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Country programme document for Iraq (2020-2024)

Contents

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I. Programme rationale

1. Iraq is an upper middle-income country that ranks 120 out of 189 countries on the 2018 human development index. Its human development progress has been impeded by wars and conflict, compounded by poor governance, corruption, lack of investment in basic social services, poor economic management, and major internal divisions and societal fractures. Women and youth are disadvantaged and generally score lower in human development indicators. The gender inequality ratio was 0.506 in 2017; labour force participation rates of women and youth are at 19 and 26 per cent, respectively, versus 74 per cent for men.[1] The youth unemployment rate is 18 per cent, compared to the overall formal unemployment rate of 8.2 per cent, with young women faring significantly worse than young men, at 24.43 per cent and 14.76 per cent, respectively.[2] Iraq is the most oil dependent country globally; in 2015, hydrocarbon resources contributed to 58 per cent of its gross domestic product (GDP), 99 per cent of its exports, and more than 90 per cent of central government revenues.[3] However, the oil sector generated only 1 per cent of total employment and contributed mainly to public sector expansion.[4]

2. Iraq is striving to transition from conflict and stabilization to sustainable development. While the Islamic State of Iraq and the Levant (ISIL) has been territorially defeated in Iraq, the consequences of the war continue to define the country's ability to move forward as a stable, resilient, cohesive state. Conflict and violence, and to a much lesser extent, the spill-over of violence from the neighbouring Syrian Arab Republic, resulted in thousands of lost lives; increased marginalization and vulnerability – including up to 5.8 million internally displaced persons (IDPs) and 255,000 refugees hosted by Kurdistan Region of Iraq (KRI);[5] the destruction of physical infrastructure that requires $88 billion for recovery and reconstruction;[6] the collapse of social and economic services; heightened social divisions and tensions along ethnic, sectarian, religious and regional lines; and the further erosion of citizens' trust in the state. Conflict and violence have impacted the economic welfare of the affected population due to the destruction of the economic infrastructure, their livelihoods and jobs. The incidence of poverty among IDPs is 42 per cent, nearly double the national poverty rate of 22.5 per cent,[7] which is already considerably high for an upper middle-income country. The conflict and its consequences have more adversely impacted women and youth. Youth are disenfranchised and have no voice in decisions that affect their lives. They are faced with a dearth of livelihood and employment opportunities, which increases frustration and marginalization – a vicious cycle and potential root cause of future conflicts.

3. The Government recognizes the need to address structural challenges and adopt a holistic approach to ensure the success of sustainable reconstruction and rehabilitation. It envisages a renewed social contract, based on strengthening citizen-state trust, social cohesion, private-sector-led growth and focus on sustainable development.[8] Iraq is committed to the 2030 Agenda for Sustainable Development. The Iraq Vision 2030, the National Development Plan (NDP), 2018-2022, the Reconstruction and Development Framework (RDF), 2018-2027, and the Poverty Reduction Strategy (PRS), 2018-2022, are mostly anchored in the Sustainable Development Goals.

4. The preliminary findings of the UNDP-supported 2018 rapid integrated assessment (RIA)[9] of the country's strategic planning frameworks suggest a significant degree of alignment

[1] World Bank Group, 2018. *Iraq Economic Monitor: Toward Reconstruction, Economic Recovery and Fostering Social Cohesion.* The World Bank. Retrieved from: documents.worldbank.org [Accessed November 2018].
[2] World Bank Data, 2017. *Iraq.* The World Bank. Available at: data.worldbank.org/country/iraq [Accessed January 2019].
[3] Iraq Systematic Country Diagnostic 2017, The World Bank.
[4] Ibid.
[5] Multi-sector Needs Assessment (MSNA) IV of Refugees Living out of Formal Camps in the KR-I, May 2019, UNHCR.
[6] Kuwait International Conference on Iraq, The World Bank, 2018.
[7] Iraq MEU April 2019, The World Bank.
[8] Iraq Reconstruction and Development Framework, 2018.
[9] "Alignment of Development Plans with Sustainable Development Goals 2030 and Identify Priorities", workshop report, October 2018, UNDP country office Iraq.

between the strategic priorities of Iraq and KRI – as reflected in existing visions and plans – with the Goals. There is significant focus on people and prosperity issues, and effective and accountable institutions (Goal 16). The RIA shows that 71 per cent of relevant Goals targets have corresponding targets in the NDP, 2018-2022, and the Kurdistan Regional Government (KRG) Vision 2020. Some gaps, including on inclusion and environmental sustainability, deserve attention. A preliminary assessment of the NDP shows that, despite the priority given at policy levels, major gaps remain in linking Goals targets with corresponding national targets. The National Committee on Sustainable Development (NCSD) is mandated to monitor the progress on the Goals and to submit reports on the country's progress to a "high-level follow-up group".

