UNDP in Iraq the past few years, labor markets across Iraq remain divided along gender lines. Female labor participation has remained lower than male participation, gender wage gaps are high, and women are overrepresented in the informal sector and among the poor. In Iraq, legal restrictions persist which constrain women from developing their full economic potential.¹⁰ Ensuring equality in opportunities and potential to participate in the economy can be a catalytic for faster recovery from recent conflict shocks and, strong engine of growth and for more resilient more resilient, and inclusive economies going forward. Gender equality goes hand in hand with microeconomic and financial stability, can stimulate economic growth, boost private and public sector performance, and reduce income inequalities.

Outcome I recognizes the need for a more diversified, inclusive, and sustainable economy. It aims to foster conditions conducive to growth and stability that is inclusive, and sustainable promotes employment, creates jobs, and improve living standards as a permanent solution for reducing, and in the long run-eradicating poverty. It is aimed to eliminate gender-based discrimination and occupational segregation in the labor market and the need for an inclusive economy that prioritizes women economic empowerment opportunities. Furthermore, it is aimed at translating these priorities in practical interventions through the project implementation and community-based interventions supporting the most vulnerable and economically marginalized in the communities. For example, UNDP Iraq's Funding Facility for Stabilization (FFS) program initiative, it diversified economic opportunities for most vulnerable the women returnees through cash or wok (CFW) schemes and cash grants program for female headed households.

⁹ <https://www.tamarackcommunity.ca/hubfs/Innovation-Ambition.pdf?hsCtaTracking=addad353-a589-4daa-9639-9da5ddd82a95%7C506b9326-3d3b-4d71-ad9e-0d49a14a00>
¹⁰ UNDP Iraq Annual Gender Report 2021

Strategic interventions

UNDP Iraq will:

- Ensure that fiscal policies and legislations that contribute to inclusive, gender sensitive and diversified economic growth. Implement a focus on increasing income security, decent work for women, and social protection
- Ensure that principles of gender equality are integrated throughout projects that address social protection, and care services. Subsequently, contribute to income security and decent work for women and social protection
- Integrate and implement gender dimensions into UNDP Iraq projects, transformational initiatives and protocols on economic empowerment, financial inclusion, and social protection
- Ensure expanded access to assets and finance services.
- Integrate and implement gender dimensions into UNDP Iraq projects, transformational initiatives and protocols on economic empowerment, financial inclusion, and social protection.
- Endorse technological and E-solutions and platforms which advance gender equality and women's empowerment.
-

10.1.2 Strategic priority 2:

**Inclusive governance, participation, and women leadership:
Global Gender Equality Strategy 2022-2025- Signature solution 2**

Goal Statement: "Better governance for Gender Equality"

Outcome Area 2: Strengthened institutions and systems that deliver people- centered, evidence and needs-based equitable and inclusive gender and age-responsive services especially for those vulnerable populations, with a particular focus on advocating for women's leadership in decisions making processes and tackling anticorruption

Democracy building processes and institutions will remain partial and flawed if they continue to exclude or marginalize women, youth, minority groups, IDPs both as protagonists as beneficiaries of democratic change. Governance is inclusive when it effectively serves and engages all people, considers gender and other facets of personal identity, and when institutions, policies, processes, and services are accessible, accountable, and responsive to all members of the society.

Governance is key to delivering gender equality results. Meaningful changes on the ground require a coordinated, competent, and powerful whole-of government commitment and clear and effective mechanisms in place within and across government institutions to be able to translate public policies, programs, services, and budgets in concrete benefits for men and women.

All institutions and policy areas count for gender equality as they all impact men and women, and yet in a different way due to their different circumstances. That is why mainstreaming gender considerations throughout government and institutions is fundamental commitment for countries that inspire to eliminate gender-based discrimination across the broad and realize a fully inclusive society.

Fair representation and participation of women and men in public life, including in leadership positions is critical to realizing gender equality.

The composition of public institutions must reflect society if it is to be perceived as legitimate, capable of delivering key policies and upholding equality before the law. Ensuring gender balance in public-decision- making has been increasingly highlighted in UNDP as key governance issue related to fairness, transparency, and inclusive policy outcomes. Only gender balanced and different policy makers can have the know-how to tackle the different needs of citizens.

Outcome 2 recognizes the need for a more effective and inclusive, institutions that meet citizens needs and enhance the realization of their rights. The outcome aims to address the importance of women's participation and leadership in all forms of decision-making, including political office constitutional bodies, public administration, the judiciary, the private sector and at local, national, regional, and global fora on governance, peacebuilding, and post conflict -crisis recovery, climate change and disaster risk reduction among others.

This outcome aims to address the Policy, legal, regulatory, and institutional challenges that hinder women from fully participating in public institutions as well as enhance their ability to influence policy making and service delivery, in particular social services.

Therefore, establishing concentrated efforts to create more open and inclusive measures and improved governance capabilities for the inclusion of social services.

For example, shifting the power dynamics, thus efforts to address the root causes that perpetuate gender inequalities and marginalization of women and girls. Interventions that consciously act on understanding of how power relations and negative social norms shape institutions and access and control of resources can make stronger contributions to achieving gender equality and women empowerment and an array of other development goals.

women's participation in leadership positions is critical to effectively deliver inclusive gender and age-appropriate services in deserving communities. Investing in grassroots women's movements leadership to scale up local implementation of CEDAW is Imperative.

UNDP Iraq's Gender and Diversity Trainings for Mid-Level Police Officers: UNDP has conducted the Mid-Level Management Trainings for police commanders working at the mid – level management positions to improve their management and leadership skills. A module on Gender and Diversity was delivered as part of these trainings to sensitize the mid-level management police commanders to the varying needs of community members, especially women and minority youth groups, and to initiate a discussion among commanders to improve the role and participation of female ranking officers in the day-to-day work

Strategic interventions

UNDP Iraq will:

- Strengthen gender justice to realize rights
- Strengthen institutional capacity for policy and legal reforms to accelerate women's participation in decision -making. This includes initiatives to increase women's participation as voters and candidates; to increase young women's civic engagement; to promote women's participation in transitional and constitutional bodies; and to strengthen parliamentary capacities for gender -responsive legislations
- Enhanced equal participation and demonstrated influence of women and girls in all leadership and decision-making positions
- Ensure Women and girls have equal voice and exercise agency in the home, community, and public space "Multiplying voices and amplifying voices"
- Ensure Women and girls are more visible and portrayed as equal contributors to society in the media, literature, and cultural resources.
- Build the institutional capacity and strengthen compliance within national and local government and other Institutions and Organs of GOI & integrate gender into strategic partnership platforms.

10.1.3 Strategic Priority 3:

Support Equal Societies to Builds Resilience – “Building Back Better” Global Gender Strategy 2022-2025- Signature Solution 3

Goal Statement: Enhance and ensure sustainable, peaceful Iraq through gender -responsive approach that strengthens society resilience to better deal with shocks, crisis including, conflict climate change, disasters, environmental degradation, and epidemics

Outcome Area 3: More women especially from vulnerable backgrounds are empowered to shape and benefit from solutions to crisis by fully participating in decision-making processes through community-based models and state institution by 2025

While crisis, both due to conflict and disaster, affect everyone, women and girls are often disproportionately impacted due to their relatively disadvantaged situation, distinct social obligations, and responsibilities and the high -prevalence of Gender- Based Violence. At the same time, during and after crisis, women are more often on the frontlines, playing a key role in ensuring the well-being and resilience of their families and communities.

Long term resilience calls for empowerment that puts decision-making in the hands of people, as well as for social and state institutions that reduce structural inequalities. No country is resilient with large number of women shut out of political decision -making and subject to Gender-Based Violence.

“Building Back Better” means ensuring that gender equality and women’s participation are integrated into crisis prevention, preparedness, and recovery from the earliest stages.

Outcome 4 recognizes the need for promoting community-based models and state institutions that ensure both women and men shape and benefit from solutions to crisis.

This outcome aims to address the lack of women’s participation in crisis from vulnerable backgrounds. Moreover, it aims to shape the role of vulnerable and marginalized women, in the participation of the decision -making processes. The emphasizes on women’s political and economic empowerment will not only shape the trajectory but also produce a shift from crisis to solution making.

For example, The Mosul Dam Emergency Preparedness in Iraq Project: The Mosul dam project is a disaster risk response initiative to protect the downstream populations in the event of a possible dam burst due to the weak foundations upon which the dam was built. The project focused on gender mainstreaming initiatives, by identifying the ways in which women and children need to be educated on emergency preparedness.

Strategic entry interventions

UNDP Iraq will:

- Enhanced fully gender-responsive disaster risk reduction and management strategies
- Enhanced and Strengthened gender -responsive policies in crisis (post conflict- Iraq) and disaster prevention, preparedness, and recovery
- Enhance resilient economic recovery to advance gender equality through employment and livelihood initiatives.
- Ensure gender equality and women’s participation are integrated into crisis prevention, preparedness, and peace recovery efforts
- Enhanced Commitments to gender equality and women’s empowerment in humanitarian action, migration, Plan of Action for women to achieve higher levels of implementation.
- Violence Against Women and Girls (VAWG)and peace processes All forms of violence against women and girls is reduced, criminalized, and condemned by society; women participate equally in peace processes
- Establish and strengthen partnerships to ensure women’s voices and their experiences are brought to initiatives to prevent extremism
- Establish data and analysis for policymaking

10.1.4 Strategic Priority 4:

**Environment-putting gender at the heart of caring for people and the planet & access to energy
Global Gender Equality Strategy 2022-2025 Signature Solution 4 &5**

Goal Statement: Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues) developing e renewable resources on energy, and increased resilience to climate change, environmental stress, and natural hazards, and human induced and natural disasters.

Outcome Area 4: Enhanced women’s participation in sustainable management of Iraq’s natural resources, and in the equitable access to modern and sustainable energy that accelerate women’s economic empowerment.

Oil production remains the largest contribution of the economy in Iraq, it also requires fresh water for the oil production plants. The oil sector also remains a major source of water pollution. Reduced freshwater availability due to impact of climate change also affect the agricultural production.

Current consumption and production patterns are both unsustainable and unjust, causing environmental harms that disproportionately affect marginalized people, who have contributed least to the crisis.¹¹ Gender inequality is one of the main barriers to advancing the environmental justice dimension of sustainable development. Land degradation, deforestation, water scarcity and pollution increase poverty and hunger for all, especially women, and intensify their paid and unpaid workloads.

