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**UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK**

***[INTERIM]***

**IRAQ**

**YEAR 2020-2024**

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## Declaration of Commitment

We, the Government of Iraq and the United Nations Country Team in Iraq, pledge to foster cooperation, coordination and partnership in order to implement this **Interim** United Nations Sustainable Development Cooperation Framework as a means to support the national priorities articulated in Iraq's national development plans and the Sustainable Development Goals.



On behalf of the Government of Iraq

H.E. Mr. XXXXX  
(President or Prime Minister)



On behalf of the United Nations Country  
Team in Iraq

Ms. Marta Ruedas  
United Nations Resident and Humanitarian  
Coordinator

**AGENCY SIGNATURE PAGE**

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## **Abbreviations and Acronyms**

|       |  |
|-------|--|
| CCA   | Common Country Analysis  |
| CCT   | Conditional Cash Transfer  |
| CEDAW | Convention on the Elimination of all forms of Discrimination against Women |
| CPJ   | Committee to Protect Journalists   |
| CoR   | Council of Representatives   |
| CRSV  | Conflict Related Sexual Violence   |
| CSO   | Civil Society Organization   |
| CSO   | Central Statistics Office (Ministry of Planning)                           |
| DIBs  | Disputed Internal Boundaries   |
| DSRSG | Deputy Special Representative of the Secretary-General                     |
| ESCWA | United Nations Economic and Social Commission for Western Asia             |
| FAO   | Food and Agriculture Organization of the United Nations                    |
| GBV   | Gender Based Violence  |
| GDP   | Gross Domestic Product   |
| HC    | (UN) Humanitarian Coordinator  |
| HLP   | Housing, Land and Property   |
| IDP   | Internally Displaced Person  |
| IED   | Improvised Explosive Device  |
| IHCHR | Iraqi High Commission for Human Rights                                     |
| ILO   | International Labour Organization  |
| IMF   | International Monetary Fund  |
| IOM   | International Organisation for Migration                                   |
| IPCC  | Iraqi Property Compensation Commission                                     |
| ISIL  | Islamic State of Iraq and the Levant                                       |
| JSC   | Joint Steering Committee   |

|        |  |
|--------|--|
| KRG    | Kurdistan Regional Government  |
| KRI    | Kurdistan Region of Iraq   |
| KRSO   | Kurdistan Region Statistics Office                                       |
| LGBTQI | Lesbian, Gay, Bisexual, Transgender, Questioning (or Queer) and Intersex |
| MENA   | Middle East and Northern Africa  |
| MoEd   | Ministry of Education  |
| MoHEd  | Ministry of Higher Education   |
| MoHEn  | Ministry of Health and Environment                                       |
| MoJ    | Ministry of Justice  |
| MoLSA  | Ministry of Labor and Social Affairs                                     |
| MoP    | Ministry of Planning   |
| MoT    | Ministry of Trade  |
| NAP    | National Action Plan   |
| NCCI   | NGO Coordination Committee for Iraq                                      |
| NDP    | National Development Plan  |
| NHF    | National Housing Fund  |
| NIC    | National Investment Commission   |
| NRC    | National Reconciliation Commission                                       |
| OCHA   | United Nations Office for the Coordination of Humanitarian Affairs       |
| OHCHR  | Office of the United Nations High Commissioner for Human Rights          |
| PDS    | Public Distribution System   |
| PVE    | Prevention of Violent Extremism  |
| PWG    | Priority Working Group   |
| RC     | (UN) Resident Coordinator  |
| RRP    | Iraq Recovery and Resilience Programme                                   |
| SCD    | Systematic Country Diagnostic  |

|            |   |
|------------|---|
| SDGs       | Sustainable Development Goals   |
| SMEs       | Small and Medium Enterprises  |
| SPC        | Social Protection Commission  |
| SPR        | Strategic Prioritisation Retreat  |
| SMSG       | Special Representative of the Secretary-General   |
| SSN        | Social Safety Net   |
| UN         | United Nations  |
| UNAMI      | United Nations Assistance Mission for Iraq  |
| UNCT       | United Nations Country Team   |
| UNCTAD     | United Nations Conference on Trade and Development  |
| UNDP       | United Nations Development Programme  |
| UNEP       | United Nations Environment Programme  |
| UNESCO     | United Nations Educational, Scientific and Cultural Organization  |
| UNFPA      | United Nations Population Fund  |
| UN-Habitat | United Nations Human Settlements Programme  |
| UNHCR      | United Nations High Commissioner for Refugees   |
| UNICEF     | United Nations Children Fund  |
| UNIDO      | United Nations Industrial Development Organization  |
| UNITAD     | United Nations Investigative Team for the Promotion of Accountability for Crimes Committed by Da'esh/ISIL |
| UNMAS      | United Nations Mine Action Service  |
| UNODC      | United Nations Office on Drugs and Crime  |
| UNOPS      | United Nations Office for Project Services  |
| UNSDCF     | United Nations Sustainable Development Cooperation Framework  |
| UN Women   | United Nations Entity for Gender Equality and the Empowerment of Women                                    |
| UXO        | Unexploded Ordnance   |
| VAWG       | Violence Against Women and Girls  |

|     |   |
|-----|---|
| WFP | World Food Programme of the United Nations      |
| WHO | World Health Organisation of the United Nations |

## **EXECUTIVE SUMMARY**

The United Nations Country Team for Iraq (UNCT<sup>1</sup>) has committed itself to focus this particular Cooperation Framework period on the transition from humanitarian assistance towards sustainable development in the context of the Sustainable Development Goals (SDGs). In particular, it is a time for the UN to reflect, with the Government of Iraq (the Government)<sup>2</sup>, on its comparative advantage in supporting the Government and people of Iraq in ensuring national leadership, as well as equitable and inclusive participation of all sectors of the population in the decision making and processes impacting their quality of life, dignity and self-empowerment. The demonstrations that started in early October 2019 have focused around the need for increased popular political participation and a governing system that is more representative of constituencies and the people of Iraq. To that end, a gradual shift from direct service delivery towards more upstream policy, legislative and reform support, with a human rights- based approach to development, characterises the UN's interventions within the Cooperation Framework.

Taking as its guiding framework the Agenda 2030 and more specifically the Government's "Iraq Vision 2030", the Cooperation Framework is aligned with the Vision's nine foundations and the five "Ps". Similarly, the Kurdistan Regional Government's (KRG) "Kurdistan Region of Iraq 2020: A Vision for the Future" contributed to the Cooperation Framework development and focus. Iraq's progress towards the SDGs remains low, as evidenced in the in the Voluntary National Review (VNR) and the Sustainable Development Report (SDR) 2019. The national development goals remain relatively unchanged and are reflected in the four Strategic Priorities (SPs).

The UNCT is committed to moving towards a more development focused profile over the 2020-24 period, while staying responsive to any remaining or emergent humanitarian needs. Despite the ongoing demonstrations and renewed fighting in Syria impacting the humanitarian situation as well as the process of creating the Cooperation Framework, the UNCT believes that the selected SPs and their related outcomes remain relevant and address critical development issues, while also contributing to social cohesion and durable solutions. Additionally, the situation offers an opportunity for increased collaborative/joint programming across the humanitarian-development-peacebuilding nexus between humanitarian and development actors.

Working closely with donors and government as well as private sector, the UNCT will work to mobilise transitional funding essential for ensuring a measured approach to downsizing the humanitarian profile and upscaling development assistance. The SDG Financing Framework process will be jointly negotiated and formulated in early 2020 with the Government and donors in particular, leveraging the Cooperation Framework to promote holistic financing for the achievement of the SDGs.

The overarching Theory of Change (ToC) for the Cooperation Framework is:

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<sup>1</sup> The current UNCT includes 18 resident and four non-resident agencies. Resident agencies are: UNDP, UNICEF, UNHCR, UNFPA, WFP, WHO, ILO, FAO, UN Women, UNOPS, OHCHR, UNMAS, IOM, OCHA, UNESCO, UNODC, UNV, and UN-Habitat. Non-Resident agencies are: UNEP, ESCWA, UNCTAD, and UNIDO. It also includes the Bretton Woods Institutions.

<sup>2</sup> Throughout this document, the term "Government" refers to the federal government in Baghdad unless specified otherwise. The Kurdistan Regional Government in Erbil will be referred to as the KRG throughout the document.