5. The governing institutions of Iraq have a key role in fostering and creating an enabling environment for peace. Healing societal divisions and tensions – caused by inequitable economic and social opportunities, and exclusion and marginalization of groups based on ethnicity, sect and region – will require a comprehensive social cohesion strategy by national institutions that responds to the needs and priorities of the vulnerable and marginalized sectors of the population, particularly women and youth

6. Corruption, lack of transparency, accountability and inefficiency in public institutions are manifest in the poor quality of basic social services and infrastructure.[10] The national PRS acknowledges the governance, corruption and accountability challenges and their impact on state effectiveness and efficiency in delivering quality public services. Several country diagnostics identify the absence of good governance, the spread of administrative and financial corruption, and weak accountability/transparency as responsible for low government efficiency and effectiveness and the poor quality and responsiveness of public services.[11] Inadequate performance management systems, limited implementation of the decentralization framework, and limited capacities of public officials contribute to poor service delivery infrastructure planning, management and maintenance. Structural factors such as discriminatory practices and centralization further aggravate these system deficiencies. The low priority accorded to improving socioeconomic services, compounded by poor and deteriorating infrastructure, has worsened the quality and access to amenities, particularly to vulnerable populations. Centralized decision-making does not provide the opportunity for citizens to have a voice in decisions that affect their lives. These challenges need to be addressed through legal frameworks and mechanisms for corruption prevention, strengthened oversight and accountability, and enhanced inclusive institutions that are responsive to the needs and priorities of vulnerable populations.

7. Despite strong efforts by the Government and development partners, 1.4 million IDPs remain displaced. This requires durable solutions to overcome challenges to voluntary return and integration of IDPs – due to poor security, destroyed public infrastructure and housing, lack of livelihood opportunities and poor law enforcement in the areas liberated from ISIL.

8. Iraq is highly prone to natural disasters and vulnerability caused by environmental degradation and neglect, weak legal and regulatory frameworks for environmental management, and weak institutional arrangements and capacities. Furthermore, climate change and natural disasters pose multiple challenges in the post-conflict context, as a result of their impact on poverty and livelihoods and conflict over natural resources. Climate-induced migration from rural to urban areas can potentially trigger conflict and violence as it generates competition for (already strained) urban services and resources. Environmental challenges also contribute to increased incidence of poverty through loss of livelihoods and productivity caused by land degradation, deforestation and desertification.

9. The previous country programme document (CPD), 2016-2020, focused on institutional reform of key national institutions; devolution of administrative and fiscal powers to

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[10] Iraq is ranked 168/180 countries in the Transparency International corruption perception index 2018.
[11] Iraq systematic country diagnostic 2017, The World Bank.

governorates; and contribution to safe, voluntary IDP returns through stabilization, peace-building and early recovery. Following the ISIL conflict, the programme direction and priorities were realigned to meet the humanitarian and stabilization needs. Stabilization became the major thrust at a scale and pace not foreseen at the time of CPD formulation.

10. The independent country programme evaluation (ICPE) 2019 acknowledged the UNDP contribution to support IDP return under its stabilization programming, the largest stabilization programme to-date. Starting in 2015, the programme now operates in eight governorates in Iraq and KRI. It has contributed to the return of 4.3 million IDPs and to implementation of more than 3,000 infrastructure projects (2,149 completed) and more than 18,000 housing units. And it has generated more than 35,000 livelihood opportunities in target areas. In total, 3.3 million women and girls have benefitted from stabilization assistance.

11. The ICPE identified a number of valuable lessons learned that will be considered when designing and implementing activities under this new CPD, namely: aligning UNDP contributions to the country's changing priorities, including a focus on conflict prevention through economic diversification, governance, social cohesion, and energy and environment. On the management side, the ICPE highlighted the need to strengthen results-based management (RBM).

12. The UNDP comparative advantage in Iraq, as highlighted by the stabilization programme, rests on its ability to support key nationally-led initiatives at the policy and operational levels, and in marshalling donor resources. Successful integrity and accountability measures, and efficient delivery mechanisms introduced have built strong donor, Government, KRG and community confidence and trust that make UNDP a partner of choice to design and implement complex programmes in a high-risk environment. UNDP is well-positioned as a strategic partner to support achievement of national Goals targets through programme priorities elaborated in the following section. UNDP will draw on the global and regional knowledge networks to provide policy advice and institutional strengthening.