Protecting and managing ecosystems and biodiversity requires gender-responsive governance systems that recognize and advance women’s environmental stewardship. They should emphasize the distinct ways in which women use and are affected by natural resources, including the acute risks faced by many indigenous and rural women. Cognizance of these long-term impacts of water scarcity in Iraq, UNDP Iraq has dedicated its work on Iraq’ environmental rehabilitation and development efforts by addressing the root causes , risks and adaptation , mitigation measures .

Access to energy is a precondition for health, education, and economic prosperity: an essential multiplier for all the Sustainable Development Goals. Until access to modern energy reaches the 759 million people who still do not have it, gender equality will not be achieved.¹² UNDP Iraq is committee to support GOI to bring sustainable energy solutions to unconnected communities around Iraq in order to close energy gap. UNDP Iraq will challenge inequalities, in green energy systems, policies, decisions-making and ownership, as well as the technical and service provisions levels.

Outcome 3 recognizes the need to address current consumption and production patterns that are unsustainable and unjust causing environmental harms that disproportionately affect the marginalized people who have contributed least to the crisis.

This outcome aims to target the management and protection of ecosystems and biodiversity, through the implementation of gender responsive governance systems that recognize and advance women’s environmental stewardship. Moreover, with participation and leadership placed emphasis on the ways in which women and girls use and are affected by climate change and disasters. Subsequently acknowledging that active economically and socially risks are more faced by marginalized rural women in Iraq.

In Iraq, women are more affected by energy poverty. Ensuring that women gain ownership to energy assets and benefit from productive use of energy. UNDP will support the GOI to enhance energy investment to reduce time poverty for an example, electric household appliances perform tasks that save time and remove the need for additional chores such as gathering firewood. Furthermore, UNDP will pursue strategies to ensure energy access and technology to consider the needs and preferences of women particularly in vulnerable households.

For example, UNDP Iraq, implements several projects that promote gender equality and women’s empowerment.

¹¹ UN Women, Beyond COVID-19: A feminist plan for sustainability and social justice, <https://www.unwomen.org/en/digital-library/publications/2021/09/beyond-covid-19-a-feminist-plan-for-sustainability-and-social-justice> dimension

¹²The Atlantic, “Women, Energy and Economic Empowerment,” <https://www.theatlantic.com/sponsored/deloitte-shifts/women-energy-and-economic-empowerment/261>

Most of the projects prioritizes gender equality by providing guidelines to promote women in traditionally male roles e.g. the Promotion of green practices on waste management health sector.

The Sustainable Solutions for Compost Production from Organic Waste in Iraq Karbala Governorate project works to improve female representation in meetings and workshops that enhances their contribution to decision-making. The project has ensured that at least 30% of the participants in the project's activities are women. This includes representation of women from different affected populations at meetings, workshops, and actual implementation of solutions for compost production. During a knowledge exchange visit of the Iraqi delegation to Amman, Jordan - they visited a local facility in Amman that was run by 36 women as a recycling factory which has become economically self-sufficient to operate. A small support is extended by the local municipality in the success of this endeavor namely through the support for transport of compostable waste to this facility.

Regarding equitable energy access, UNDP Iraq is piloting a project on **Promoting Carbon Reduction Through Energy Efficiency (EE) Techniques in Iraq**. The project has undertaken, Gender Analysis and Gender Mainstreaming & Action Plan; Gender focused Environmental and Social Management Framework (ESMF); Social and Environmental Screening Procedure (SESP) with a gender focus; Stakeholder Engagement Plan (SEP) that is gender inclusive. This project will be implemented in accordance with the recommendations of the above, to ensure a gender inclusive and gender sensitive perspectives across all initiatives of the project.

Strategic entry points for Environment

UNDP Iraq will:

- Ensure gender-responsive management of natural resources
- Enhance development and Implementation of gender equality commitments in climate action plans
- Enhance the development and implementation of policy and regulatory framework in Iraq
- Enhance Climate finance for gender equality
- Enhance energy access to unleash women's economic empowerment
- Enhance Energy investments to reduce time poverty

10.1.5 Strategic Priority 5:

Strengthen the rule of law and access to justice

Crosscutting priority in all outcome areas

Goal Statement: Enhanced access to justice and a more inclusive structural reforms of state and civil institutions in Iraq

Outcome Area 5: More women, particularly the poor and vulnerable, benefit from enhanced access to justice and a more responsive, inclusive, and accountable public institutions

Gender Based Violence is the world's most pervasive violation of human rights. It undermines development and is a driver of conflict and poverty. GBV is not only devastating for survivors of violence and families, but also implicates significant social and economic costs. Failure to address the issue also implicates a significant cost for the future. Addressing GBV is a long-term development challenge. Decreasing violence against women and girls requires a community-based, multi-pronged approach, and sustained engagement with multiple stakeholders.

Outcome 5 recognizes the need to address current challenges of access to justice for Iraq women especially those that face all forms of gender-based violence. Taking a holistic, whole of society approach will help Government of Iraq confront violence against women and girls.

This outcome aims to reinforce, the need for strengthened, open, transparent accessible, and effective governance in institutions with a focus of gender responsive agenda within the formal and informal justice system to enhance women's access to justice especially on gender-based violence interventions.

For example, UNDP Iraq, through Support to Security and Justice Sector Governance program has partnered with UNFPA. It is Coordinating with UNFPA for improved SGBV case referral system from Local Police Stations: UNFPA in Iraq has developed the SOP for SGBV cases management at the local police station level. This project has been designed to support and strengthen security sector reforms, improve criminal justice, and law enforcement services as well as extending support to transforming the “green” policing to a more “blue” and democratic policing models in Iraq.

Strategic interventions

UNDP Iraq will

Preventing and responding to gender-based violence through the following actions

- Supporting the development, and implementation of policy and regulatory frameworks that address gender- based violence and all forms of harmful practices for women and girls
- Building national justice institutions capacities to prevent violence, end impunity for perpetrators, and ensure access to justice and protection
- Promote institutional environments that prevent violence, and support survivors, especially women facing multiple, and intersecting forms of discrimination, such as those living with disabilities, migrants, and survivors of sexual exploitation.
- Working in communities to generate bottom-up evidence, including on changing negative social norms that fuel gender-based violence. Behavioral change interventions that will help address the root causes of violence
- Leveraging on digital technologies to improve services and address cyber-violence, especially against young women.
- Engagement of civil society to enhance transformative change in eliminating violence against women, and girls



II Gender Equality Strategy Implementation Plan

The following implementation plan has been developed to guide the operationalization of the Gender Equality Strategy. This implementation plan outlines seven (7) programmatic focus areas and seven implementation strategies which if provided with the necessary resources including human resource and funding, will effectively support the achievement of Gender Equality Strategy 2022-2025.

II.1 Institutional Transformation

The Table Summarizes and the narrative expounds on the implementation plan

IMPLEMENTATION PLAN	PROGRAMATIC AREA	Integration and specialization	Policy monitoring, analysis, and positioning	Addressing gender equality in operations	Design, implementation, and measurement	Partnerships	Communication & Knowledge management	Continuous learning and
	IMPLEMENTATION MECHANISMS	Integration, coordination, and gender expertise	Gender mainstreaming: conduct gender analysis during project design and Incorporate gender in all programs and budgets processes.	Achievement of gender parity through human resources (Gender Seal recommendations)	Measure gender equality through Gender Marker, Quality assurance (QA), Result oriented annual reporting e.g.	Inter-agency collaborations with women human rights-based organizations, grassroots organizations, media	Gender sensitive language and messaging	Importance of data and innovation hubs

II.2 Implementation Mechanisms

The strategy outlines strong institutional framework that will support the implementation of the programming priorities, goals, and outcomes, which in turn will support the achievement of the 5 outcome areas and lead to the achievement of the Gender Equality Strategy 2022-2025.

The implementation of the UNDP Iraq Gender Equality Strategy will require a strategic approach in which implementing mechanisms need to be put in place to ensure the implementation of the programmatic areas of interventions (highlighted above) which in turn will support the achievement of the 5 outcome areas and lead to the achievement of the Gender Equality Strategy 2022-2025.

II.2.1 Integration and specialization

Implementation of the Gender Equality Strategy requires the investment of both financial and human resources. The Gender Unit will lead and provide strategic and technical advice and overall coordination of crosscutting gender equality work across all the UNDP departments.

The UNDP Gender Equality Strategy 2022-2025 requires UNDP Country offices to build a gender architecture supporting country offices in moving away from mechanical approaches to gender equality and towards dismantling structural barriers. Achieving this goal will require integration, coordination, and gender expertise. UNDP Iraq encouraged to have experienced gender specialists and integrate them into management mechanisms, with improved contracts and full access to decision-making. All functional units to put in place a multidisciplinary Gender Focal Team (GFT) headed by a senior manager. Leadership by a senior manager beckons a high level of commitment and ensures synergy between mainstreaming in programming, business practices, management structures and management practices.

UNDP Iraq has instituted a gender team, headed by the gender specialist, with gender focal points from each program pillar and Operations, demonstrating the Country Office's commitment that gender mainstreaming is not primarily a technical exercise in Programming, but it has fundamental implications for the office. The Terms of Reference for the Gender Focal Team have been developed, with its membership and work plans are reviewed annually. The Gender Team meets monthly to discuss gender specific progress from each pillar and share lessons learned. However the Gender Focal Team functions need to be reviewed to include the following functions e.g. guide the development and implementation of program pillars gender action plans; regular reviews of program portfolios from a gender perspective ;supports program units to report on the implementation of the gender strategy and action plan; provide capacity building on gender equality and women empowerment for all staff and underscoring the importance of programme personnel's gender mainstreaming capacities among other functions. Furthermore, the GFT performance need to be incorporated in their Performance Management Appraisals to ensure accountability. The Gender Specialist should provide overall technical support and the Country management Team should be leading the GFT.

UNDP Iraq is committed to strategically deploy gender capacities to enhance synergy and impact. While acknowledging that gender equality should involve staff at all levels, a core of in-house technical competence for gender equality and gender mainstreaming is essential for effectively and efficiently delivering results and impacts. Members of the Gender Focal Team are expected to provide required support in complying with various corporate tools and standards for planning, quality assurance, accountability, monitoring, reporting and evaluation.