### Theory of Change for the UN Sustainable Development Cooperation Framework

**If (1)** Iraq has strengthened and effective institutions, services, policies, and mechanisms that are inclusive, evidence- and needs-based, and; **if (2)** the economy becomes diversified and therefore able to generate broader employment for all and investments in development, including private sector, and; **if (3)** the people in Iraq, particularly the most vulnerable populations, including women, youth, refugees, and minorities, have access to human rights, protection and social protection and can engage in decision-making at all levels, and; **if (4)** the natural resources of Iraq are managed and protected in a sustainable, people-centered manner so as to benefit generations to come, **then (5)** there will be sustainable social cohesion, peace and human development, and respect for human rights, **because (6)** the social compact between the Government and the people of Iraq will be reformulated and renewed and no one will be left behind.

Four SPs were identified, each with upstream and downstream outcomes meant to ensure a comprehensive approach towards addressing the issues. Below are the SPs and their outcomes:

#### **SP 1: Achieving Social Cohesion, Protection and Inclusion.**

1.1 Strengthened and effective inclusive, people-centred, gender-responsive and human rights based policies and national systems contribute to gender equality, the promotion of protection, Social Protection, social cohesion and peaceful societies, with focus on the most vulnerable populations<sup>3</sup>, including women, youth and minorities.

1.2: People in Iraq, particularly under-served, marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.

1.3: People in Iraq participate in and benefit from effective mechanisms – at national, subnational and community levels – that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision-making, peace-building and reconciliation processes.

#### **SP 2: Growing the Economy for All**

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.

2.2: People in Iraq have strengthened capacity, enabling inclusive access to and engagement in economic activities.

#### **SP 3: Promoting Effective, Inclusive and Efficient Institutions and Services**

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

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<sup>3</sup> For the purposes of this document, “vulnerable populations” are defined according to the Humanitarian Needs Overview (HNO) 2020, which states: “The most vulnerable people in Iraq and those in acute need of humanitarian assistance are those directly affected by the 2014-2017 conflict against ISIL, particularly those who were displaced and whose lives and livelihoods were uprooted and destroyed.” (HNO 2020, p. 4) This can include but is not limited to: IDPs, refugees, disabled, women, girls, elderly, female- and minor-headed households, ethnic and religious minorities, people perceived as affiliated with ISIL, etc.

populations, with particular focus on advocating for women's leadership in decision-making processes.

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.

**SP 4: Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience**

4.1: Strengthened and resourced policies and frameworks are implemented for managing natural resources (including trans-boundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.

4.2: Increased engagement of the people of Iraq, sub-national institutions, civil society, and private sector to ensure more responsible, inclusive, accountable and transparent management of natural resources and the environment.

Each SP has a Priority Working Group (PWG) co-chaired by lead agencies in the thematic area, who are accountable to the Resident Coordinator and the Joint Steering Committee (JSC) for the progress of the PWG against its Joint Work Plan (see Annex 3 for PWG and JSC Terms of Reference). The PWGs are supported by the thematic working groups, and work closely with the Programme Management Team (PMT) on issues related to planning, reporting, etc.

Great care has been taken to share information across the PWGs to maximize synergies, avoid duplication or overlap, and map complementarities with other UN planning frameworks, such as the Humanitarian Response Plan (HRP) and the forthcoming frameworks of the UN Assistance Mission for Iraq.

As a result of the current situation in the country, certain elements of the Cooperation Framework remain pending, until such time as the Government is able to re-engage fully. Therefore, this is an **interim** document, to allow the UNCT to continue its implementation. It is agreed with the Government that the pending elements will be addressed within the first quarter of 2020, barring any further escalation of the current situation.

## **I. COUNTRY PROGRESS TOWARDS THE 2030 AGENDA**

### **1.1. Country context**

Iraq is emerging from an intensive conflict resulting in the defeat of the Islamic State of Iraq and the Levant (ISIL), and working to transition into a more sustainable development period in its history. As such, there will be a broad spectrum of needs to be addressed, requiring both humanitarian and development approaches and a leveraging of the humanitarian-development-peace nexus to promote resilience, stability, respect for human rights, and social cohesion.

The formation of the Federal Government (the Government) and the Kurdistan Regional Government (KRG) in the first half of 2019 was welcomed, and it was anticipated that the new ministers and officials, once settled into their portfolios, would be willing to engage fully in addressing the issues, both humanitarian and development, facing the people of the country. However, the new wave of demonstrations, with far-reaching demands for fundamental political and economic reforms, indicate that the Government will have to develop a reform agenda that is responsive to the demands of the demonstrators and promotes peace and stability. The ensuing political instability and the inability of the political system to address the demands of the people has set the country on a difficult path. In the Kurdistan Region, attending to the needs of the latest influx of refugees from Syria has also detracted from the focus on the agenda.

The people of Iraq have borne the brunt of decades-long sanctions, insurgency, sectarian conflict, and ISIL- terrorism, resulting in the loss of homes, family members, livelihoods and dignity. The country continues to be affected by regional instability and the conflicts in Syria and between Turkey and the PKK. ISIL's extreme violence against women and girls in particular, as well as men and boys, was used as a weapon of war. Total destruction of infrastructure, housing and services in occupied areas requires a massive cleanup, reconstruction and restoration process in order for people to return and rebuild their lives and livelihoods. Additionally, widespread contamination of explosive hazards and pollution from damaged industrial facilities and unmanaged medical waste further jeopardizes physical safety and adds complexity to the challenge of reconstruction and rehabilitation amidst massive destruction.

Similarly, the social fabric was further torn, with minority communities singled out for persecution, and their basic human rights denied. Children also suffer from the collective punishment of families with perceived or actual affiliations to ISIL and extremist groups. Youth, women, girls, religious and ethnic minorities all require protection and social safety net support. Iraq continues to host just under 300,000 refugees and asylum-seekers, including 250,000 Syrian refugees, adding to the strain on local services.

The challenges are not exclusive to those communities. Under-development in most parts of Iraq, compounded by corruption and compromise of the rule of law, has led to unrest and loss of trust in the government to have the best interests of the people in mind. Most recently (i.e. since 01 October 2019), this has resulted in mass protests across the country as youth in particular highlight the impact of under-development and corruption on their lives. The UN Assistance Mission for Iraq (UNAMI), through the good offices of the Special Representative of the Secretary-General (SRSG), is playing a key role in positioning the UN to support all parties in addressing the conflict and identifying potential courses of action, including early elections and forming a more representative, responsive and accountable government that could address the core concerns of the people.

Poor basic services, unemployment, poverty, gender-/ethnic-/religious-based discrimination and inequality, and overall reduced quality of life are facing millions of people in the country, and now is the time to address these issues in a coherent and integrated manner. Rebuilding social cohesion through

inclusive governance offers Iraq the opportunity to reform and build back better; to unite the nation by celebrating its diversity as a unique characteristic of its identity and culture.

Therefore, priority must be given to addressing issues of good governance, inequalities, services delivery, reconstruction of productive infrastructure, and diversification of the economy to address issues of unemployment and the risks associated with dependence on oil revenues. This includes promotion of rule of law and improved access to justice, addressing transparency and accountability issues, ensuring the development of systems and strengthening of institutions for efficient and effective governance at all levels, and inclusion of otherwise marginalised segments of the population, particularly the persons with perceived affiliation to extremists, in decision making processes that impact their lives, such as peace building, economic empowerment, and full and equal participation in their family, community and national processes. Innovation and technology will play an important role in all areas of the Cooperation Framework.

Iraq has oil reserves of 148.8 billion barrels (2018)<sup>4</sup>, making it the fifth largest producer in the world, but this continued reliance on the oil sector for the majority of its revenues exposes the national economy to risks and vulnerabilities such as international crude oil price declines, creates a point of conflict in terms of control over the resources, and limits the increase of employment opportunities in different sectors.

While the Government, in its various papers and frameworks, recognizes the institutional and social challenges that must be addressed in order to progress towards sustainable development, the Cooperation Framework will need to remain relevant to the changing landscape. Therefore, while anchored in national planning and programming, the Cooperation Framework also serves as an agile mechanism for responsive UN programming.