II. Programme priorities and partnerships

13. The country programme is aligned with the United Nations Sustainable Development Cooperation Framework, 2020-2024, (UNSDCF) and national strategic priorities reflected in the NDP, 2018-2022, Iraq Vision 2030, Kurdistan Vision 2020,[12] and the KRG Roadmap to Economic Reforms, which are within the framework of the Goals.

14. UNDP will support the Government vision for a sustainable peaceful Iraq through an approach that strengthens societal resilience to better deal with social, economic, environmental and political shocks and stresses, while addressing risk drivers. UNDP will support four interlinked, inclusive, holistic development pathways, underpinned by a resilience-based strategy that addresses the needs of vulnerable segments to contribute to sustaining peace and stability. The four pathways in the CPD are: (a) strengthened stabilization; (b) diversified pro-poor economic growth for sustainable livelihoods; (c) improved governance with accountable institutions that protect the rights of vulnerable groups and pave the way for citizen-state trust; and (d) decreased fragility to climate change. These pathways are all underpinned by a strategy for achieving social cohesion, protection and inclusion, as critical to ensuring the humanitarian-peace-development nexus and forging a new social contract in Iraq.

15. A key strategic thrust for UNDP will be to undertake these activities in a manner that builds the capacity of Central, Governorate and local level institutions to manage initiatives key to peacebuilding and reconstruction in the near future. UNDP will also strengthen its donor coordination mechanisms, especially on stabilization, social cohesion, and security sector reform, with donors and other United Nations organizations.

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[12] KRG Vision 2020 is expected to be extended to 2030 with the same policy priorities (based on discussions with KRG officials).

16. UNDP will mainstream conflict-sensitive approaches to all programming in order to address the underlying challenges of exclusion, marginalization and societal divisions through each pillar and to contribute to addressing key drivers of conflict, particularly with regard to strengthening the peace-dividends associated with service delivery in order to increase state legitimacy, and reduce local tensions in areas of hardest return and identified volatility, most of these being the regions covered by UNDP stabilization initiative. UNDP will also adopt and introduce innovative approaches to use social media and social local networks to engage youth and women to address social and development challenges through accelerator labs and use of digital technology. In addition, UNDP will support the Government to develop and implement a social cohesion agenda that promotes conflict resolution mechanisms, dialogue and trust-building measures; enable peaceful coexistence; and prevent future radicalization and recruitment by violent extremist groups.

17. Gender and youth will be mainstreamed in all programming through dedicated strategies and monitoring based on gender and age-disaggregated data.

18. UNDP will leverage its close relationship with, and the political mandate of the United Nations Assistance Mission for Iraq (UNAMI) to develop and implement innovative and sensitive conflict approaches, especially with regard to identified priority regions, social cohesion, returns, prevention of violent extremism and overall governance reform. UNDP will explore partnerships with United Nations organizations – International Organization for Migration (IOM), United Nations Children's Fund (UNICEF) and World Food Programme (WFP) – to offer an integrated approach to social cohesion, especially in conflict flash point areas. UNDP will strengthen partnerships with national and local non-governmental organizations (NGOs), academic institutions and research organizations on awareness creation, peace and conflict studies and design of pilot innovative, social-cohesion mainstreaming initiatives.

19. Informed by the common country assessment (CCA), and ICPE findings and recommendations, UNDP will contribute to achieving UNSDCF outcomes 2.1, 3.1, 3.2 and 4.1, which reflect Goals 5 and 7 to 17 and are aligned with UNDP Strategic Plan, 2018-2021, Outcomes 1 to 3. The country programme will focus on the following priority areas.

Stabilization (UNSDCF Outcome 3.2; Goals 9, 16 and 3, 5 and 6)

20. The current UNDP stabilization initiative has been the main stabilization effort in support of the Government's post-ISIL efforts; there is still major demand for its activities to support the transition. Based on its success and lessons learned, the next phase of the stabilization pillar (2021-2024) will address challenges related to access to basic infrastructure and services in disadvantaged areas most affected by the cycle of conflict and at risk for future conflict. The pillar will address restoration of public services, rehabilitation of housing and public infrastructure, and implementation of interventions to address service sustainability in critical infrastructure sectors, while giving greater emphasis to issues of exclusion, discrimination and rights and stronger focus on 'building back better'. In a conflict sensitive way, this pillar will develop stronger synergies with other programme areas, particularly livelihoods, social cohesion, environment and governance, while improving strategies for the empowerment of women and youth and mainstreaming innovation. UNDP will ensure that the required technical expertise of municipalities and local line directorates is built and allocated to sustain service delivery efforts in liberated areas and underserved governorates, especially those still hosting IDPs, and host communities.