UNDP Iraq will take advantage of the gender expertise available in the UNDP Arab States Regional Hub. In addition, deployment of local expertise and Iraq -specific experiences in the form of consultants will be considered. Where available, gender experts attached to a specific programmes or projects will also be called upon to consult and collaborate with colleagues across the teams and units for optimal impact.

UNDP requires that all staff should have basic understanding and adequate technical capacity in gender, as well as the commitment to work in a gender-sensitive manner. Gender capacity-building needs is an on-going process, with regular updating of knowledge and skills, to keep pace with changing development contexts, the needs of the countries and new ideas and discourses. Gender capacity development is most effective when implemented periodically, reflecting on the relevance, context specificity, and practicality.

UNDP Iraq will take a holistic and systematic approach to gender capacity development for the Country Office. Tailored capacity building initiatives including training workshops, knowledge sharing, and learning-by doing opportunities will be organized and facilitated, and space for engagement with global, regional, and national gender equality issues as well as new tools and platforms will be created and supported. UNDP has prepared a capacity building workplan to train its staff in 2022 and beyond.

UNDP Iraq, through its engagement in the Gender Equality Seal certification programme, will take proactive steps towards aligning its business practices and management policies with the corporate gender equality and women's empowerment standards in alignment to the Gender Seal recommendations.

Gender Equality Champions will be appointed to support the roll-out of the Gender Equality Strategy. These will be staff members and partners who are passionate about gender equality. Partners will provide them with necessary skills through training, mentoring, and coaching to champion and effectively advocate for gender equality issues. Their managers should allocate at least 10-20 percent of their time to enable them champion gender equality within their departments and stakeholders. The time allocated should be included in their performance objectives. Furthermore, all line managers should be required to promote and support gender mainstreaming in their departments and specific gender objectives should be included in their performance objective.

11.2.2 Gender mainstreaming Incorporate Gender in all programs and Budgets Processes.

The success of the implementation of the UNDP Gender Equality Strategy will purely depend on Gathering meaningful data about UNDP gender work is critical to produce strong evidence and promotion of ongoing learning and cross-fertilization to highlight achievements.

UNDP tools and platforms reinforce evidence -based programming for improving parity, participation and representation of women and men. UNDP Iraq uses gender mainstreaming as one methodology for designing programs. This requires a specific lens to reveal inequalities while designing programs. Consultations with women and men impacted by UNDP projects will identify inequalities and provide gendered information. This information, along with gender-based differences in development perspectives, sex-disaggregated data, needs, concerns, roles, and capacities will be identified and assessed.

UNDP programmes and projects will adhere to the principle of gender parity in participation and representation when designing and implementing projects. Equal opportunities will be provided to men and women to participate in and benefit equally. Socio-economic barriers preventing men or women from fully and equally participating, will be articulated and addressed as part of program interventions. This effort may require policy-level interventions, additional in-depth analysis, tailored service delivery, or targeted capacity building on the part of the programmes and projects.

Ongoing negotiation with development partners on the integration of gender equality perspectives in all sectoral and cross-sectoral initiatives will also be part of UNDP Iraq's strategy. It will facilitate and support consistent capacity development for UNDP practitioners, project personnel, as well as government partners, for effective gender mainstreaming.

UNDP's corporate tools and platforms for Results- based Management (RBM), Quality Assurance (QA), reporting, and accountability, systemically maintain standards for gender mainstreaming. These tools and platforms include: The Gender Marker, Quality Assurance (QA), Results Oriented Annual Reporting (ROAR), Country Office Annual Work Plan, Performance Management and Development (PMD), Social and Environment Standards (SES), Evaluation guidelines, Project Approval guidelines and Annual Work Plans.

Therefore, UNDP Iraq should institute a requirement that all departments should plan and budget for activities that support the implementation of the Gender Advocacy Strategy. This should include guidance from the gender unit to ensure each department at least implements one activity from each priority area.

11.2.3 Measure Gender Equality: “what doesn’t get measured doesn’t get done”.

Sex-disaggregated data and gender statistics are critical for evidence-informed decisions and results-based programs that promote gender equality and women's empowerment. UNDP Iraq will prioritize collecting and analyzing sex-disaggregated data.

Such data and analysis will set the baselines and targets and inform evidence-based policy advocacy approaches. UNDP Iraq will also prioritize efforts to strengthen national capacities to collect, analyze and apply sex-disaggregated data.

For all new programmes and projects, gender analysis needs to be undertaken during the formulation phase of all projects to analyze gaps, challenges, and opportunities and more so lessons learned that will advise gender responsive interventions and recommendations. Moreover, UNDP Iraq will apply UNDP's corporate gender assessment and quality assurance tools at the conceptualization stage to ensure the programmes and projects make robust contribution to gender equality results.

Evaluation of programmes and projects of UNDP Iraq will make use of a gender analysis framework and gender indicators to assess their gender-differentiated impacts and contribution to gender equality results. UNDP Iraq provides a balanced portrayal of men and women, not only in terms of quality, but also in quantity throughout internal and public engagement activities

The gender team and the monitoring and evaluation team will work hand in hand to develop measurements systems to periodically assess gender sensitive projects and will be entrusted with sharing of the lessons learned, and work towards more routine collection of sex-disaggregated data. Realistic and implementable targets should be set. Internal data collection should be complimented by external evaluations and gender assessments to learn from them, to scale up what has worked and eliminate what is not working. Gender assessments should be conducted at least half-yearly to measure interim progress in the priority areas.

11.2.4 Achievement of gender parity through human resources

UNDP Iraq operations address three priorities for advancing gender equality:

1. Gender parity in UNDP staffing including project teams
2. Gender-sensitive procurement / recruitment practices
3. Financial management.

UNDP Iraq is committed to achieving gender equality through its human resource and management policies. UNDP Iraq has adopted several corporate policies to ensure that it is presented in Iraq as an attractive and fair employer for qualified men and women.

UNDP Iraq strives to establish an enabling working culture in which male and female colleagues can maximize the application of their competencies towards the organizational goals.

UNDP Iraq will ensure gender equality through the recruitment process while monitoring gender parity in staff at all levels, including project teams.

All staff will receive capacity development for advancing gender equality. Specific groups will be targeted for training and capacity building when necessary. The Performance Management & Development (PMD) will be utilized to ensure the accountability of the management level colleagues in delivering gender equality results.

UNDP Iraq will promote gender-sensitive procurement practices. Opportunities to support marginalized women, women entrepreneurs, or gender-responsive enterprises from Iraq will be capitalized on. All decision-making bodies both for procurement and human resources established within the UNDP Iraq will ensure equal representation of women and men.

The gender marker will remain the main tool to track budget and expenditures. During the period of the present strategy, UNDP will aim to progressively achieve having 70 per cent of allocations to advancing gender equality and/or empowering women (gender marker attributes GEN-2 and 15% GEN-3 combined).¹³

11.2.5 Communication & Knowledge management

UNDP Iraq will define key messages and 'branding' for the present strategy, and will identify allies, tools, and targeted actions in support of Iraq advocacy goals. UNDP Iraq will build strategic relationships; gather the evidence base to make the case; frame innovative integrated solutions; and seize opportunities. UNDP Iraq will use communication for advocacy across all, portfolios including identifying policy goals and will develop accessible messages to foster strategic dialogues with stakeholders. UNDP will pursue long-term engagement with media networks and will partner with other United Nations organizations, academia, leaders, and influencers, including young feminist organizations and governments leading pioneer initiatives. UNDP will use persuasive techniques such as modern ways of story-telling and digital technologies to transform complex issues into accessible

¹³ GEN 3 – Have gender equality and/or the empowerment of women and girls as the primary or principal objective. GEN 2 – Make a significant contribution to gender equality and/or the empowerment of women and girls.

information. UNDP Iraq will endeavor to implement At least one annual country campaign that will focus on strategic priorities. UNDP Iraq country office communications team will help drive this agenda.

Moreover, UNDP Iraq communications will continue to promote gender equality through quantitative means (ensuring a gender balance where relevant), qualitative means (challenge stereotypes and promote diverse roles for men and women), and execution (through public events, public interactions, expression and wording Communication and knowledge products will advocate for advancing gender equality in the following ways:

- Practical user-friendly guidelines on gender-sensitive language will be provided to all staff and implemented by communications specialists.
- Messages, stories, results, and insights will be supported by strong sex-disaggregated data wherever available and relevant.
- Communication pieces will encourage the portrayal of women as leaders and active participants in their communities and highlighting stories where men and women are working together to improve their communities.
- Communication pieces should avoid depicting women and men exclusively in stereotypically traditional and disempowering ways.
- Storytelling while preserving the dignity of beneficiaries by protecting identities, when necessary, accurately representing stories of individuals and ensuring gender stereotypes are not being reinforced.
- Public events will be gender-aware, with balanced representation of men and women on panel discussions and event agendas.
- UNDP will utilize the SDG Mover for Goal 5 to promote and educate gender equality among the Indonesian public.

11.2.6 Partnerships

Partnerships are critical for UNDP Iraq's effectiveness. Partnerships expand the circle of influence and bring new perspectives to discussions on issues beyond UNDP's expertise. They can also create opportunities for UNDP Iraq to carry gender equality perspectives and messages to a wider audience. As of 2022, the partnerships in place to support the gender equality work of UNDP Iraq include:

Research Institutions and Civil Society

Organizations (CSOs):

UNDP works in connection with CSOs to support the production of policy papers on gender related issues in Iraq.

Private sector:

Through engagement with private companies, UNDP Iraq looks for opportunities to advance gender equality through SDGs, social finance, and access to banking.

Inter-agency collaboration:

Gender equality is a priority for all agencies in the United Nations system. It is therefore critical that UNDP Iraq continues communication and cooperation with other agencies. UNDP Iraq will also seek the guidance of UN Women when available and relevant to ensure agencies are operating effectively as 'One UN'. To achieve this UNDP Iraq representatives will present gender equality-related activities and opportunities for collaboration at UNCG (United Nations Communications Group), UNCT (United Nations Country Team), Gender Equality Working Group, and the UNYG (United Nations Youth Working Group).

International partners:

Our international partners play a fundamental role in advancing gender equality and women's empowerment in our work. Through the support of our core partners, we can plan and deliver effective development results in critical areas. We envision a better future with current and new partnerships.