## **1.2. National vision for sustainable development**

Iraq presents a picture of financial and economic potential challenged by conflict, over-dependence on a single sector, and requiring a multi-faceted re-orientation towards diversification and focus on longer-term development investment. Not only is there a risk from international oil prices fluctuating, but also from the remnants of the conflicts that have kept the priority of investment in security rather than human development. According to the World Bank<sup>5</sup>:

*“The economic outlook has improved due to higher oil prices and the improving security situation, but constraints on capital spending will impede a recovery-driven growth acceleration. Growth is expected to spike to 8.1 percent in 2020 due mainly to higher oil output, with OPEC+ agreement coming to an end in mid-2019. Non-oil growth is expected to remain positive on the back of higher investment needed to rebuild the country's damaged infrastructure network, private consumption and investment. However, the recently approved 2019 budget presents a sizable increase in recurrent spending, and unless there is a significant reorientation in fiscal policy to a comprehensive recovery approach, there will be limited fiscal space to sustain post-war recovery and longer-term development. Higher spending together with easing oil prices will result in a high fiscal deficit projected at 5.4 percent of GDP in 2019 before narrowing down to about 3 percent throughout 2020-2021. Lower oil prices and increased imports will cause the current account balance to turn into deficit, financed partially by international reserves decumulation.”*

This is not to say that the Government does not look to the future and the growth of the nation. The “Iraq Vision 2030 Paper” outlines the Government’s strategic approach for achieving national Sustainable

<sup>4</sup> VNR report, page 8

<sup>5</sup> World Bank Iraq overview as of 01 April 2019; <https://www.worldbank.org/en/country/iraq/overview>

Development Goals (SDG) targets. It addresses the “Five P’s” (people, prosperity, peace, planet and partnerships), and provides additional guidance to the formulation of the Cooperation Framework, in terms of prioritizing strategic areas and outcomes in which the UN has a comparative advantage and capacity to support the Government’s programmes. Reference is also made to the Kurdistan Regional Government (KRG) document entitled “Kurdistan Region of Iraq 2020: A Vision for the Future”, which presents similar people-centred priorities, in four focus areas, namely: *Put People First; Build the Region’s Infrastructure; Create an Economically Prosperous Region, and; Put Government to Work for the People.*<sup>6</sup>

According to the “Iraq Vision 2030” paper, the national vision is based on the following foundations:

- **Growth** through combining the sustainable development dimensions, which include social integration, economic development, environmental sustainability with good governance on the national and local levels;
- **Empowerment** and investment in human and social capital;
- **Justice and fairness** in distributing resources and development revenues;
- **Good governance**, rule of law, transparency, and enhancement of effective and accountable institutions;
- **Compatibility** between national development efforts and the local development priorities to achieve the sustainable development plan 2030;
- **A diversified economy** that enhances assets and is capable of generating decent and protected job opportunities;
- **National and international partnerships** among the government, the private sector, NGOs, universities, the media, other governments, and international organisations to achieve benefits and meet the development goals;
- **Build societal peace** and ensure the inclusion of all in the development process, and;
- **Environmental sustainability** that enhances a green economy.

The agenda is supported by the National Development Plan and various sectoral and thematic strategies linked to the SDGs, such as addressing violence against women and girls.

**National Development Plan (2018-2022):** Aside from supporting the current programming of the Government, the Cooperation Framework will contribute to the development of the next iteration of the National Development Plan in 2022, with the mid-term review of the Cooperation Framework and updating of the Common Country Analysis (CCA) if merited, in order to provide data useful to national planning processes. At the same time, the joint assessment will contribute towards ensuring that the Cooperation Framework remains relevant and aligned for the period 2023-2024.

There are 11 Strategic Objectives indicated in the National Development Plan (2018-2022), which are echoed in the outcomes and outputs of the Cooperation Framework:

1. Establishing the foundations of good governance
2. Achieving economic reform
3. Recovery of communities affected by displacement crISIL and loss of human security
4. Enabling environment for investment and enhancing the role of the private sector
5. Increased economic growth

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<sup>6</sup> “Kurdistan Region of Iraq 2020: A Vision for the Future”,  
<http://www.mop.gov.krd/index.jsp?sid=1&id=381&pid=98>; Accessed 11/11/19

6. Increased real per capita income
7. Reducing unemployment and under-employment
8. Human security for the poorest and vulnerable groups
9. Upgrading sustainable human development indicators
10. Laying foundations for decentralized spatial development.
11. Alignment between general development frameworks and urban structures based on foundations of urban planning and spatial comparative advantages.

One of the challenges facing the development planning process is data gaps, particularly data commonly generated by a census. Iraq has been unable to conduct a full census for over 30 years, relying instead on partial data and projections. As a result, it cannot be said with certainty where people are located, in what numbers, and of what age and gender, at minimum. The Government has pledged to conduct a census in 2020, although political debate continues on sensitive issues such as the inclusion of questions regarding ethnicity. Until there is a full census, targeting will remain potentially inaccurate, and there is a risk of needs going unattended, particularly for those who have been internally displaced.

Another challenge related to delivering services is linked to the impact of conflict and displacement. Destroyed infrastructure, loss of productive assets, mined and booby-trapped houses, public facilities and agricultural and grazing land all require significant investment and effort to decontaminate, rehabilitate and recover. Loss of documents essential to claiming public benefits remains a significant human rights issue for those impacted by the conflict: birth and death registrations; marriage and divorce certification; housing, land and property (HLP) ownership deeds, and other critical documents are required but often no longer available to the family or individual.

Despite the lack of updated data, there is no doubt that Iraq has a significant youth population; one that is seeking its own future socially, economically and politically and, if given the opportunity, has the potential to accelerate the recovery of the country. While it is frequently said that the youth are the country's future, the true legacy of the country will be how it empowers its youth to design, lead and implement that future. Iraq has recognised the need to proactively engage youth in the recovery and development processes, and it is anticipated that both the Iraq Vision 2030 Paper, which highlights human capacity building as a significant area of focus, and the Cooperation Framework, which also brings focus to areas in which the role of youth is essential, will create the necessary social, economic and political environment that will enable youth to participate fully.

In the same manner, both documents identify the need to make more space and provide more support to the participation and empowerment of women and girls, in all facets of public and private life. However, significant issues remain in terms of gaining traction within national institutions and political frameworks, as well as at the community level. ISIL's targeting of women and girls ISIL, using sexual violence as a weapon of war and terror, has not only stigmatized those who suffered and survived, but also created for many a fear of standing out, of being independent, and therefore more vulnerable to possible repercussions. There is insufficient focus on gender equality in most of the planning documentation in the country, and political will needs to be increased if there are to be any real changes.

#### **Youth in Iraq**

"Nearly 50 percent of Iraqis are younger than 19 years, and 60 percent are below 25 years of age. Furthermore, the youth population is projected to increase from seven to ten million between 2015 and 2030."

*World Bank (2015), Iraq Household Socio-Economic Survey 2012*

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"About 33 percent of the youth between the ages 15 and 29 are illiterate or only semi-literate and only seven percent have completed post-secondary education."

*World Bank (2017), Iraq Systematic Country Diagnostic*

As indicated in the report written by the Organization for Women's Freedom in Iraq (OWFI), ASUDA, the Human Rights and Gender Justice (HRGJ) clinic at the City University of New York (CUNY) School of Law and MADRE, in collaboration with Iraqi women's and human rights organizations and activists, "(T)he Government of Iraq has failed in its obligation under the CEDAW<sup>7</sup> to take proper measures to protect and promote women's human rights, to ensure effective remedies in cases of violations, and to prevent systemic impunity."<sup>8</sup>

It is therefore critical that the Cooperation Framework provides the support needed to ensure that the Government of Iraq can move closer towards achieving SDG 5 in its own national planning and programming processes.

### **1.3. Progress towards the SDGs**

Iraq, despite its designation as an Upper Middle Income Country (UMIC), continues to face challenges in realizing the SDGs. The latest dashboard and VNR report indicate that the impact of the conflict and humanitarian crisis, as well as institutional challenges, has resulted in either halted or no progress against most SDG indicators. Displaced populations as well as minorities, women and girls, are amongst the most vulnerable across Iraq. The lack of official data on many of the SDG indicators is a key obstacle to evidence-based planning and budgeting. As mentioned earlier, there has been no census in Iraq for over 30 years, making it difficult to have reliable baselines in some sectors.

Iraq's reported index score is 60.8, compared to the regional average score of 65.9, and the country ranks 117 of 162 globally. For being the fifth largest oil producing country globally, these scores highlight the devastating impact of the conflict and violence, and the pre-occupation with security rather than human development.