21. UNDP will leverage its strong partnership with the Government, KRG, governorates and local authorities, to strengthen sustainability, national ownership and coordination. In implementing its stabilization pillar, UNDP will seek technical collaboration with the United Nations Environment Programme (UNEP) to strengthen environmental safeguards; with the United Nations Human Settlement Programme (UN-HABITAT) around housing, land and

property rights; and with UNICEF and the World Health Organization (WHO) on education and health programming; and the United Nations Mine Action Service (UNMAS) on mine action

Growing the economy for all (UNSDCF Outcome 2.1; Goals 4, 5, 8, 10, 12, 17)

22. To promote an enabling environment that facilitates inclusive and diversified economic growth benefitting citizens at all levels, UNDP will support the strengthening of business ecosystems, especially in high-impact, labour-intensive productive sectors. UNDP will support the Government to implement its private sector development strategy (PSDS); improve access to markets and finance through innovative financing options; establish small and medium enterprises (SMEs) and start-ups; promote skills development and job placement; and set up a system for asset grant replacement. UNDP assistance will aim to strengthen local government capacities for inclusive local-green economic development; support innovative solutions through public-private partnerships that stimulate inclusive local economic development; provide income and employment opportunities for vulnerable groups,; and promote social cohesion and environment-friendly business practices, especially in growth-promising economic sectors that have high impact on employment creation. UNDP will support both the central level (for PSDS) and in underserved regions, especially those liberated from ISIL, southern governorates and the Baghdad belt.

23. UNDP will elaborate a sustainable livelihoods strategy that includes a mapping of ongoing and future initiatives to identify possible partnerships in this pillar. It will build on its strong partnership with municipalities and governorate councils to pioneer public-private partnership initiatives, while further exploring partnerships with the private sector and the International Labour Organization (ILO) for skills advancement and SME and private sector development. Women and youth will be key target groups in all these activities.

Strengthen institutions and services (UNSDCF Outcome 3.1; Goals 5, 10, 16)

24. In order to restore citizens' confidence in governance institutions and State legitimacy, UNDP will support accountable, transparent, efficient institutions able to deliver basic services, through support to policies and actions for inclusive, participatory and responsive planning, budgeting and decision-making processes that reflect the needs and priorities of vulnerable groups. UNDP will pilot innovative technology-based solutions that contribute to increased efficiency, effectiveness and transparency of governance institutions, systems and services at national and subnational levels, including strengthening national anti-corruption capacities, sector-specific approaches, and capacity development of relevant national institutions and NGOs.

25. UNDP will improve access to justice and strengthen citizen security, particularly for women and other marginalized groups, by promoting effective dispute resolution mechanisms, and by strengthening security sector reform, the rule of law and national human rights institutions. Interventions proposed under this pillar are also intended to provide an enabling environment for the achievement of social cohesion and sustainable development.

26. UNDP will partner with government institutions to implement its interventions in this pillar at the central and local levels, including the Ministry of Interior and its community security machinery; the Integrity Committee and the Parliament for strengthened oversight; and governorate councils and municipalities for decentralization efforts.

Promoting natural resource and disaster risk management, and climate change resilience (UNSDCF Outcome 4.1; Goals 5, 7, 10, 12 to 15, 17)

27. UNDP will support resilient, low-emission, development pathways to cope with climate, change and environmental risks and exposure. Key elements include promoting sustainable water governance, and sustainable practices of wastewater and solid waste management; improving access to clean renewable energy; and strengthening biodiversity. UNDP will offer

policy advice and technical assistance to enable national partners to integrate environment, disaster and climate risks in resilience-building and recovery planning. UNDP will build national and subnational capacities to design and implement strategies to achieve environment, disaster and climate-related Goals. UNDP will promote resilience, by supporting implementation of the national environment strategy, and accessibility to global climate finance instruments. The programme will focus on ecologically-degraded, climate change, disaster-vulnerable regions; salinity-affected, water-stressed regions in the south Mesopotamian marshlands; designated national protected areas, and the mountain ecosystem in the north. It will target disaster and climate-vulnerable communities, IDPs and host communities, with priority on women, children, the elderly and disabled. UNDP will provide policy advice and technical assistance to assist the Government in meeting its international commitments, obligations and conventions and comply with related reporting requirements.