12 Annexure I:

12.1 UNDP Iraq Gender Equality Strategy 2022-2025 Action Plan

12.1.1 Strategic Priority I:

Contribute to gender equal and sustainable economies: Global Gender Strategy 2022-2025 Signature Solution I						
Goal Statement: Foster conditions conducive to growth and stability that is inclusive, sustainable and promote employment, create jobs, and improve standards as a permanent solution for reducing, and in long-run, eradicating poverty.						
Outcome area I: Improved women centered economic empowerment and financial inclusion: Income autonomy and social protection for women and girls						
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external partners
1.1 Ensure that fiscal policies and legislations that contribute to inclusive, gender sensitive and diversified economic growth. Implement a focus on increasing income security, decent work for women, and social protection	1.1.1 Implement programs and projects to progressively remove all legal and policy impediments. While promoting compliance to ensure women's full enjoyment of UNDP Iraq Programs and transformational Projects.	National laws and policies protect and enable women's full access and enjoyment of economic opportunities, and benefits of all Pillars and Flagship Projects and other UN Agencies transformational projects	Number of national laws, and policies that enable women to fully participate in economic opportunities.	Assume that all national policies protect and enable women's full access to economic opportunities.	Start in Q2 2023, continuous according to the projects and programs calendar.	UNDP, GOI and Civil society and UN Agencies
	1.1.2 Support GOI to institutionalize tax reforms to incentivize women's incorporation into the labor force.	Key policy and legal constraints to women's access to economic opportunities, productive resources and services are removed	Number of policies that promote economic opportunities, productive resources, and services.	Assume that policies and legal constraints that stop women from access to economic opportunities are removed.		
	1.1.3 Support GOI Ministry of finance, tax authorities, and Central bank of Iraq to strengthen capacities for upholding global gender equality standards while opening more space for women experts and leaders.	GOI finance institutions have capacity to uphold global gender equality standards.	Number of financial institutions that successfully uphold global gender standards.	Assume that financial institutions uphold global gender standards		
	1.1.4 Conduct a review of new economic policies implementation and make policy recommendations for improvement in integrating gender issues if found necessary.	The policies set for the implementation of economic opportunities programs integrate principles of gender equality.	A review of the implementation of the new policies are conducted and appropriate recommendations are formulated.	Assume that review of new policies is conducted and implemented.		
1.2 Ensure that principles of gender equality are integrated throughout projects that address social protection, and care services. Subsequently, contribute to income security and decent work for women and social protection	1.1.1 Ensure that programs and projects fully integrate principles of gender equality. This includes the log-frames and templates for each project which requires sex and age disaggregation data.	The frameworks set for the new projects and programs integrate principles of gender equality.	A review of the guidance and application of new log-frames integrate principles of gender equality.	Assume that all UNDP Iraq Project managers comply with gender-specific log-frames while designing new projects and programs.	Start in Q1 2023, continuous according to the projects and programs calendar.	UN Agencies, academia Civil Society organizations and communities.
	1.1.2 Following the first year of implementation, conduct a review of project log -frames, and make recommendations for improvement in integrating gender issues if found necessary.	Gender issues are integrated in project log -frames	A review of the implementation of new projects and programs are conducted, and appropriate recommendations are formulated	Assumes that gender responsive programming considers diversity in women including the most vulnerable		
	1.2.3 Support GOI in establishing or expanding gender-responsive social protection systems while exploring proven informal models developed in communities	Established gender-responsive community-based models.	Number of established social protection informal models in communities	Assume that gender-responsive social protection informal community models are established.		
	1.2.4 Help to map care needs and infrastructure, and design, pilot and scale up promising measures such as a temporary basic income, cash transfers for those who need or provide care, and maternity, and paternity leave provisions	Care needs, infrastructure and pilot projects mapped out.	Number of pilot projects designed that address measures outlined in 1.2.4	Assume that care needs and infrastructure services are designed and piloted.		
	1.2.5 Explore indicators defining a caring economy; capture 'time poverty'; and recognize the economic value of unpaid care work in national accounting systems, using communication campaigns to shift discriminatory norms	Indicators developed that address 1.2.5 issues	Communication campaigns that shift discriminatory norms	Assume that communication campaigns shift discriminatory norms in the societies		

Outcome area I: Improved women centered economic empowerment and financial inclusion: Income autonomy and social protection for women and girls						
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external partners
1.3 Integrate and implement gender dimensions into UNDP Iraq projects, transformational initiatives and protocols on economic empowerment, financial inclusion, and social protection	1.1.3 Mobilize technical expertise and funding to develop knowledge, and accountability tools to support effective mainstreaming and accountability for gender issues into all pillars of transformational projects, & pilot projects to formalize and recognize care work.	National and local Specialized programs and projects, allocate grants for Women; and formalized employment and skills to market.	Number of women that benefit and improve their economic status as beneficiaries of the pilot projects that formalize care work.	Assumes all projects benefit women and improve their economic and social status.	Start in Q1 2023, continuous according to the projects and programs calendar	UNDP and project implementation partners
1.4 Work in coordination with partners to provide the technical assistance necessary for UNDP to fully integrate principles of gender equality into national development project plans	1.1.4 Work with partners to conduct gender assessments of national development programs to understand the gender dimensions of all development programs and projects and responses, and to identify response gaps.	Appropriate technical assistance is provided to all partners at key stages of the project life cycle for the full integration of gender considerations.	A majority of high impact partners have conducted a gender assessment of their local and national development program(s) that are implemented by UNDP Iraq.	Assumes partners take the lead, in collaboration with UNDP and gender advisor, to conduct a gender assessment.		
	1.2.4 Work with partners to ensure the implementation of the proposed gender-responsive-interventions, including through civil society monitoring of development projects implementation.	Gender responsive interventions are monitored.	Reports from civil society partners indicate that the gender- responsive activities that were part of the projects are effectively being implemented.	Assumes civil society partners are able, willing and resourced to monitor project implementation.		
	1.3.4 Work with partners to review project proposals submitted and assess gender integration, for example the translation of gender assessment recommendations into programming, the engagement of women representatives in the country's national and local dialogue process and the use of sex-disaggregated baseline data.	Recommendations are provided by partners on project proposals.	A review of project proposals submitted shows that 75% of partners having conducted a gender assessment includes the key recommendations from the assessment in their project proposals.	Assumes close collaboration with cross-cutting partners during the review of concept notes.		
	1.4.4 Work with partners to coordinate gender-related technical assistance plans to support them throughout the project cycle.	Coordinated gender-related technical assistance.	Mapping of gender-related Technical assistance shows relevant technical assistance in place to support partners.	Assume gender - related technical assistance to support partners is coordinated.		
	1.4.5 Join forces with United Nations system partners – notably UN Women and the ILO – as well as women's organizations, feminist economists' networks, international financial institutions, and the Global Alliance on Care.	Global alliance on care partnerships is established.	UN systems partners integrate care issues in all their projects and programs.	Assume that UN system partners support care issues.		
1.5 Ensure expanded access to assets and finance services.	1.5.1 Enhance innovative business development services for informal sector workers and entrepreneurs, who are disproportionately women.	Innovative business development services that support women are established.	Number of women who benefit from innovative business development services	Assume that women benefit from innovative development business services	Start in Q1 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies, GOI, private sectors, women's organizations, feminists' networks, international financial institutions
	1.5.2 Advocate for women to lead social and financial services that reduce structural barriers imposed by laws, policies, budget choices, and social norms	Women lead social and financial services and structural barriers are reduced	Number of women businesses that lead financial services and number of laws and policies that support women businesses	Assume that laws and policies create an enabling environment for women to run financial services businesses		
	1.5.3 Partner with GOI and the private sector on closing digital divides to remove barriers related to availability, affordability, and skills, among other factors.	Digital divide gap is closed because of partnerships with GOI and private sector.	Barriers related to availability, affordability and skills are removed.	Assume that barriers are removed by GOI and private sector to enhance availability, affordability, and		

				skills among others.]		
--	--	--	--	-----------------------	--	--

Outcome area 1: Improved women centered economic empowerment and financial inclusion: Income autonomy and social protection for women and girls							
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external Partners	
1.6	Integrate and implement gender dimensions into UNDP Iraq projects, transformational initiatives and protocols on economic empowerment, financial inclusion, and social protection.	1.1.3 Mobilize technical expertise and funding to develop knowledge and accountability tools to support effective mainstreaming and accountability for gender issues into all pillars of transformational projects, & pilot projects to formalize and recognize care work.	National and local Specialized programs and projects, allocate grants for Women; and formalized employment and skills to market.	Number of women that benefit and improve their economic status as beneficiaries of the pilot projects that formalize care work.	Assumes all projects benefit women and improve their economic and social status.	Start in Q1 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies, Civil society, academia, communities, women's organizations
1.7	Work in coordination with partners to provide the technical assistance necessary for UNDP to fully integrate principles of gender equality into national development project plans.	1.1.4 Work with partners to conduct gender assessments of national development programs to understand the gender dimensions of all development programs and projects and responses, and to identify response gaps.	Appropriate technical assistance is provided to all partners at key stages of the project life cycle for the full integration of gender considerations.	A majority of high impact partners have conducted a gender assessment of their local and national development program(s) that are implemented by UNDP Iraq.	Assumes partners take the lead, in collaboration with UNDP and gender advisor, to conduct a gender assessment.		
		1.2.4 Work with partners to ensure the implementation of the proposed gender-responsive-interventions, including through civil society monitoring of development projects implementation.	Gender-responsive interventions implemented by partners.	Reports from civil society partners indicate that the gender-responsive activities that were part of the projects are effectively being implemented.	Assumes civil society partners are able, willing and resourced to monitor project implementation.		
		1.3.4 Work with partners to review project proposals submitted and assess gender integration, for example the translation of gender assessment recommendations into programming, the engagement of women representatives in the country's national and local dialogue process and the use of sex-disaggregated baseline data.	Women are engaged during the during project proposal review and ensure gender is integrated	A review of project proposals submitted shows that 75% of partners having conducted a gender assessment includes the key recommendations from the assessment in their project proposals.	Assumes close collaboration with cross-cutting partners during the review of concept notes.		
		1.4.4 Work with partners to coordinate gender-related technical assistance plans to support them throughout the project cycle.	Gender technical assistance is coordinated.	Mapping of gender-related Technical assistance shows relevant technical assistance in place to support partners.	Assume technical assistance to support partners is available.		
		1.4.6 Establish strong partnerships with rights-holders will ensure accountability and transparency.	Strong partnerships are established with right holders.	Accountability and transparency because of strong partnerships.	Assumes accountability and transparency is established.		
		1.8	Endorsing technological and E-solutions and platforms which advance gender equality and women's empowerment.	1.5.1 Advocate for and lobby tech-firms and financial institutions to fund start-ups and innovation hubs which promote gendered solutions and increase women and girls equal and effective participation in the technology space.	Women and girls become more active users, and influencers of the technological space and gender enabling E-Tech solutions are initiated and funded.		