Below is the graphic for Iraq, taken from the "Sustainable Development Report Dashboards 2019" (<https://dashboards.sdgindex.org/#/IRQ>):

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<sup>7</sup> Convention on the Elimination of all forms of Discrimination Against Women

<sup>8</sup> "Gender-Based Violence and Discrimination Against Women and Girls in Iraq: A Report for the United Nations Committee on the Elimination of Discrimination Against Women"; January 2019. Co-sponsored by: Organization for Women's Freedom in Iraq (OWFI), ASUDA, MADRE, Human Rights and Gender Justice (HRGJ) Clinic, City University of New York (CUNY) School of Law, Al-Taqwa Association, Awan Organization, Baghdad Women Association, Democracy and Human Right Development Center, Emma Organization for Human Development, Etana Women Organization, Handicapped Union of Kurdistan, Sawa Organization, Women Organization for Legal Aid. This paper was "Submitted for the formulation of the List of Issues and Questions for the review of Iraq's compliance with the Convention on the Elimination of All Forms of Discrimination Against Women during its review of Iraq during the Pre-Sessional Working Group to the 74th Session to be held in March 2019."

## Current Assessment – SDG Dashboard



As is evident from the graphic, there are significant challenges, information gaps, and a need for accelerated progress towards the goals. The goals in which there are major challenges and decreased or stagnating progress are those most impacted by the conflict (most of the SDGs), or which took a back seat to the conflict (such as SDGs 13-15). However, in order to achieve a sustainable development process, it is important that all of the goals receive support equally and simultaneously, as success depends on the linkages and integrated nature of the SDGs – focusing on a few will not bear the same results.

### 1.4. Gaps and challenges

It was noted in the CCA, and to a degree in the VNR, that there are some fundamental gaps and challenges for Iraq to overcome in order to achieve the SDGs. As mentioned earlier, the Cooperation Framework has increased emphasis on gender equality and empowerment of women and girls, as well as of marginalized and vulnerable populations, including displaced and refugee population, and persons living in protracted displacement. This was not only as part of the global principle of leaving no one behind, but as a key element in creating greater social cohesion. This led to the identification of potential humanitarian-development-social cohesion partnerships between the development and humanitarian actors, and between the UNCT and UNAMI.

As it has already been highlighted, the lack of recent and reliable data has made it difficult to target interventions with certainty, and therefore it is a priority to improve geo-referenced data collection, survey tools, analysis, dissemination and use of data – including embracing new and innovative technologies that can make data collection and regular updating more effective. Evidence-based decision making and planning will enable the Government and other development actors to target real needs, with appropriate resources applied and measurement made on the impact. This should result in greater efficiency and transparency, and improved trust between the people and the government, thereby creating a more inclusive, stable and peaceful society. It is anticipated that the 2020 Humanitarian Response Plan (HRP) will be the last, but it is not guaranteed, and therefore continued collection of data related to humanitarian needs remains essential.

Over the course of the demonstrations that started in October 2019, the Government itself has recognized it needs to change its approach to development – politically, institutionally, fiscally and socially. It has recognized that it lacks key institutional capacities for service delivery, data to guide planning and investment processes, and the trust of the people that their needs and best interests are being addressed. Addressing issues related to governance and corruption and participation are crucial to the development of a new Iraq.

If the Government is able to move from its current investment planning, as mentioned earlier, and can devise a means of increasing development investments without jeopardizing the security of the country, nor short-changing the oil industry, then there can be real human development. Similarly, diversification of the economy and reform of the banking system would significantly increase employment potential for the nation, especially the youth, where it is needed most. At the moment the oil sector provides employment for only 3% of the labor force, yet it receives the highest investment portion of the national budget.

Finally, Iraq is a diverse nation, and there are different and distinct needs and opportunities across the country. Therefore it is important that the Cooperation Framework is complemented by Joint Work Plans that address localized needs as well as national needs. This will also require that the Priority Working Groups coordinate with other mechanisms such as the Humanitarian Clusters, and the Government's National Committee for Sustainable Development under the leadership of the Ministry of Planning, as well as the Provincial Councils. The forming of the Joint Steering Committee, co-chaired by the Government and the UN RC with membership from the international donor community, civil society, and potentially the private sector, will also serve to ensure that stakeholders are represented in the decision making that impacts the direction and implementation of the Cooperation Framework. Given the national context, it is imperative that the Cooperation Framework remains flexible, agile and relevant.

## CHAPTER 2: UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

### 2.1. THEORY OF CHANGE

In order for Iraq to be firmly on the path of sustainable development, the following overarching Theory of Change must be realized:

| Theory of Change for the UN Sustainable Development Cooperation Framework  |
|--|
| <p><b>If (1)</b> Iraq has strengthened and effective institutions, services, policies, and mechanisms that are inclusive, evidence- and needs-based, and; <b>if (2)</b> the economy becomes diversified and therefore able to generate broader employment for all and investments in development, including private sector, and; <b>if (3)</b> the people in Iraq, particularly the most vulnerable populations, including women, and youth, refugees, and minorities, have access to human rights, protection and social protection and can engage in decision-making at all levels, and; <b>if (4)</b> the natural resources of Iraq are managed and protected in a sustainable, people-centered manner so as to benefit generations to come, <b>then (5)</b> there will be sustainable social cohesion, peace and human development, and respect for human rights, <b>because (6)</b> the social compact between the Government and the people of Iraq will be reformulated and renewed and no one will be left behind.</p> |

Key risks and assumptions relate to the potential for regression in the stability and security of the country. It is assumed that the current trend of transitioning from immediate humanitarian assistance to stabilization and longer term development programming will continue, and that the Government will increasingly be investing resources in the process. Linked to that will be the continued support of donors to ensure there are no gaps in financing during the transition, and that they will engage fully in the SDG Financing Strategy in order to provide a seamless financing landscape.

### 2.2. STRATEGIC PRIORITIES FOR THE UN DEVELOPMENT SYSTEM

The CCA was undertaken over a number of months from late 2018 into early 2019. A research team conducted stakeholder and internal consultations as well as a desk review was done by. The key findings from that process are as follows:

**Key finding #1:** As a prerequisite to peaceful societies, there is a need to build human capital while also providing social protection and promoting inclusion. Exclusion, within communities as well as by service providers to persons with perceived affiliations, is a significant issue to be addressed.

**Key Finding #2:** Heavy reliance on oil sector revenues will leave Iraq vulnerable to future shocks. A diversified national economy, matched with increased employment, will make Iraq and its people more resilient to such shocks.

**Key Finding #3:** Poor governance mechanisms have undermined trust, the quality of service delivery, and have further marginalised those they are meant to serve. The social compact between the state and the people of Iraq needs to be strengthened through inclusive rights-based programming and partnerships, and a legal/governance framework that allows for inclusivity and political participation.

**Key Finding #4:** As Iraq moves forward, it will need to address a number of issues regarding the management of its natural resources and the protection of the environment, including risk management and disaster prevention.

A series of follow-up consultations ultimately led to the identification of four Strategic Priorities (SPs) for the Cooperation Framework period of 2020-2024. They reflect the areas in which the UN can contribute and add value significantly in supporting the Government in achieving the SDGs, namely:

**SP 1:** Achieving Social Cohesion, Protection and Inclusion;

**SP 2:** Growing the Economy for All;

**SP 3:** Promoting Effective, Inclusive and Efficient Institutions and Services; and,

**SP 4:** Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience

## **2.3 INTENDED DEVELOPMENT RESULTS**

The Cooperation Framework reflects the areas of support from the UN in Iraq to support the Government and people of Iraq in achieving the SDGs. When determining the outcomes, each Priority Working Group (PWG) looked at upstream and downstream results, ensuring that they were both complementary and comprehensive. By mapping against the Iraq Vision 2030 paper and the KRG Vision 2020 paper, as well as referencing the National Development Plan 2018-2022 (NDP), which does not explicitly reference the SDGs but is nonetheless aligned sufficiently to allow for measuring SDG progress, it was possible to ensure alignment against the SDGs and the national frameworks guiding development. Loosely, the four SPs support the following SDGs against the NDP:

| <b>Strategic Priority Area</b>  | <b>Primary SDGs Addressed</b> |
|---|-------------------------------|
| <b>SP 1:</b> Achieving Social Cohesion, Protection and Inclusion                                    | All, esp. 1, 4, 5, 8, 10, 16  |
| <b>SP 2:</b> Growing the Economy for All  | 4, 5, 8, 9, 11, 12, 17        |
| <b>SP 3:</b> Promoting Effective, Inclusive and Efficient Institutions and Services                 | 1-4, 5, 6, 7, 10-12, 16       |
| <b>SP 4:</b> Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience | 5, 9, 13-17                   |

Overall, the Cooperation Framework outcomes for 2020-2024 will support the transition from crISIS and stabilisation to recovery and development, by assisting the Government at the upstream level to make the necessary institutional, legislative and policy changes to ensure that development can be sustained, while also working downstream with the people, communities and subnational structures to ensure continued and equitable delivery of effective and inclusive services. The focus on people-centred, gender-sensitive programming at both levels will ensure no one is left behind, through an inclusive approach as well as targeting the most vulnerable for services, capacity building, and improved access to realise their rights. By strategically placing the ownership of success on both the Government and the people, sustainable development will be possible.