28. UNDP will draw on its regional and global environment and climate change expertise to support evidence-based policy and analysis to inform national policies and action plans. It will work with national partners to identify and access climate financing opportunities, including vertical funds such as the Global Environment Facility (GEF), the Green Climate Fund (GCF), the Adaptation Fund and vertical funds which Iraq has yet to fully utilize. UNDP will promote South-South and regional collaboration to address cross-boundary environmental, energy and water-related threats and challenges, and will partner with the Food and Agriculture Organization of the United Nations (FAO), UNEP, UNICEF, WHO, the Arab Water Council, and the Regional Centre for Renewable Energy and Energy Efficiency (RCREEE) on policy advocacy, research, community outreach and programme implementation.

III.   Programme and risk management

29. This CPD outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal control framework.

30. The programme will be directly implemented by UNDP. If necessary, direct implementation may be replaced by national implementation for parts of this in case of force majeure. The harmonized approach to cash transfers (HACT) will be used in a coordinated fashion with other United Nations organizations to manage financial risks. As per Executive Board decision 2013/9, cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

31. In accordance with Board decision 2013/9, all direct costs associated with project implementation, including data, information and monitoring, will be charged to concerned projects.

32. UNDP is likely to face significant operational and programming risks primarily related to the operating environment in the country, characterized by a fragile peace and continued security challenges. Sustaining national political commitment throughout the CPD period – regarding the required security, governance, justice and sectoral reforms and actions contained in this programme – will be a challenge, given the situation in Iraq, and may pose a risk to achieving programme impact and delivering results. UNDP will maintain close consultations with Federal and local Government, KRG, UNAMI and development partners to mitigate risks and take corrective measures where possible. UNDP plans to regularly update critical risk analysis to ensure timely preventive measures are taken to avoid programme disruption and delays.

IV. Monitoring and evaluation

33. Data availability, reliability and access, particularly sex disaggregated and subnational levels, remains a major challenge in the RBM of the programme and the Goals. Data availability assessments conducted under UNDP support for the Voluntary National Review indicate a data gap of about 70 per cent for the 230 indicators of 17 Goals.[13] Once the process of validation of the RIA is completed, and national priority targets are identified, UNDP will support the undertaking of a data gap analysis for the Goals. UNDP, with in-house expertise at regional and global levels, jointly with other United Nations organizations, especially UNFPA, the Economic and Social Commission for Asia and the Pacific (ESCAP) and IOM, will intensify efforts to support national institutions to introduce modern information management techniques and technology to improve data availability, reliability and access to enhance the quality of monitoring and reporting on the Goals. Key national partners include the Central Statistical Organization and Kurdistan Regional Statistical Office, which are mandated to manage national and regional statistics.[14] In partnership with United Nations organizations and international partners, UNDP will advocate that the "leave no one behind" approach be embedded in the national census.

34. UNDP will, to the extent possible, align the country programme and project-level indicators with the UNSDCF, the UNDP Strategic Plan, 2018-2021, and the national Goals and national/regional development plan indicators to ensure that data generated through United Nations and national sources is consistent and available to meet UNDP monitoring and reporting requirements.

35. UNDP has established a programme management and support unit (PMSU) to strengthen its monitoring and evaluation capacity, programme quality assurance and management oversight. The PMSU provides a dedicated capacity for management to use project and outcome evaluations in managing/adjusting initiatives, documenting lessons learned and knowledge-sharing. Each pillar will work in cooperation with PMSU to identify data limitations/ availability of reliable data, evidence and analysis to improve results-based and adaptive management.

36. UNDP will conduct risk analysis and analytical research and baseline studies to enhance its internal knowledge base for better targeting and to inform programme interventions. It will strengthen national staff capacities for effective RBM to ensure compliance with UNDP and donor reporting requirements. UNDP will conduct regular monitoring visits to review implementation progress and take timely remedial actions. In line with UNDP corporate guidance and practice, data and information and project monitoring costs will be included as direct costs to project budgets. UNDP will also consider a midterm review of the country programme to assess progress and relevance and to inform (re)alignment with emerging priorities and needs, if required.

37. The UNDP gender marker and environmental screening guidelines will be used to monitor country programme expenditures and improve planning and decision-making.

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[13] Iraq Voluntary National Report 2019.
[14] Iraq systematic country diagnostic, The World Bank, 2017 (based on assessment of the Iraq statistical system).

Annex. Results and resources framework for Iraq (2020-2024)

NATIONAL PRIORITY OR GOAL:
National development priority: 1. Lay the foundations for good governance.