12.1.2 Strategic Priority 2:

Inclusive governance, participation, and women leadership: Global Gender Strategy 2022-2025: Signature Solution 2						
Goal Statement: "Better governance for Gender Equality" Strengthened institutions and systems that deliver people- centered, evidence and needs-based equitable and inclusive gender and age-responsive services especially for those vulnerable populations, with a particular focus on advocating for women's leadership in decisions making processes and tackling anticorruption						
Outcome area 2: Increase women's participation and leadership in public institutions as well as enhance the processes and institutional mechanisms to enable women to influence policy -making and service delivery, focusing on social services						
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external partners
2.1 Strengthen gender justice to realize rights	2.1.1 Provide continued technical, financial and policy support on links between gender equality and legal protection, gender-responsive justice, security sector reforms, legal aid services, transitional justice, and constitutional reforms.	Strengthened Rule of Law and Human Rights in Iraq.	Gender-responsive justice is improved in the Iraq justice system.	Assumes that technical support provided to the GOI enhances gender justice and constitutional reforms.	Start in Q3 2023, continuous according to the projects and programs calendar	GOI, UNDP, Civils society organizational, women's rights organizations
	2.1.2 Work with men and boys , traditional and religious leaders to help reduce harmful practices of toxic masculinity that drive gender based- violence.	Gender -based violence is reduced in communities especially in IDP camps and host communities.	Number of men that change from perpetuating gender -based violence and become gender equality champions.	Assumes that harmful practices that drives toxic masculinity that perpetuates gender-based violence is addressed as a result of working with men and boys, traditional and religious leaders.		
	2.1.3 Strengthen citizens capacity to effective involvement and enhancement of public accountability through anti-corruption initiatives for service delivery for women. This requires greater transparency in the use of public resources as well as greater citizen's involvement in decision-making processes and oversight mechanisms.	Anticorruption is addressed in public service delivery.	High quality public services delivered.	Assumes that citizens effectively get involved in addressing corruption in public service delivery.		
2.2 Strengthen institutional capacity for policy and legal reforms to accelerate women's participation in decision -making. This includes initiatives to increase women's participation as voters and candidates; to increase young women's civic engagement; to promote women's participation in transitional and constitutional bodies; and to strengthen parliamentary capacities for gender - responsive legislations.	2.2.1. Support legal and policy reforms to close the gender wage gap, lift formal and informal barriers to women's access to certain occupations, leadership and decision, and strengthen women's legal protection from workplace discrimination and rights violations.	CEDAW is universally ratified, is used in national and local courts and contradictions between customary and statutory laws (civil & criminal) are reconcile National laws and judicial systems protect and fulfil women's ownership and inheritance rights, education, wage equality, civil liberties and physical integrity as provided for by the CEDAW and Beijing Platform for Action.	Reconciliation between customary and statutory laws that enhance the implementation and domestication of CEDAW.	Assume that customary and statutory laws are reconciled and address barriers that impede women's, access to service, political participation, and economic empowerment.		
	2.2.2 Upgrade national policies and regulations to align with human rights instruments and women's rights Protocols for all transformational projects.	National laws and policies protect and enable women's full access and enjoyment of the opportunities and benefits of Agenda 2030 Flagship Projects and other national transformational projects.	Number of transformational projects that are aligned with human rights and women's rights instruments and protocol.	Assume that transformational projects will be aligned with human rights instruments and women's rights protocols.		
Outcome area 2: Increase women's participation and leadership in public institutions as well as enhance the processes and institutional mechanisms to enable women to influence policy -making and service delivery, focusing on social services						
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external Partners
2.3 Leadership: Enhanced equal participation and demonstrated influence of women and girls in all leadership and decision-making positions	2.3.1 Mobilize political support and fund codification of the parity principle and quotas in national laws and policies in government institutions, legislator, electoral laws, political party manifestos and boards (public & private) and peace processes.	National parity laws and policies are adopted and institutionalized for civil service, elections, local government, boards, private sector, and political parties.	Number of national policies that enhance women and girls' leadership and decision -making positions.	Assume that women and girls will effectively participate in leadership and decision-making positions because of political support.		

	2.3.2 Implement National and local initiatives for 'Women, Politics and Governance' to include high level advocacy & public platforms; training, network mobilization, professional lobbying technical expertise; funding for candidates, development of specialized databases, financial and political support for women's participation in high level dialogues and forums.	Gender balance and sensitivity in women's representation are portrayed in the media; marketing, branding & coverage of women's issues increased.	Number of advocacy initiatives that enhance women's political participation in high level dialogues and forums.	Assumes that advocacy initiatives will enhance women to effectively engage and participate in high level forums and dialogues.	Start in Q 2 2023, continuous according to the projects and programs calendar.	UNDP, UN Agencies GOI, women politicians and women's activists
2.4 Voice: Ensure Women and girls have equal voice and exercise agency in the home, community, and public spaces "Multiplying faces and amplifying voices"	2.4.1 Mobilize political support and fund codification of the parity principle and quotas in national laws and policies in government institutions, legislator, electoral laws, political party manifestos and boards (public & private) and peace processes.	Implement "Iraq's women and girls' narrative "I am a Gender Champion" programme to include mobilization of thought influencers and leaders, networks (male, youth, and women), local women's associations, fashion, civic and gender education programmes, all girls' sports competitions, gender equality leader's academy in Iraq.	Political support is mobilized and supports the implementation of "I am a gender champion to enhance voice and agency.	Assumes that "I am a gender champion" narrative amplifies voices of women and girls in Iraq to exercise their agency.	Start in Q 1 2023, continuous according to the projects and programs calendar.	UNDP, UN Agencies GOI, women politicians and women's activists.
	2.4.2 Implement UNDP initiatives for 'Women in Politics and Governance' to include high level advocacy & public platforms; training, network mobilization, professional lobbying technical expertise; funding for candidates, development of specialized databases, financial and political support for women's participation in high level dialogues and forums.	UNDP women in politics initiatives implemented.	Number of high-level advocacy and public platforms that enhance women's political participation in national and local government levels.	Assumes that high level platforms enhance women's political participation.		
2.5 Visibility: Ensure Women and girls are more visible and portrayed as equal contributors to society in the media, literature, and cultural resources.	2.5.1 Integrate gender in the re-writing of the Iraq Narrative (including the media, textbooks, literature, wiki-date, fashion, arts, culture, and sports); appoint Celebrity Goodwill Ambassadors and national flag bearers; funding and training advocacy and technical support GOI and other relevant, institutions.	High impact "change and influential" mobilizing networks (male, youth, and women) set-up and resourced at national and local levels	Number of resourced high impact mobilization networks	Assumes that high impact mobilization networks influence the visibility of one and girls to equally contribute to the society	Start in Q 1 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies GOI, women politicians and women's activists
	2.5.2 Strengthening continuous flow of information through mainstream, social and traditional media leading to a "gender- web" and movements that change attitudes, mindsets, and social norms.	Attitudes and mindsets are changed because of shared information in different media.	Change of behavior and mindset because of information flow that enhances women and girls' visibility.	Assumes that behaviors and mindset will be changed due to information flow.		
2.6 Build the institutional capacity and strengthen compliance within national and local government and other Institutions and Organs of GOI & integrate gender into strategic partnership platforms.	2.6.1 Implement the Gender and Institutional Certification programme (Gender Seal Recommendations), and implement a Gender Focal point to mobilize expertise, institutional support for policy, and strategic platforms.	GOI and partners adopt gender sensitive norms and budgets, capacity is upgraded for all national and local government partners & women rights defenders, research & academic organizations & financial institutions.	Integration of gender into strategic partnerships as a result of strengthened institutional capacity.	Assumes that gender is integrated into strategic partnership platforms.		