Mappings were done at each stage of the process to ensure alignment with the Iraq Vision 2030, the KRG's Vision 2020, and the Cooperation Framework (see Annex 2).

## **2.4. COOPERATION FRAMEWORK OUTCOMES AND PARTNERSHIPS**

In order to fully embrace the SDG agenda, outcomes were identified for impact at the normative policy level (upstream) and at the community and individual level (downstream) within each Strategic Priority. Guided by the Iraq Vision 2030 paper, the KRG Vision 2020 paper, the VNR and the Iraq 2019 SDG

Dashboard Report, the framework used wherever possible the same indicators as the Government. Where no national indicator matched the outcome, indicators were taken from the global indicators and targets.

## STRATEGIC PRIORITY 1: ACHIEVING SOCIAL COHESION, PROTECTION AND INCLUSION

### Theory of change

| Goal               | SP 1: ACHIEVING SOCIAL COHESION, PROTECTION AND INCLUSION  |   |   |
|--------------------|--|---|---|
| Goal TOC Statement | <p><b>If (1)</b> policies and national systems promote protection, social protection, inclusion and social cohesion; <b>if (2)</b> quality protection and social protection systems are equitable and accessible to all; and <b>if (3)</b> national, sub-national and community level conflict prevention and mitigation mechanisms are inclusive and effective, <b>then (4)</b> all people in Iraq, particularly the most vulnerable populations (including refugees and Iraqis living in protracted displacement), will benefit from protection and social protection, and live in peace; <b>because (5)</b> they have participated and lead in decision-making, peacebuilding and reconciliation processes.</p> |   |   |
| Outcomes           | <p><b>1.1</b> Strengthened and effective inclusive, people-centred, gender-responsive and human rights based policies and national systems contribute to gender equality, the promotion of protection, Social Protection, social cohesion and peaceful societies, with focus on the most vulnerable populations, including women, youth and minorities.</p>  | <p><b>1.2:</b> People in Iraq, particularly under-served, marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.</p> | <p><b>1.3:</b> People in Iraq participate in and benefit from effective mechanisms – at national, subnational and community levels – that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision-making, peace-building and reconciliation processes.</p> |

|             |   |   |   |
|-------------|---|---|---|
| Outcome TOC | If (1) Iraq's policies, legislation and mechanisms related to protection and social protection are gender-sensitive and evidence based; and, if (2) inclusive social cohesion and peace-building are promoted through national institutions and mechanisms; then (3) the most vulnerable populations will have an improved quality of life and security, because (4) their needs and rights are central to the policies, systems and services of the country. | If (1) sustainable inclusive protection and social protection services are improved and promoted available, and (2) if under-served populations have equitable and sustainable access to those services, then (3) people will have an improved quality of life regardless of where they live; because (4) services are responsive and tailored to their identified needs. | If (1) capacity and opportunities for women, adolescents and youth to participate in leadership and participation in decision making and peacebuilding mechanisms are increased; and, if (2) community mechanisms promote and sustain inclusive participation of all sectors of the population; then (3) peacebuilding and social cohesion will increase and be sustainable, because (4) decision-making and leadership will reflect the needs, ideas and capacities of the entire community. |
|-------------|---|---|---|

The focus of this priority is on immediate social cohesion, peace-building, protection and social protection issues emerging from the humanitarian situation as well as more entrenched issues that have not been fully addressed to date, such as Violence Against Women and Girls (VAWG) and Prevention of Violent Extremism (PVE). Other indicative activities will focus on ensuring that the institutional frameworks are responsive to the needs of the people through use of data and inclusive processes, while also supporting inclusive grassroots social cohesion initiatives that promote sustainable peace and participation of all sectors of Iraq's society. Priority will be given to the engagement of marginalized and/or vulnerable groups, including refugees, into processes that impact their quality of life, as a start towards creating resilience against conflict and loss of hope, thereby strengthening the community and repairing the social fabric. It will also include strengthening of national and sub-national frameworks for social cohesion and capacity development for all peace actors at all levels.

### **Partnerships**

The UNCT has a number of partners as a result of its strong contribution to the humanitarian response as well as development-focused programmes over the past years. Through civil society and government partnerships, delivery of support has been significant. The gradual transition from humanitarian to longer term durable solutions will potentially lead to a stronger partnership with institutions as well as exploration into partnerships with private sector service providers. However, the partnerships with civil society will be critical to ensure that no one is left behind, particularly within displaced communities and vulnerable populations. Working with the government at the Federal and subnational levels, particularly Ministries of Labour and Social Affairs, Interior Health and Environment, Trade, and of Justice (MoLSA, MoI, MoH, MoT, MoJ), the National Commission on Co-Existence, and the Iraqi High Commission for Human Rights (IHCHR), the UNCT will continue, to promote changes in legislation and policies guiding gender-sensitive protection, Social Protection, inclusion, and peace-building processes. Donors will be encouraged to provide essential bridging support as interventions shift towards a more sustained development focus, as well as partnering in the provision of capacities through regional or global resources such as training institutes. Similarly, working with regional entities to provide technical support will be explored in collaboration with the Government.

As Iraq continues its transition from conflict and post-conflict to a more stabilised and development oriented context, focus will be needed on several contributing factors related to resilience, recovery and reconstruction. In particular, social cohesion and reconciliation will be a key factor in rebuilding the social fabric of many parts of the country, especially at the grassroots/community level. Key focus areas for UN engagement include engaging youth: in community actions; social cohesion and decision making; promoting, protecting and restoring Iraq's cultural heritage; promoting gender equality and the rights of minorities and women, protection needs, and gender equality; HLP, and; supporting Social Protection Reform, especially improved targeting based on needs, particularly promoting the inclusion of the internally displaced, refugees, persons with perceived affiliations, and refugee population to extremists...

**Outcomes** for this priority are:

- 1.1 Strengthened and effective inclusive, people-centered, gender-responsive and human-rights based policies and national systems contribute to gender equality, the promotion of protection, Social Protection, social cohesion and peaceful societies, with focus on the most vulnerable populations, including women, youth and minorities.
- 1.2 People in Iraq, particularly under-served, marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.
- 1.3 People in Iraq participate in and benefit fully from effective mechanisms - at national, sub-national and community levels - that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision making, peace-building and reconciliation processes.

### **Risks and Risk Management**

It will be critical for the UN and its partners to keep issues of human rights, gender, inclusion and exclusion, and protection at the forefront in light of the current situation. Maintaining a neutral and impartial role and public tone when dealing with a charged situation is essential, and this provides an excellent opportunity for joint action between UNAMI and the UNCT, and between humanitarian and development actors. Therefore, through regular briefings and discussions, the UN will ensure a cohesive and coherent approach to the immediate and longer term issues represented in this SP.

It will be vital to support effective and efficient delivery of protection and Social Protection services promoting the inclusion of marginalized, displaced, or vulnerable population (IDPs, refugees, and populations living in protracted displacement or with perceived affiliations), including strengthening of government capacities at the field level. UN agencies shall take into consideration the harmonization of the approaches and databases for Social Protection assistance, and contributing towards building an effective, efficient, and inclusive Social Protection system that leaves no one behind.