UNSDCF OUTCOME INVOLVING UNDP: 3.2. People in Iraq, civil society and communities, particularly women, have improved capacity to lead, participate in and contribute to the design and delivery of equitable and responsive services, especially for the most vulnerable populations.

RELATED STRATEGIC PLAN OUTCOME:
Outcome 2. Accelerate structural transformations for sustainable development.

UNSDCF outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines targets)	Major partners / partnerships frameworks	Indicative resources by outcome (in United States dollars)	
Indicator 1.1. Number of governorates with direct participation mechanisms for civil society engagement in all facets of development plans for the delivery of equitable and responsive services that operate regularly and transparently. **Baseline (2019):** TBC **Target (2024):** 10	**Source:** TBC **Frequency:** TBC	**Output 1.1.** Infrastructure for basic service delivery improved in locations affected by crisis and vulnerable to conflict. **Indicator 1.1.1.**[15] Number of people from locations affected by crisis accessing basic services, gender disaggregated. **Baseline (2019):** 9,039,253 (3,968,280 women) **Target (2024):** 12,000,000 **Source:** IOM displacement tracking matrix (DTM); UNDP project reports **Indicator 1.1.2.** Number of infrastructure projects completed in priority sectors in conflict affected communities. **Baseline (2019):** 2,249 projects **Target (2024):** 2,800 projects **Source:** UNDP project records **Indicator 1.1.3.** Number of families benefitting from improved housing. **Baseline (2019):** 20,960 (234, Welthungerhilfe) **Target (2024):** 25,000 **Source:** UNDP project records	Council of Minister's Secretariat (COMSEC) Ministry of Planning (MoP) Ministry of Finance (MoF) Relevant technical ministries for service delivery Ministry of Higher Education and Scientific Research (MHESR) Governorates Local authorities Universities Civil society UNAMI UNMAS UNESCO UN-HABITAT UNICEF WHO UNEP	**Regular** $350,000 **Other** $664,000,000	

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[15] Contributes to Strategic Plan, 2018-2021, indicator 1.1.2.1.

NATIONAL PRIORITY OR GOAL:
National development priority: 4. Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector; 7. Reduce unemployment and underemployment rates.

UNSDCF OUTCOME INVOLVING UNDP: 2.1. Improved people-centred economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations.

Output 1.2: Civil society and academic institutions strengthened to promote social cohesion, prevention of violent extremism and sustainable development.	**Indicator 1.2.1.** Number of civil society organizations (CSOs) supported to engage in sustainable development, conflict prevention and mitigation processes. **Baseline (2019):** 25 **Target (2024):** 50 **Source:** UNDP project records, NGO Directorate **Indicator 1.2.2.** Number of academic institutions with increased capacity to promote social cohesion within the higher education system in Iraq. **Baseline (2019):** 9 **Target (2024):** 15 **Source:** MHESR; UNDP project records **Indicator 1.2.3.** Number of community-level mechanisms for conflict resolution and consensus-building that are operational with the engagement of youth and women. **Baseline (2019):** 30 (6 women focused) **Target (2024):** 80 **Source:** UNDP project records **Indicator 1.2.4.** Number of people engaged in the innovative use of social media and local networks to address development challenges and social cohesion (gender disaggregated). **Baseline (2019):** 12,278 (3,472 women) **Target (2024):** 30,000 **Source:** Social media tracking tools; project records	

RELATED STRATEGIC PLAN OUTCOME:
Outcome 1. Advance poverty eradication in all its forms and dimensions.

		Regular	Other:
Indicator 2.1. Number of jobs created in productive non-oil sectors out of total jobs by sex and age and persons with disabilities. **Baseline (2019):** 15,985 **Target (2024):** 76,213	**Source:** Ministry of Labour and Social Affairs (MoLSA) **Frequency:** TBC	$550,000	$160,000,000
Output 2.1. Priority policies and partnerships approved and implemented for inclusive green economic growth and employment creation **Indicator 2.1.1.** Number of policy or strategy actions implemented to enable private sector development. **Baseline (2019):** 1 **Target (2024):** 2 **Source:** High-level Steering Committee on PSDS; Ministry of Finance **Indicator 2.1.2.**[16] Number of public-private partnerships formalized for economic diversification and employment creation. **Baseline (2019):** 0 **Target (2024):** 3 **Source:** COMSEC, Ministry of Finance; Ministry of Trade **Output 2.2.** Access to livelihood and employment creation opportunities increased in locations affected by and vulnerable to conflict. **Indicator 2.2.1.**[17] Number of people benefitting from emergency livelihood support, disaggregated by gender. **Baseline (2019):** 58,872 (10,862 women;13,095 youth) **Target (2024),** 68,000 **Source:** UNDP project records **Indicator 2.2.2.** Number of people supported to access sustainable livelihoods and employment opportunities, disaggregated by gender. **Baseline (2019):** 14,114 (7520 women) **Target (2024):** 20,000	MoF Ministry of Trade Ministry of Industry and Minerals Ministry of Labour and Social Affairs Ministry of Agriculture Ministry of Water Resources Prime Minister's Office COMSEC National Investment Commission Governorate offices State-own enterprises Private sector and banking institutions Union of Iraqi Chambers of Commerce Iraqi Federation of Industries Iraqi Contractors Union World Bank International Monetary Fund (IMF) UNEP ILO CSOs Universities and research institutions		