12.1.3 Strategic Priority 3:

Support Equal Societies to Builds Resilience – “Building Back Better”: Global Gender Equality Strategy 2022-2025 Signature Solution 3						
Goal Statement: Enhance and ensure sustainable, peaceful Iraq through gender -responsive approach that strengthens society resilience to better deal with shocks, crisis including, conflict climate change, disasters, environmental degradation, and epidemics						
Outcome area 3: More women especially from vulnerable backgrounds are empowered to shape and benefit from solutions to crisis by fully participating in decision-making processes through community- based models and state institution by 2025						
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external stakeholders
3.1 Enhanced fully gender-responsive disaster risk reduction and management strategies	3.1.1 Ensure that all risk-informed development strategies, early warning and preparedness measures and post-disaster assessments integrate gender equality	Integrated gender equality in disaster risk development strategies.			Start in Q 2 2023, continuous according to the projects and programs calendar	UNDP, GOI, UN Agencies and funding partners
	3.1.2 UNDP supported recovery and stabilization initiatives designed to create opportunities for women to contribute to and participate in sustainable livelihoods and improve their social economic status.	Women social economic are improved.	Number of stabilization and recovery initiatives that improve women's social and economic status.	Assumes that stabilization and recovery initiatives improve social -economic status of women.		
	3.1.3 Improve integration of gender equality issues in conflict prevention, disaster preparedness and crisis response.	Gender equality issues integrated in conflict prevention and disaster preparedness and crisis response.	Number of projects and programs that integrate gender equality issues as in 3.1.3	Assumes that projects and programs will integrate gender equality issues as outlined in 3.1.3		
	3.1.4 Support GOI with conflict prevention and crisis preparedness and recovery efforts with gender analysis, gender disaggregated data and the meaningful participation of women and women's organizations in decision - making.	Gender analysis is integrated into conflict prevention and recovery efforts interventions.	GOI successfully integrates gender analysis in conflict prevention and crisis preparedness efforts.	Assumes that conflict prevention and recovery efforts integrate gender analysis with emphasis of sex and age disaggregated data.		
	3.1.4 Develop guidelines to help economic recovery programmes to strengthen gender analysis and challenge stereotypes.	Economic recovery programs guidelines developed.	Gender analysis strengthened and stereotypes challenged.	Assumes that economic recovery programs are strengthened because of guidelines in place		
	3.1.5 Invest in digital connectivity across all disaster and risk programs.	Digital connectivity in place across all disaster and risk programs.	Number of programs with digital connectivity in place.	Assumes that all programs will incorporate digital connectivity.		
3.2. Enhanced and Strengthened gender -responsive policies in crisis (post conflict- Iraq) and disaster prevention, preparedness, and recovery	3.2.1 Advance and enhance gender equality in security sector reforms at national and local levels.	Gender -responsive strategies integrated in all crises, disaster preparedness and prevention and recovery to enhance women peace and security agenda.	Women peace and security agenda enhanced because of integration of gender - responsive strategies.	Assumes that women and peace agenda is enhanced because of gender-responsive strategies.		
3.3 Enhance resilient economic recovery to advance gender equality through employment and livelihood initiatives.	3.3.1 Ensure long-standing obstacles that limit recovery, such as unequal access to knowledge, land, credit, technology, social protection, and care services are dismantled.	Gender equality is advanced in resilient economic recovery initiatives.	Number of resilient economic recovery programs that create employment and livelihoods.	Assumes that economic recovery initiatives enhance gender equality through employment and livelihood initiatives.	Start in Q 1 2023, continuous according to the projects and programs calendar.	UNDP, GOI, UN Agencies and communities.
	3.3.2 Coordination with women's rights organizations, women rights defenders and communities to respond to women's particular needs for livelihoods, housing, transportation, and health care.	Coordinated efforts to address women particular needs.	Number of women's rights organizations and communities that respond to women issues as articulated in 3.3.2	Assumes that coordinated efforts with women's rights organizations will address women's issues articulated in 3.3.2		
	3.3.3 Contribute to mitigating the growing number of internally displaced people and refugees.	Scale -up gender -responsive programs that mitigate growing numbers of Internally Displaced People and refugees e.g., the stabilization program and social cohesion programs.	Number of gender - responsive programs that address the rising number of IDP's and refugees in the communities.	Assumes that UNDP stabilization and social cohesion programs contribute to mitigating rising numbers of IDP's and refugees in communities.		

	3.3.4 Ensure employment and livelihood initiatives not only target and reach all women but also help dismantle long-standing obstacles that limit recovery, such as unequal access to knowledge, land, credit technology, social protection, and care services.	Long standing obstacles are dismantled.	Employment and livelihood initiatives enhanced as a result of dismantled long standing obstacles.	Assumes that longstanding obstacles are dismantled, and employments opportunities created.		
3.4 Ensure gender equality and women's participation are integrated into crisis prevention, preparedness, and peace recovery efforts.	3.4.1 Identify and challenge structures that prevent women's leadership and participation in crisis response.	Women's leadership and participation in crisis response is enhanced.	Number of women who participate in crisis response efforts.	Assumes that women's participation in crisis response is as a result of dismantled structure that previously prevented them from effective participation.	Start in Q 1 2023, continuous according to the projects and programs calendar.	UNDP, GOI, UN Agencies and women's organizations
	3.4.2 Enhance Sustained engagement with women human rights defenders, community health workers, social and media actors, and the private sector, among others.	Effective engagement with stakeholders identified in 3.4.2 to enhance gender equality in crisis prevention, preparedness, and peace recovery efforts.	Sustained engagement that promotes gender equality with identified stakeholders.	Assumes that engagements with identified stakeholders will enhance gender equality to address identified issues in 3.4.2		
	3.4.3 Support consistent advocacy for women leaders and local women's organizations to participate directly in peace and recovery processes.	Women consistently participate in peace recovery efforts.	Number of women who consistently participate in peace and recovery processes.	Assumes that consistent advocacy initiatives will enhance women's participation in peace and recovery process efforts.		
	3.4.5 Foster engagements between political representatives and women's grass-roots leaders, and partners with civil society and grass-roots groups and networks to design and implement peace and recovery intervention.	Peace and recovery efforts designed and implemented.	Number of peace and recovery interventions implemented as a result of engagement with stakeholders identified in 3.4.5	Assumes that peace and recovery interventions are implemented because of partnerships identified in 3.4.5		
	3.4.6 Promote greater recognition of women peacebuilders, networks of advocates and community leaders to help advance their agenda.	Women's Peace builders' networks are recognized.	Advanced agenda through the recognition of women's peace building networks.	Assumes that women peace building networks are recognized and their agenda advanced.		
	3.4.7 Invest in women's organizations to generate more powerful advocacy, ensure that gender and crisis experts are available to advise GOI and act as liaisons with civil society.	Gender and crisis experts are available to advise GOI and liaise with civils society.	Number of gender experts and crisis experts available to advise GOU and support civil society.	Assume that investments in women's organizations will generate gender and crisis experts.		
3.5 Enhanced Commitments to gender equality and women's empowerment in humanitarian action, migration, Plan of Action for women to achieve higher levels of implementation.	3.5.1 Build national commitments to gender equality into Iraq's political positions, programmes and activities on humanitarian action, risk mitigation, migration, and COPs.	Minimum standards for women in humanitarian assistance integrated into Iraq's political positions and Humanitarian Agency & and Iraq's Risk Capacity Programme.	Gender equality national commitments built.	Assumes that commitments to gender equality will enhance achievement of higher levels of implementation of humanitarian action.	Start in Q 3 2023, continuous according to the projects and programs calendar.	UNDP, GOI, UN Agencies, women's organizations, and communities
	3.5.2 Establish a national advocacy mechanism that will advance security reforms and make institutions more responsive to gender issues.	National advocacy mechanism established.	Institutions are more responsive to gender issues.	Assumes that the national advocacy mechanism will advance security reforms that enhance gender equity.		
	3.5.3 Support the GOI with the implementation of fully gender -responsive disaster risk reduction and management through access to information and early warnings systems.	Access to information and early warning.	Gender - responsive disaster -risk reduction is implanted by GOI.	Assumes that GOI will implement gender-responsive disaster risk reduction though information and early warning systems.		

	3.5.4 Organize periodic high level political field missions and meetings on women and humanitarian action, risk mitigation, migration; fund initiatives of women's rights defense organizations and support thought leaders to participate in high level forums.	Enhance participation of women in issues identified in 3.5.4 in high level forums.	Number of women that participate in identified area in 3.4.5 and high-level forums.	Assumes that women will effectively participate in forums and issues identified in 3.5.4		
3.6 Violence Against Women and Girls (VAWG) and peace processes All forms of violence against women and girls is reduced, criminalized, and condemned by society; women participate equally in peace processes.	3.6.1 Build a national coalition to strengthen outcomes of existing Iraq's and global commitments to ending and penalizing VAWG; promoting women's participation in peace processes; developing guidelines on reparations and lobbying for their integration into transitional justice and peace processes.	UNDP guidelines in ending gender-based violence and Resolution 1325. decisions to end impunity to gender-based violence in all situations operationalized.	Integration of VAWG guidelines into the transitional justice and peace processes.	Assumes that the VAWG guidelines will enhance access to justice for victims of gender-based violence in women and girls.	Start in Q 1 2023, continuous according to the projects and programs calendar	UNDP, GOI, UN Agencies, women's organizations and communities and academia and media
	3.6.2 Enhance measures to prevent and address gender-based violence in post-conflict Iraq, including addressing the needs of men and boys to tackle the root causes of violence and supporting provision of redress for post - conflict related abuses and violations that women face through traditional processes.	Root causes of violence addressed and advanced access to justice through traditional processes.	Enhanced measures to prevent and address GBV.	Assumes that measures to prevent and address GBV are effectively implemented.		
	3.6.3 Implement UNDP Guidelines on Ending VAWG (including psycho-social support & cyber bullying); Implement UNDP guidelines on prevention of sexual violence in armed conflict; UN Global Results Framework on UN Resolution 1325.	UNDP Guidelines on VAWG and UN Resolution 1325 are implemented.	VAWG reduces because of the implementation of UNDP guidelines and UN resolution 1325.	Assumes that VAWG reduce because of the implementation of UNDP Guidelines on VAWG and UN Resolution 1325.	Start in Q 1 2023, continuous according to the projects and programs calendar	UNDP, GOI, UN Agencies, women's organization Academia and other identified stakeholders
	3.6.4 Establish UNDP Gender, Peace, and Security Programme; exchange programmes for women's networks; and mediator's network.	Gender peace and security programs and networks established.	Number of exchange programs for women and mediators' networks each year.	Assumes that exchange programs enhance women's participation in peace and security in Iraq.		
	3.6.5. Work with national partners to help survivors of sexual violence to rebuild their lives.	Lives of sexual violence victims are built because of partnerships with multiple partners.	Number of sexual violence victims who lives have been rebuilt.			
	3.6.6 Support Iraq's' national institutions and engage community leaders to implement the Convention of Elimination Against Women and gender -related obligations of other human rights treaties.	CEDAW is implemented by national institutions with support of community leaders.	Iraq national institutions successfully implement CEDAW.	Assumes that Iraq national institutions will successfully implement CEDAW.		
3.7 Establish and strengthen partnerships to ensure women's voices and their experiences are brought to initiatives to prevent extremism	3.7.1. Support women 's grassroots organizations in post-conflict Iraq to implement peacebuilding programs , peacekeeping operations, become justice and reform focal points in national and local levels.	Peace building programs are effectively and successfully implemented by grassroots women.	Number of peace -building programs successfully implemented by grassroots women organizations.	Assumes that by supporting grassroot women organizations will enhance implementation of peace-building programs and initiates.		
3.8 Establish data and analysis for policymaking	3.8.1 Use the COVID-19 Global Response Tracker to identify new ways to generate rigorous, real-time data.	Real data is generated to advice program development and implementation.	Number of UNDP programs that use COVID-19 Global Response Tracker to advise program development and implementation.	Assumes that the COVID-19 Global Response Tracker will advise UNDP programs development and implementation.		