## STRATEGIC PRIORITY 2: GROWING THE ECONOMY FOR ALL

### Theory of Change

| Goal               | SP 2: GROWING THE ECONOMY FOR ALL   |  |
|--------------------|---|--|
| Goal TOC Statement | If (1) Iraq's economic policies and legislation are people-centred and inclusive; if (2) priority is given to strengthening non-oil productive sectors; if (3) inclusive skills training, engagement and partnership with the private sector are accelerated and targeted to the job market; then (4) the national economy will become more resilient and diversified, because (5) people in Iraq, including the marginalized and vulnerable, will have greater opportunities for employment and sustainable livelihoods both in and out of the oil sector. |  |
| Outcomes           | 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.   | 2.2: People in Iraq have strengthened capacity, enabling inclusive access to and engagement in economic activities.  |
| Outcome TOC        | If (1) Iraq's economic policies, legislation and mechanisms are gender-sensitive and evidence based; and, if (2) inclusive and diversified economic growth are promoted through innovation and non-oil sector development and investment; then (3) more women, youth and vulnerable populations will have increased income security and decent work opportunities, because (4) investments, partnerships, and access to essential assets and skills building will create increased opportunities across several sectors.                                    | If (1) sustainable inclusive protection and social protection services are improved and available, and (2) if under-served populations have equitable and sustainable access to those services, then (3) people will have an improved quality of life regardless of where they live; because (4) services are responsive and tailored to their identified needs. |

### Partnerships

One of the challenges for any nation emerging from crISIS is the regaining of economic momentum. This challenge is exacerbated by other external factors, such as global markets, price fluctuations, and trade agreements, as well as internal challenges and deficits. Iraq has depended traditionally on the oil and gas sector as its primary source of revenues and growth. However, past and recent years have shown the precarious nature of the oil market as prices have plummeted and soared, which, when combined with national and regional instability, makes it difficult for the country to consistently and substantially invest in development.

To mitigate the situation will require greater diversification and investment in non-oil productive sectors, as well as strengthening of partnerships and relationships, within Iraq and outside. Priority actions include:

- expanding and strengthening non-oil productive sectors through skills training, investment, innovation, entrepreneurship development, and job creation, SMEs and access to marketing and financial services;
- improving coverage of energy and ICT infrastructure networks;
- promoting regional and international partnerships;
- supporting education for employment, and private sector development, and;

- identifying and supporting creation of employment opportunities that are aligned with market demand, especially for women, youth, and vulnerable populations.

Such issues require an integrated approach from national institutions as well as development partners, and will also demand strengthened trust, accountability and transparency. Strong partnerships with regional and global partners, particularly in the private sector, including social enterprises, will further ensure sustainable and relevant economic development that will be resilient to the vagaries of the oil markets, as well as create a broader spectrum of employment opportunities that will encourage local entrepreneurship and private sector growth. Addressing skills development relevant to the actual employment opportunities will also require partnerships with formal and informal education providers, the Ministries of Education/Higher Education, MoLSA, Chambers of Commerce and Industry, and community level businesses, which can offer apprenticeships, internships and other career-entry opportunities for learning and employment. Extension institutions will need to be engaged, for example, in providing services to farmers and others in the agriculture sector. Critical attention will be paid to providing opportunities for marginalized and vulnerable populations, to move beyond receiving aid to building skills and opportunities for sustainable livelihoods.

**Outcomes** for this priority area are:

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.

2.2 People in Iraq have strengthened capacity, enabling inclusive access to and engagement in economic activities.

### Risks and Risk Management

As for SP 1, the importance will be to address immediate issues while also maintaining a view to the longer term. There is a risk with all short term economic interventions, such as cash for work, that they will not automatically translate into more sustainable livelihoods, especially if there is a disconnect between the work offered and the market for labor. The assurance that legislation and incentives are in tune with the demands of the labor force, the protection of workers' rights and decent work standards remain paramount, and that long-term interventions are market-based. The interest and socio-economic empowerment of marginalized and vulnerable population should be safeguarded with appropriate policies and legislative frameworks. The recently established International Labour Organisation (ILO) programme coordination office in Iraq is expected to play a key role in promoting international decent work standards and guiding the UNCT and national institutions accordingly.

## STRATEGIC PRIORITY 3: PROMOTING EFFECTIVE, INCLUSIVE AND EFFICIENT INSTITUTIONS AND SERVICES

### Theory of change

| Goal               | SP 3: PROMOTING EFFECTIVE, INCLUSIVE AND EFFICIENT INSTITUTIONS AND SERVICES  |
|--------------------|---|
| Goal TOC Statement | If (1) information and data management are prioritized as key to the decision-making and policy processes; if (2) people in need are included in identifying needs and priorities; and if (3) institutions promote people-centred, and evidence and needs-based equitable and inclusive gender- and age-responsive services; then (4) no one will be left behind, because (5) all people in Iraq will be included in all aspects of service delivery and institutional decision-making. |

|                    |  |   |
|--------------------|--|---|
| <b>Outcomes</b>    | <b>3.1:</b> 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.   | <b>3.2:</b> 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.   |
| <b>Outcome TOC</b> | If (1) institutions have access to reliable, consistent and inclusive data related to needs, and if (2) engagement and leadership in decision making processes promotes the engagement of women and vulnerable population, then (3) services will be more people-centred and reach populations according to needs, because (4) evidence-based and inclusive decision making will be institutionalized. | If (1) opportunities are created for civil society and individuals to participate in decision making, and if (2) those most vulnerable, particularly women, are empowered to participate and lead in issues impacting their quality of life, then (3) services will be equitable and responsive, because (4) the planning and delivery will reflect the actual needs of the recipients. |

## Partnerships

Fundamental to the development of any nation is its institutions and its ability to deliver inclusive services to its people, including the marginalized and vulnerable. Over the past years Iraq’s institutions have undergone significant pressures, and faced challenges in delivering against obligations while the country is in conflict. However, as the country emerges from the aftermath, institutions need to refocus and recommit to meeting their obligations to the people of Iraq. This will require support in the form of relevant, updated and evidence-based policies and frameworks, needs-based decision making, and inclusive processes that ensure that no one is left behind.

As a nation, aside from its Constitution, Iraq is signatory to a number of international treaties, conventions and protocols, and as such is beholden to its people to meet the obligations and actions required therein. At the same time, it is paramount to restore popular confidence and trust in institutions as well as create space for people to participate in the decisions that determine the quality of their lives and the opportunities they will have for self-empowerment, safe and dignified quality of life, and equitable access to quality services.

In order to achieve this, a number of key interventions are required, such as:

- strengthen delivery of and equitable access to quality services
- promote and strengthen partnerships between government and civil society, and the private sector
- strengthen delivery on obligations such as international conventions and national strategies
- promote accountable, inclusive and transparent institutions that inspire trust
- promote women’s leadership in decision-making processes

**Outcomes** for this priority area are as follows:

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.

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.

## Risks and Risk Management:

Change within institutions and systems is generally the purview of the State, and over the years significant resources - human, material and financial – have been channeled into capacity building initiatives and institution building. With the impact on the physical infrastructure of the country, and the continued challenge of meeting the needs of the people and communities (particularly at the village/sub-district level), it will be essential that those capacities are leveraged and optimized, with the UN providing support and temporary measures of assistance until the Government's capacity fully meets the demand. There is a risk that this will take longer than anticipated, but there also is strong demand for swift action, as evidenced by the demonstrations. However, it is important that speed does not jeopardise sustainability and quality. The UNCT and its partners will need to provide regular evidence of needs as well as results in order for targeted planning, investment, and implementation.