[16] Adapted from Strategic Plan, 2018-2021, indicator 2.1.1.2.
[17] Contributes to Strategic Plan, 2018-2021, indicator 3.1.1.3.

NATIONAL PRIORITY OR GOAL:
National development priority: 1. Lay the foundations for good governance; 10. Lay the foundations for decentralization to strengthen spatial development.

UNSDCF OUTCOME INVOLVING UNDP: 3.1. Strengthened institutions and systems deliver people-centred, evidence and needs-based equitable and inclusive gender and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women's leadership in decision-making processes.

RELATED STRATEGIC PLAN OUTCOME:
Outcome 2. Accelerate structural transformations for sustainable development.

Source: UNDP project records; Ministry of Labour and Social Services; governorate offices **Indicator 2.2.2.**[18] Number of men and women accessing financial services. **Baseline (2019):** 0 **Target (2024):** 1,000 **Source:** UNDP project records			
Indicator 3.1. Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service and governorates. **Baseline (2019):** 5.8% **Target (2024):** 2% increase every two years **Source:** Satisfaction surveys conducted by CSOs **Frequency:** Every two years	**Output 3.1.** Innovative, digital and data-driven solutions for developing evidence-based policies and systems for planning, budgeting and monitoring public services designed and implemented. **Indicator 3.1.1.**[19] Number of systems in place that use digital technologies and data for improved public services. **Baseline (2019):** 1 **Target (2024):** 6 **Source:** UNDP project records; Government partner records **Indicator 3.1.2.** Number of analytical reports produced on progress towards achieving the Goals, disaggregated by national and subnational levels. **Baseline (2019):** 1 (national); 3 (subnational) **Target (2024):** 5 (national); 16 (subnational) **Source:** Ministry of Planning; governorate offices	COMSEC Council of Representatives of Iraq Parliament of the Kurdistan Regional Government MoP MoF Ministry of Justice Ministry of Interior Governorate offices Local authorities Supreme/Higher Judicial Council Supreme Anti-Corruption Council Independent High Electoral Commission Judiciary Oversight Commission Commission of Integrity	**Regular** $490,000 **Other** $106,000,000

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[18] Links with Strategic Plan, 2018-2021, indicator 1.1.2.2.
[19] Links to Strategic Plan, 2018-2021, indicator: 2.2.1.1.

Indicator 3.1.3. Number of solutions to address priority social and development challenges tested by the accelerator lab. **Baseline (2019):** 0 **Target (2024):** 5 **Source:** Accelerator lab records	Board of Supreme Audit UNAMI UNHCR IOM CSOs	
Output 3.2. National institutions and mechanisms dedicated to promoting social cohesion and prevention of violent extremism strengthened. **Indicator 3.2.1.** Number of policies or plans of action for social cohesion and prevention of violent extremism, ensuring the engagement of women and youth, approved. **Baseline (2019):** 0 **Target (2024):** 2 **Source:** Parliament of Iraq; COMSEC, Coexistence Committee **Indicator 3.2.2.**[20] Number of national institutions to lead inclusive processes and initiatives that promote social cohesion strengthened. **Baseline (2019):** 2 **Target (2024):** 5 **Source:** UNDP project records **Indicator 3.2.3.**[21] Number of conflict and development analysis conducted with stakeholders to inform decision-making and risk management strategies, disaggregated by national and subnational levels. **Baseline (2019):** 5 subnational level **Target (2024):** 10 **Source:** UNDP project records **Output 3.3.** Capacities and systems for transparency and accountability improved in key policymaking and oversight structures to mitigate the risk of corruption.		

[20] Aligns to Strategic Plan, 2018-2021, indicator 3.2.1.3.
[21] Aligns to Strategic Plan, 2018-2021, indicator 3.3.1.2.