	<p>3.8.2 Through collaboration with national statistical offices, observatories, and others, test new indicators, such as a gender digital divide gap index, and explore GDP alternatives along with methods to fully reflect unpaid care in national accounts.</p>	<p>New indicators are set to monitor unpaid care in national accounts.</p>	<p>Unpaid care is monitored in national programs.</p>	<p>Assumes that new indicators enhance national statistics offices to monitor unpaid care</p>		
	<p>3.8.3 Support GOI to conduct more comprehensive and country-specific analysis through Human Development Report teams, and to conduct gender-responsive conflict analysis and rapid assessments in Iraq.</p>	<p>Gender -responsive analysis and rapid assessments conducted by GOI.</p>	<p>GOI capacity to conduct comprehensive country specific analysis and gender - responsive conduct analysis and rapid assessments.</p>	<p>Assumes that GOI has the capacity to conduct analysis identified in 3.8.3</p>		

12.1.4 Strategic Priority 4:

environment-putting gender at the heart of caring for people and the planet & access to energy: Global Gender Strategy 2022-2025 Signature Solution 4 & 5						
Goal Statement: Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues) developing renewable resources on energy, and increased resilience to climate change, environmental stress, and natural hazards, and human induced and natural disasters						
Outcome area 4: Enhanced women's participation in sustainable management of Iraq's natural resources, and in the equitable access to modern and sustainable energy that accelerate women's economic empowerment						
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external Partners
4.1 Ensure gender-responsive management of natural resources	4.1.1 Work with climate and environmental public institutions to bring more women leaders into decision-making positions where they can influence solutions, and more women's organizations into local and national environmental management mechanisms.	More environmental public institutions engage and involve women leaders into decision-making positions.	Number of public institutions that engage more women leaders in decision-making positions.	Assumes that climate and environmental public institutions will engage more women leaders in decision-making positions.	Start in Q 2 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies, climate and environmental public institutions and women's organizations
	4.1.2 Collaborate with women's organizations already advocating the value of nature-based solutions that rural, indigenous, and other women apply in successfully managing the environment	Involvement of women's organizations in successfully managing the environment.	Number of women's organizations that are engaged in management of environment.	Assumes that women's organizations are effectively involved in environment management.		
	4.1.3 Ensure gender-responsive sustainable management of natural resources, including land and water and expand women's access to, control and ownership of land, property, and finance as well as partnerships in new micro, small, medium-sized enterprises established on green and inclusive value chains.	Gender-responsive sustainable management of natural resources enhanced.	Women's access to control and ownership of resources and enterprises.	Assumes that women have access and control of natural resources, finance partnerships in green and inclusive value chains.		
	4.1.4 Ensure women's access to training, decent work, technology, and financing opportunities to facilitate their participation in zero-carbon development.	Participation of women in zero-carbon development.	Number of women with access to training, decent work, technology, and financing opportunities.	Assumes that women participate in zero-carbon development as a result if access to training and other issues identified in 4.1.4		
	4.1.5 Ensure women's participation in decision-making regarding the provision of sustainable energy solutions in crisis-affected communities and that women benefit equally from employment opportunities, and improved access of expanded services.	Enhanced women's participation in decision-making on sustainable energy solutions in crisis-affected communities.	Number of women benefiting from employment opportunities and improved access to expanded services.	Assumes that women's participation in decisions-making processes will enhance their access to employments and improved access to services.		
4.2 Enhance development and implementation of gender equality commitments in climate action plans	4.2.1 Support the GOI to integrate gender equality and women's empowerment into the implementation of the 2030 Agenda, the Paris Agreement on Climate Change and other internationally agreed upon instruments into national and local development planning.	Gender is integrated in national climate action commitments.	Successful gender integration in national climate action commitments by GOI.	Assumes that GOI successfully integrate gender in all national climate action plans.	Start in Q 1 2023, continuous according to the projects and programs calendar.	UNDP, UN Agencies, climate and environmental public institutions and women's organizations.
	4.2.2 Support GOI with the development and implementation of environmental policy and regulatory framework in Ira.	Environmental policy and regulatory frameworks developed and effectively implemented.	GOI successfully implements environmental policy and regulatory frameworks.	Assumes that GOI successfully implements environmental policies and regulatory frameworks.		
	4.4.3 Extend support to GOI to meet its commitments toward UNFCCC by implementing the nationally Determined Contributions (NDCs).	GOI meets its commitments towards UNFCCC and implements NDCs.	UNFCC and NDCs are effectively implemented by GOI.			
4.3 Enhance the development and implementation of policy and regulatory framework in Iraq	4.3.1 Ensure the integration of gender equality into legal and regulatory frameworks, policies and institutions addressing biodiversity conservation, the sustainable use of natural	Gender equality is fully integrated in legal and regulatory frameworks and Women fully participate in decision-making on use and management and protection	Number of legal and regulatory frameworks that effectively integrates gender and number of	Assumes that gender equality is integrated in legal and regulatory frameworks and institutions address biodiversity conservation		

	resources and the equitable sharing of benefits arising from the utilization of such resources related knowledge and practices. This includes ensuring women's full participation in decision-making on the use, management, and protection of ecosystems.	of ecosystems.	women who participate in decision-making on use, management, and protection of ecosystems .	and women participate in decision -making processes on protection of ecosystems.		
	4.3.2 Support the GOI to combine climate change adaptation and disaster risk reduction methodologies and push for gender-inclusive framework into new policies, regulations, programs, and guidance.	GOI include gender-inclusive frameworks into new policies regulations, programs, and guidance notes.	Number of policies, regulations, programs, and guidance notes that are gender inclusive.	Assumes that all GOI policies, regulations, programs, and guidance notes are gender inclusive.		
	4.3.3 Supporting GOI to ensure that national and local development policies, plans and budgets incorporate gender - responsive solutions to climate change adaptation and mitigation.	Gender -responsive climate change adaptation solutions incorporated in Iraq's national policies, plans, budgets .	Gender - responsive climate change solutions implemented by GOI	Assumes that GOI incorporates and implements gender - responsive climate change solutions in national development plans and policies.		
	4.3.4 Support national and local governments to implement stronger policies, systems, procedures, and partnerships with non-state actors to address climate change challenges ensuring women participation in the process.	Partnerships with non-state actors to implement stronger policies, systems, procedures on climate change challenges while ensuring women's participation in the process .	Number of partnerships with non-state actors that support implementation of policies and procedures on climate change challenges.	Assumes that national and local government implements stronger policies, systems, procedures, and partnerships with non-state actors.	Start in Q 3 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies, climate and environmental public institutions and women' s organizations
4.4 Climate finance for gender equality	4.4.1 work in partnerships with multilateral climate funds to advance practices that raise the bar, such as through required and rigorous gender analysis in designing and financing initiatives and mechanisms to routinely bring women's organizations into decision-making on project development, implementation, and evaluation.	Enhanced partnership with multilateral climate funds and include Women's organizations in the gender analysis in designing and financing initiatives, project development process, implementation, and evaluation.	Rigorous gender analysis undertaken before program design and implementation.	Assumes that gender analysis informs project design and implementation.		
	4.4.2 Fund small grassroot organizations to address and implement climate change mitigation.	Climate change mitigation is addressed because of grassroot organizations access to funding.	Climate change mitigation implemented by grassroot organizations.	Assumes that climate change mitigation is addressed because of grassroots organizations funding.		
4.5 Enhance energy access to unleash women's economic empowerment	4.5.1 Support the GOI to develop and implement energy specific policies and frameworks that enhance women's leadership and participation in the energy sector.	Policies that enhance women's participation in energy sector.	Number of policies that enhance women's participation in energy sector in Iraq.	Assumes that implementation and monitoring of policies will enhance women's participation in energy sector.	Start in Q 1 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies, climate and environmental public institutions and women's grassroots organizations
	4.5.2 Host a platform through the UNDP energy Hub to promote innovative policy dialogues on gender equality, and energy. Thus, build capacities, and develop gender-responsive energy policy guidance and tools	UNDP energy hub promotes innovative policy dialogue on gender equality and energy.	Number of dialogues hosted by UNDP that promote gender equality and energy.	Assumes that gender - responsive energy policies developed, and capacity build will enhance gender equality in energy.		
	4.5.3 Connect policymakers ,and women's groups to define labour, economic demands. Consequently, outlining the jobs and livelihood services women want, and will advocate for factoring findings into national energy plans and budget allocations.		National energy policies and budget allocation because of connection between policy maker and women's groups.	Assumes that national policies and budgets allocation is because of the connection between policy makers and women's groups.		
	4.5.4 Provide skills training targeted to women coupled ,and opportunities for equal pay ,and opportunities, including in leadership roles.	Skills and training provided to women.	Equal pay, and opportunities for women because of training and advocacy.	Assumes that equal pay and opportunities for women is because of training skills provided and advocacy.		

	4.5.5 Promote solutions under the framework of energy and democracy to enhance community control over energy management and consumption e.g., (energy cooperatives) .These can open opportunities for women in leadership and employment while making energy cheaper, more available, sustainable, and aligned with local needs.	Community control over energy management and consumption.	Number of communities that control and manage energy consumption.	Assumes that framework of energy democracy enhances community control over energy management and consumption.	Start in Q I 2024, continuous according to the projects and programs calendar	UNDP, UN Agencies, climate and environmental public institutions and women's grassroots organizations
4.6 Enhance Energy investments to reduce time poverty	4.6.1 Pursue strategies to ensure energy access and technology to consider the needs and preferences of women, particularly in vulnerable households.	Strategies that ensure and enhance women's energy access and technology.	Number of vulnerable households that access energy because of energy strategies.	Assumes that implementation of energy strategies enhance access to vulnerable households.		
	4.6.2 Advocate subsidies for electric appliances commonly used by women in poorer households.	Energy Subsidies provided for women in poor households.	Number of households that receive energy subsidies for electric appliances.	Assumes that poor households get energy subsidies.		
	4.6.3 Commence an advocacy drive to encourage men and boys to take equal responsibility for unpaid tasks that are caused by energy poverty e.g., fetching firewood.	Men and boys take equal responsibilities in unpaid care work.	Number of households that get relieve from unpaid care work.	Assumes that more men and boys will take equal responsibility for unpaid tasks because of the advocacy drive.		