## STRATEGIC PRIORITY 4: PROMOTING NATURAL RESOURCE AND DISASTER RISK MANAGEMENT, AND CLIMATE CHANGE RESILIENCE

### Theory of change

| Goal               | SP 4: PROMOTING NATURAL RESOURCE AND DISASTER RISK MANAGEMENT, AND CLIMATE CHANGE RESILIENCE   |  |
|--------------------|--|--|
| Goal TOC Statement | If (1) policies and frameworks related to natural resources are strengthened and properly resourced; if (2) civil society, communities, private sector and other sub-national stakeholders are engaged in promoting inclusive, accountable, transparent, and sustainable use and management of natural resources and the environment; if (3) increased focus is placed on developing renewable resources and alternative energy sources; then (4) Iraq's ability to withstand and recover from climate-related and/or climate-induced displacement and shocks will be improved; because (5) it will have increased resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters. |  |
| Outcomes           | <b>4.1:</b> Strengthened and resourced policies and frameworks are implemented for using and managing natural resources (including trans-boundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.  | <b>4.2:</b> Increased engagement of the people of Iraq, sub-national institutions, civil society, and private sector to ensure more responsible, inclusive, accountable and transparent management of natural resources and the environment.   |
| Outcome TOC        | If (1) priority is given to improving natural resource management, and developing renewable resources; and if (2) policies and frameworks are strengthened, sustainably resourced, and equitably and transparently implemented; then (3) Iraq will be better able to respond to and recover from any natural or man-made shocks or disasters; because (4) it will have greater resilience, flexibility, and inclusive and improved disaster risk management.   | If (1) there is increased inclusive engagement of those most impacted by poor resource management and disasters; if (2) private sector and institutions are engaged to identify and promote new means for promoting early warning and community-based environmental action; if (3) sub-national and community level mechanisms are empowered to monitor the management of natural resources and the environment; then (4) responsible use of natural resources will be improved and disaster risk will be reduced, because (5) accountability and transparency of management of natural resources and the environment will be shared by all. |

### Partnerships

Iraq is a nation rich in natural resources such as oil and gas, but challenged in others areas such as water resource management and conflict related environmental contamination. As such, care must be taken to protect the environment and human population at the same time, in order to preserve resources for future generations, as well as to prevent/mitigate climate-related and or climate-induced displacement. Such efforts require long term commitments from the government and the people, as well as (trans-boundary) agreements with those external entities which depend upon/share resources outside of Iraq's territory.

The primary partnership to be strengthened is the one between the state and the people regarding how resources are sustainably used and managed, as well as ensuring equitable access to the same quality of resources. With the strains of displacement on local resources, inter-communal partnerships will also be promoted to avoid conflicts arising over access to resources. This will require UN partnering with national and subnational authorities, scientific and technical institutes, as well as community leaders and communities themselves. Focusing on reaching the last person first, UN partnerships will emphasise meeting the needs of the most marginalized and vulnerable, while also building partnerships between the population and government.

Other partnerships will be promoted at the regional level, to support the government in addressing transboundary issues, such as water resource management. This potentially will require engagement of counterparts in the region, as well as working with regional entities to provide technical and advisory capacities as needed.

**Outcomes** for this priority area are as follows:

**4.1** Strengthened and resourced policies and frameworks implemented for managing natural resources (including trans-boundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.

**4.2** Increased engagement of the people of Iraq, sub-national institutions, civil society, and private sector to ensure more responsive, inclusive, accountable and transparent management of natural resources and the environment.

Key areas of intervention include:

- promoting inclusive and transparent resource management
- addressing environmental contamination, including UXOs and other conflict related contamination, industrial pollution, etc.,
- promoting trans-boundary cooperation
- ensuring equitable access to resources and services
- promoting the use of renewable energy and climate responsiveness (incl. combating desertification)
- improving resilience to shocks through disaster risk preparedness, response and management

### **Risks and Risk Management**

Financing of this SP will be a challenge, as many of the interventions are costly and long term, such as addressing contamination, cleaning up impacted areas, and combating desertification. It is therefore critical that linkages between these results and those of the other three SPs are prioritised and leveraged for improved results overall. Accountability for natural resources is a difficult process, especially those shared with neighboring countries, or which have a strong commercial value and therefore may be a source of local if not national and/or regional tensions. Safeguarding the environment and preventing and/or mitigating climate-related and/or climate-induced displacement will be a priority.

## **2.5. SYNERGIES BETWEEN COOPERATION FRAMEWORK OUTCOMES**

In terms of complementary synergies with other frameworks, the Cooperation Framework has taken into account the national frameworks (NDP and Vision 2030) and also discussed how it would create linkages with the anticipated 2020 HRP and the UNAMI planning process, which is still underway. By encouraging the full participation of UNAMI and humanitarian colleagues in all aspects of the document's development phases, it is anticipated that there will be strong relevance and resonance as well as value added to all of the linked frameworks. It is not yet clear if there will be an Integrated Strategic Framework at this time. Regular consultations with the various parts of the mission, however, indicate good complementarity and leveraging for collective outcomes where possible. Non-resident agencies have also been regularly engaged as part of the effort to link with relevant regional initiatives. The space exists in the collective outputs for such joint programming, and the Joint Work Plans (JWPs) define such programmes. Additionally, regular joint meetings between the RC, the Chair of the Programme Management Team (PMT), and the PWG Chairs/Co-Chairs were institutionalized during the formulation of the Cooperation Framework, and will continue as a critical platform for information sharing and joint decision-making.

Existing joint programming has been integrated into the Cooperation Framework as well, so as to leverage the ongoing work while also creating new opportunities for sustained support. The implementation mechanisms for those programmes are also integrated into the PWGs, to avoid duplication. Discussions have already started regarding the potential for integrating humanitarian coordination mechanisms into the PWG membership. The process is strengthened by the presence of a Senior Advisor on Durable Solutions, seconded by the Switzerland Government, and all PWGs have mapped linkages between their JWPs and the HRP Strategic Objectives, target populations, and geographic focus, in order to identify and develop collaborative humanitarian-development programming.

## **2.6. SUSTAINABILITY**

It is a bit difficult to pinpoint what will be the most sustainable development choices for Iraq, as much will depend on the success of this Cooperation Framework as well as the evolving security threats and the reforms currently under consideration by the government as a result of the demands of the demonstrations in the country over the past two months and the emerging political and security challenges. Sustainability will deepen in direct relation to the further Iraq is able to move from humanitarian assistance into development investment. To that end, this Cooperation Framework is focused on supporting governance reforms, social cohesion, as well as the diversification of the economy, so as to reduce shocks due to oil market prices falling, by creating jobs in other productive sectors, including through private sector development, while building human capital to increase participation, gender equality, empowerment and contribution to the recovery and development of the country.

It is designed around upstream and downstream outcomes, to ensure all aspects of the strategic priorities were taken into account and supported. National leadership combined with local engagement are paramount for sustainable change to take place; rebuilding the trust and resilience of the population after the shocks from ISIL and earlier crises will underpin that change with social cohesion, reconciliation, and peace-building at the subnational and community levels. The UN in Iraq will continue to provide its good offices as needed to bring issues with regional implications to the level necessary for sustainable results.

Assuming the security environment improves, it will provide the operational environment that enables scale and scope to deliver results and impact that can be continued by the government and communities. A renewed and strengthened social compact between the government and the people of Iraq will be the keystone to the country's success in this regard.

## **2.7. UN COMPARATIVE ADVANTAGES AND UNCT CONFIGURATION**

### **UNCT Capacity and Comparative Advantage:**

The United Nations has had a presence in Iraq since 1955. However, in its current form, the United Nations System (UNS) has been present in Iraq since 2003. The intervening years have been marked by conflict and political and social change. The UNS, represented by UNAMI and the UNCT and including the Bretton Woods Institutions (the World Bank and International Monetary Fund), has provided support through humanitarian and political crises, as well as promoting the development agenda with national stakeholders.

As such, it has a significant advantage in terms of its access to national and sub-national machineries as well as civil society, and provides both normative and service delivery support that sustains the people through crises while also building institutional and human capacity.

Based on the results of the SWOT exercises held with stakeholders as part of the CCA process, it was generally felt that the strengths of the UN in Iraq are related to supporting governmental institutions and their mandates, such as service delivery, statistics, donor relations, and providing networking support. The UN's ability to tap into regional and global human resources and good practices, as well as to serve as an "honest broker", allowed for progress in the State's transition from the previous regime to a more inclusive form of governance.

The same consultations identified areas that require significant attention in the Cooperation Framework in order to avoid a weakening of impact and undermining of progress made. In particular, improved internal coordination was flagged as essential, both within the humanitarian and development context, in order to avoid overlaps and gaps in programmatic support. Sectorally, the UN will need to strengthen its capacity to engage sufficiently with the private sector. Similarly, its current focus and therefore capacity related to humanitarian response will need to shift in a concerted and measured manner towards development. Improved efficiencies in processes and procedures will come with increased joint programming and joint programmes, thereby addressing some concerns expressed by partners, particularly civil society partners.

Long term funding remains an essential prerequisite to deeper impact and sustainable results. While the UNCT is willing to respond to requests from donors and government for more joint programming, the lack of longer term funding impacts establishing the necessary mechanisms to undertake joint programming.

Finally, the UNCT is committed to improving data collection, with particular focus on sex- and age-disaggregated data as a minimum, as well as data analysis and information sharing, in order to empower evidence-based decision-making at all levels, both within the UNS and among partners.