NATIONAL PRIORITY OR GOAL:		
	Indicator 3.3.1.[22] Level of progress made in operationalizing the Parliamentarian Development Institute (PDI). **Baseline (2019):** No PDI in place **Target (2024):** PDI operational, providing capacity-building support to officials in the Parliament of Iraq **Source:** Parliament of Iraq **Indicator 3.3.2.** Number of measures adopted to mitigate corruption risks, disaggregated by national, subnational and/or sector level **Baseline (2019):** 0 **Target (2024):** 20 **Source:** UNDP project records; Supreme Anti-Corruption Council **Output 3.4.**[23] People's access to justice increased through improved capacities and systems of rule of law, security sector and human rights institutions. **Indicator 3.4.1.** Number of mid-ranking local police officers and criminal investigators trained against prioritized and specialized training requirements for improved service provision in target locations, gender disaggregated. **Baseline (2019):** 829 **Target (2024):** 3000 **Source:** Ministry of Interior; UNDP records **Indicator 3.4.2.** Number of people in locations affected by and vulnerable to conflict who have access to legal services, disaggregated by sex. **Baseline (2019):** 18,069 (14,622 women) **Target (2024):** 25,000 **Source:** Directorate for Combatting Violence Against Women (DCWAV); Responsible party reports	

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[22] Aligns to Strategic Plan, 2018-2021, indicator: 2.2.2.3.
[23] Contributes to Strategic Plan, 2018-2021, output 2.2.3.

National development priority or goal: 10. Lay the foundations for decentralization to strengthen spatial development.

UNSDCF OUTCOME INVOLVING UNDP: 4.1. Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters.

RELATED STRATEGIC PLAN OUTCOME:
Outcome 2: Accelerate structural transformations for sustainable development.

			Regular	Other
Indicator 4.1. Adopted and implemented national disaster risk reduction (DRR) strategies in line with Sendai Framework for DRR, 2015-2030. **Baseline (2019):** No **Target (2024):** Yes	**Source:** Office of the National Security Advisor (ONSA), National Disaster Policies **Frequency:** TBC			
Output 4.1. National capacities improved for climate change adaptation and mitigation.	**Indicator 4.1.1.**[24] Number of gender-responsive policies or frameworks developed or updated for conservation, sustainable use, and equitable access to and benefit-sharing of natural resources, biodiversity and ecosystems. **Baseline:** 3 **Target (2024):** 7 **Source:** MoHEn	Prime Minister's National Operations Centre (PMNOC) Prime Minister's Advisory Council (PMAC) Ministry of Water Resources (MoWR) Ministry of Health and Environment (MoHEn)	$1,000,000 $63,000,000	
	Indicator 4.1.2. Number of initiatives on renewable energy supported. **Baseline (2019):** 3 **Target (2024):** 7 **Source:** UNDP project records; MoHEn	Joint Coordination and Monitoring Centre Joint Crisis Coordination Centre, KRG WHO		
	Indicator 4.1.3. Number of reports on Iraq's international commitments submitted. **Baseline (2019):** 1 **Target (2024):** 4 **Source:** UNDP project records; MoHEn	UNICEF UNEP FAO Arab Water Council Regional Centre for Renewable Energy and Energy Efficiency (RECREE)		
	Indicator 4.1.4. Number of ecologically vulnerable locations in which the 3X6 approach is piloted for ecosystem conservation and restoration. **Baseline (2019):** 0 **Target (2024):** 4	Civil society		

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[24] Aligns to Strategic Plan, 2018-2021, indicator 2.4.1.1.

Source: UNDP project records; MoHEn

Indicator 4.1.4. Extent to which the mechanism for water governance in drought prone areas, which are vulnerable to conflict, are strengthened.[25]
Baseline (2019): 1
Target (2024): 3
Source: MoWR; governorate offices

Output 4.2. Disaster risk management and resilience strengthened with multi-stakeholder engagement, in geographic locations at high risk of human-induced or natural disasters.

Indicator 4.2.1. Number of gender-responsive disaster preparedness plans designed and approved for priority governorates, disaggregated by type of disaster.
Baseline (2019): 0
Target (2024): 3
Source: PMNOC; UNDP project records

Indicator 4.2.2. Level of implementation of mechanisms for critical infrastructure protection from disasters.
Baseline (2019): Mechanisms not in place.
Target (2024): Mechanisms in place for five critical infrastructure.
Source: ONSA

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[25] Rating scale: 1 = very weak; 2 = weak; 3 = moderate; 4 = strong; 5 = very strong.