12.1.5 Strategic Priority 5:

Strengthen the Rule of Law and Access to Justice: Global Gender Strategy 2022-2025 Crosscutting								
Goal Statement: Enhanced access to justice and a more inclusive structural reforms of state and civil institutions in Iraq								
Outcome area 5: More women, particularly the poor and vulnerable, benefit from enhanced access to justice and a more responsive, inclusive, and accountable public institutions by 2025								
Key entry point / interventions	Action /Activities	Outputs	Measures / means of verification	Risks and assumptions	Time frame	Key external Partners		
5.1 Preventing and responding to gender-based violence	5.1.1 Support the development, and implementation of policy and regulatory frameworks that address gender- based violence and all forms of harmful practices for women and girls.	All forms of violence against women and girls are reduced, criminalized, and condemned by society; women participate equally in peace processes.	National laws and policies protect and enable women's full access and enjoyment of the opportunities and benefits of Agenda 2030 Flagship Projects and other national transformational projects.	Assumes that implementation of policies will help address gender-based violence and all forms of harmful practices.	Start in Q I 2023, continuous according to the projects and programs calendar	UNDP, UN Agencies, GOI academia, media, and women's grassroots organizations		
	5.1.2 Build national justice institutions capacities to prevent violence, end impunity for perpetrators, and ensure access to justice and protection.	Access to justice and protection enhanced and impunity ended.	Number of women and girls who access justice because of capacity building for national justice institutions.	Assume that women and girls access justice because of justice institutions enhanced capacity.				
	5.1.3 Promote institutional environments that prevent violence, and support survivors, especially women facing multiple, and intersecting forms of discrimination, such as those living with disabilities, migrants, and survivors of sexual exploitation.	Enhanced Institutional environments that effectively support of sexual violence.	Institutional environments that prevent and support survivors of sexual violence and prevent exploitation.	Assumes that good institutional environments will support survivors of sexual exploitation.				
	5.1.4 Work in communities to generate bottom-up evidence, including on changing negative social norms that fuel gender-based violence. Behavioral change interventions that will help address the root causes of violence.	Root causes of violence are addressed.	Change of negative social norms because of working with communities and bottom-up evidence generated.	Assume that working in communities will generate bottom-up evidence and negative social norms that perpetuate gender - based violence is changed				
	5.1.5 Work to integrate, prevent, and respond to gender-based violence across other portfolios, such as on economic recovery, livelihoods, climate change, elections, and rising rates of violence against women politicians.	Prevention of gender-based violence id integrated in all UNDP Iraq portfolios.	Number of UNDP Iraq project portfolios that integrate gender - based violence interventions.	Assume that all UNDP Iraq portfolios integrate gender -based violence interventions.				
	5.1.6 Leverage digital technologies to improve services and address cyber-violence, especially against young women.	Digital technologies to address cyber violence.	Digital technologies applied to address cyber violence against young girls.	Assume that digital technologies will improve and address cyber violence for young girls.				
	5.1.7 Scale up rights-based solutions that link eliminating violence with improved access to HIV and other health services for women, key populations at risk of HIV, and other excluded groups.	Right- based solutions scaled up to improve access to health services.	Violence is eliminated because of implementation of right--based solutions.	Assume that violence is eliminated and access to services is improved of right -based solutions.				
	5.1.8 Partner with entities including the European Union-United Nations Spotlight Initiative to eliminate violence against women. Moreover, the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence, and the Secretary-General's UNiTE Campaign to End Violence Against Women.	Partnerships enhanced between selected stakeholders to support the elimination of gender-based violence.	Number of partnerships that enhance support elimination of gender-based violence.	Assumes that gender - based violence is eliminated as a result of partnerships.			Start in Q I 2023, continuous according to the projects and programs calendar.	UNDP, UN Agencies, GOI academia, media, women's grassroots organizations, and civil society.

	5.1.9 Engagement of civil society to enhance transformative change in eliminating violence against women, and girls.	Transformative change in eliminating gender -based violence against women and girls.	Number of civil society organizations engaged.	Assumes that transformative change in eliminating gender-based violence for women and girls is sustained because of engaging civil society organizations.		
	5.1.10 Systematically work with men to reduce harmful practices of masculinity such those driving gender-based violence.	Engagement with men and boys to address and reduce harmful practices that drive gender-based violence.	Harmful practices eliminated because of emerging men and boys.	Assumes that harmful practices are eliminated because of engaging men and boys.		

13 Annexure 2:

13.1 Glossary of Gender Terms

Gender equality refers to the rights, responsibilities and opportunities of women and men, boys, and girls. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities, and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration — recognizing the diversity of different groups of women and men. Gender equality is not a 'women's issue'. It must fully engage men as well as women.

Sex vs. Gender

Sex

Biological characteristics (including genetics, anatomy, and physiology) that generally define humans as female or male. Note that these biological characteristics are not mutually exclusive; however, there are individuals who possess both male and female characteristics.

(Born with, Natural) Universal, A-historical No variation from culture to culture or time to time.

Gender

Socially constructed set of roles and responsibilities associated with being girl and boy or woman and man, and in some cultures a third or other gender.

Not born with. Learned.

Gender roles vary greatly in different **societies, cultures and historical** periods and depend on socio-economic factors, age, education, ethnicity, and religion.

Gender Equality and Gender Equity

Gender Equality

"Gender Equality is the state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities, and resources, allowing both sexes the same opportunities and potential to contribute to, and benefit from, all spheres of society (economic, political, social, and cultural)."

https://www.academia.edu/3698540/Gender_Manual_PM_Chapters_CORRECTED_VERSION_2

Gender Equity

"Gender Equity is justice and fairness in the treatment of women and men in order to eventually achieve gender equality, often requesting differential treatment of women and men (or specific measures) in order to compensate for the historical and social disadvantages that prevent women and men from sharing a level playing field."

https://www.academia.edu/3698540/Gender_Manual_PM_Chapters_CORRECTED_VERSION_2

Gender Discrimination

Gender discrimination describes the situation in which people are treated differently simply because they are male or female, rather than on the basis of their individual skills and capacities. For example, social exclusion, inability to participate in decision-making processes, and restricted access to and control of services and resources are common results of gender discrimination. When this discrimination is part of the social order it is called systemic discrimination. Systemic discrimination has a social and political root and needs to be addressed at many different levels of institutions and programming.

Gender Blind

"Person, policy, or institution that does not recognize that gender is an essential determinant of the life choices available to us in society."

https://pdf.usaid.gov/pdf_docs/Pnad1089.pdf

The European Institute for Gender Equality states that gender blindness is a “failure to recognize that the roles and responsibilities of women/girls and men/boys are ascribed to, or imposed upon, them in specific social, cultural, economic and political contexts.”

Gender Awareness

The recognition of the fact that life experience, expectations, and needs of women and men are different, that they often involve inequality and are subject to change.

Gender Balance

Having the same (or a sufficient) number of women and men at all levels within the organization to ensure equal representation and participation in all areas of activity and interest.

Gender Roles

The sets of behaviour, roles and responsibilities attributed to women and men respectively by society which are reinforced at the various levels of the society through its political and educational institutions and systems, employment patterns, norms, and values, and through the family.

Gender Analysis

A systematic approach, usually using social science methodologies, for examining problems, situations, projects, programs, and policies to identify the gender issues and impacts. There are several tools available for conducting gender analyses.” https://pdf.usaid.gov/pdf_docs/Pnad1089.pdf

Empowerment and Female Empowerment

Empowerment

“Empowerment refers to the expansion of people’s capacity to make and act upon decisions and to transform those decisions into desired outcomes, affecting all aspects of their lives, including decisions related to health. It entails overcoming socioeconomic and other power inequalities in a context where this ability was previously denied. Programmatic interventions often focus specifically on empowering women because of the inequalities in their socioeconomic status. <https://gender.jhpiego.org/analysistoolkit/gender-concepts-and-definitions/>

Female Empowerment

“Female Empowerment is achieved when women and girls are able to act freely, exercise their rights, and fulfil their potential as full and equal members of society. Empowerment is a process and an outcome; it is collective and individual. This definition deliberately uses the term ‘female’ empowerment, as opposed to women’s empowerment, to include girls and adolescents.”

“Integrating Gender Throughout a Project’s Life Cycle,” Land O’Lakes International Development, November 2013.

Gender Integration and Gender Mainstreaming

Gender Integration

“Gender Integration involves identifying and addressing gender inequalities during strategy and project design, implementation, M&E and learning. Since the roles and power relations between men and women affect how an activity is implemented, it is essential that project managers address these issues on an ongoing basis throughout implementation. Conducting a gender analysis and/or gender assessment is the first step for ensuring successful gender integration into project design, implementation and the policies that support them.”

“Integrating Gender Throughout a Project’s Life Cycle,” Land O’Lakes International Development, November 2013.

Gender Mainstreaming

“Gender Mainstreaming is the process of incorporating a gender perspective into policies, strategies, programs, project activities, and administrative functions, as well as into the institutional culture of an organization. This rejects the idea that gender is a separate issue and something to be tacked on as an afterthought.”

https://www.academia.edu/37141717/Module_1_GENDER_GENDER_CONCEPTS_AND_DEFINITIONS_UNDERSTANDING_KEY_GENDER_TERMS

Gender Stereotypes

Gender stereotypes are socially constructed and unquestioned beliefs about the different characteristics, roles and relations of women and men that are seen as true and un-changeable. Gender stereotypes are reproduced and re-enforced through processes such as the education and upbringing of girls and boys, as well as the influence of media. In many societies girls are taught to be responsive, emotional, and subservient while boys learn to be assertive, fearless, and independent. Gender stereotypes occur when such characteristics are persistently attributed to the roles and identities of males and females in society. Gender stereotypes shape people's attitudes, behaviors, and decisions. It locks girls and boys into behavioral patterns that prevent them from developing to their full potential and realizing their rights. Gender stereotypes can lead to exclusion of those who do not fit their stereotype.

Gender Justice

The concept of gender justice underlines the role of duty bearers for the rights of girls and women, boys, and men. Gender justice is the ending of inequalities between females and males that result in women and girls' subordination to men and boys. It implies that girls and boys, women and men have equal access to and control over resources, the ability to make choices in their lives, as well as access to provision to redress inequalities, as needed. A commitment to gender justice means taking a position against gender discrimination, exclusion, and gender-based violence. It focuses on the responsibility to hold duty bearers accountable to respect, protect and fulfill human rights, particularly for girls and women.