Such challenges also provide opportunities for the UNS' work in Iraq. Expanding partnerships beyond the current circle of partners will strengthen civil society and promote inclusion for sustainable development. At the same time, focusing on youth, women, and marginalized and vulnerable populations as part of leaving no one behind, while strengthening human capital overall will support social cohesion and economic development. If the UN invests more in statistical data and data collection with the government, then improved allocation of resources and targeting needs-based programming will help Iraq achieve the SDGs. Similarly, the data collected in humanitarian contexts can contribute to baselines for development decision making. Private sector engagement will assist in the diversification of the economy as well as create employment opportunities.

It cannot be ignored that there are drivers of conflict yet to be eradicated and there are new emerging conflict triggers that need to be addressed. Therefore, the development of an early warning system is essential, to monitor those drivers and to identify mitigation measures to address risks, and paired with

an integrated prevention agenda. Political engagement on key development issues is essential for the success of the country's NDP towards achieving the SDGs, as well as the fulfillment of its obligations to the people of Iraq. While the promotion of civil society–government partnerships is a critical role for the UN, the potential oversaturation of NGOs in the country may threaten the valuation of those partnerships, as civil society engagement becomes more commercialized and private-sector like in its role.

As in any situation, the challenges indicated above, and particularly those related to coordination and integrated UN programming, could undermine the “preferred partner” status of the UN, while security, regional factors, and corruption could undermine or limit the ability of UNCT members to exercise their respective mandates and provide capacities in support of the country.

However, there is a strong and positive relationship overall between the UNS in Iraq and its partners in government, civil society, and the international community at large. Those partnerships will undergo transformations as the country transitions from a humanitarian to longer term development agenda and trajectory. This presents a significant opportunity for the UN to bring its programming principles into the transition, to ensure that no one is left behind, and that the profile of the UN in Iraq reflects the needs of the country.

#### **UNCT Configuration: basic scenario underpinning the UN's planning for the period 2020-2024**

Iraq's political, security and economic dynamics currently could either send the country into full development mode, renewed humanitarian focus, or into a somewhat grey area between humanitarian and development.

The political climate at this point in time remains charged, with the energies and focus of the government remaining internal and personal, rather than outward-looking to serve the people of Iraq. This will have a continued impact on governance, on the trust of the people in their government, and ultimately on service delivery to the people. The UN leadership in Iraq continues to work hard to address the gap between the needs of the people and the response of the national systems, offering its good offices as well as technical support to accelerate needed reforms and legislative frameworks. It is not clear at this time whether the results will be perceived as sufficiently responsive, but the Cooperation Framework has been designed against SPs that reflect these same issues, and therefore remains relevant even in the current context.

As security remains a priority for the government's spending, it is important to recognize that there are a number of actors, including: Iraq Security Forces, Peshmerga, Coalition forces, and Dae'sh. Adding to the tensions between these actors are the regional tensions, such as Syria and Turkey, and Iran both in terms of long-standing tensions and new US-Iran tensions that will undoubtedly impact Iraq politically if not security-wise.

Economically, Iraq is in a good situation given the record oil revenues. As an Upper Middle Income Country, Iraq would be expected to start investing in the human and national development agenda, and move towards a more diversified economic future, taking advantage of the current high prices in the oil sector to underwrite other less developed sectors in the country. However, the focus on financing the security sector, and particularly the military, as well as patronages and an inefficient public sector, means that services will continue to suffer, and the people of Iraq will continue to be denied the benefits of the oil revenues.

This also has an impact on the donor landscape, in terms of willingness to provide funds for actions in certain parts of the country or for specific issues. It is unlikely that there will be sufficient funding for a protracted humanitarian assistance situation, nor necessarily for a stabilization effort in some parts of the country.

Therefore, while the UNCT is committed to moving towards a more development focused profile over the 2020-24 period, it is important to recognize the ongoing instability and humanitarian needs. There will need to be transitional funding up front from donors and government, before any substantial downsizing from humanitarian assistance and upscaling development assistance. Ultimately, given that Iraq is an Upper Middle Income Country, it will be important to promote dialogue with the government on allocating national resources to the UN to cover the gap, and to ensure the continued delivery of services, for example, until such time as these responsibilities can be fully carried out by national institutions.

### **Configuration Results**

The UNCT undertook a series of discussions and data collection exercises in order to determine a baseline regarding geographical and staffing presence in Iraq.

The resident agencies completed three matrices designed to reflect staffing levels in terms of:

- geographic location;
- technical focus (humanitarian, development);
- sector;
- gender;
- national/international, and;
- programme, back-office or senior management.

### **Overall Analysis:**

Not surprisingly, the overall profile indicates a predominance of humanitarian-focused programming and personnel, although there undoubtedly a number of those staff will transition into more development-focused activities in 2020 or later. The geographic distribution of staff also reflects this, with several staff in Erbil. This is due not only to the humanitarian programming, which is predominantly in the North, but also the greater flexibility regarding housing, space and access compared to other parts of the country. More in-depth examination of the data will be needed in 2020 to determine if this can/should change in the course of the Cooperation Framework.

The ratio between national and international staff is in favor of national staff as part of the UN's commitment to building national capacity. This is largely the case for all categories except senior management; there are five times more international than national senior management staff. Gender balance varies across types of staff, locations, and agencies.

There will continue to be strong engagement of regional UN offices/hubs, and promotion of regional interaction on issues impacting beyond Iraq's borders or offering more robust capacities to complement those within the UNCT. Regional capacities, institutions and networks will be leveraged to enrich programming and promote regional partnerships. This is particularly relevant with the current situation in the region/Syria, which has resulted in a new influx of refugees. Other issues will benefit from a regional approach, such as natural resource management and trade.

The UNCT will continue to monitor the operational landscape, and in the course of the annual review of the CCA and overall progress reporting against the Results Framework, determine emerging gaps, and what strategy it will undertake to address those gaps. More importantly, critical thinking with partners and stakeholders will be undertaken to think longer term, examine key aspects impacting the scope and scale of its presence in the country, and envision what the ideal would be for 2030 and beyond. The Cooperation Framework will need to keep the principles of flexibility and agility given the fluidity in the region and in Iraq.

## **CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION PLAN**

### **3.1. Implementation strategy and strategic partnerships**

There are two key mechanisms for ensuring stakeholders have opportunities to contribute to the implementation of the Cooperation Framework: the JSC, and the PWGs. The JSC has representation of the Government, UN, donors, International Financing Institutions, and civil society. Through regular meetings, the JSC will be able to review the progress of the implementation, the continued relevance of the strategic priorities and their outcomes, and emerging needs that require change in the focus of the Cooperation Framework. The UN, represented by the RC, will bring into that information sharing the work of other frameworks or mechanisms in which the UN is engaged, such as the HRP, as well as the yet-to-be developed Integrated Strategic Framework, which will reflect areas of collaboration between the UNCT and UNAMI on key issues of common concern. The participation of the World Bank, not only as a member of the UNCT but also as a key player in the financing reforms, will provide excellent insight into the economic issues impacting, positively or negatively, the progress of the Cooperation Framework, as well as contribute significantly to the SDG Financing Framework.

Despite the current situation that is requiring the full focus and energies of the government, the RC and UNCT members continue to engage government leadership and counterparts in order to ensure their full awareness and support of the CF document. It speaks to the strength of the relationship of the UN with the government that this remains possible even in such circumstances.

One of the critical partnerships to the SDG Financing Framework will be the Development Partners Forum (DPF), which is currently comprised of 31 donors (resident and non-resident). It is anticipated that the groups they have formed across the 17 SDGs will be clustered against the five “Ps” of the Iraq Vision 2030 paper, to promote cohesive and coordinated financing. It should be noted, however, that the preparation of the SDG Financing Framework will take place in early 2020, when the Government is ready to fully engage again on the Cooperation Framework and the planning processes. While there has been validation of the SPs and the Results Framework by the Minister of Planning, the SDG Financing Framework presents a more complex and longer term negotiation amongst stakeholders, and requires the full attention of the government institutions involved.

The four working groups for the Resilient Recovery Programme (RRP) complete their work by the end of 2019, and therefore have been incorporated into the four PWGs, with their respective outcomes integrated accordingly. This ensures both accountability, continuity, and sustainability for the obligations and results of the RRP process.

Creating partnerships with civil society, non-governmental organisations (NGOs) and civil society organisations (CSOs) is a different process, especially given their request to be considered as partners rather than contractors. Consultations with the members of the NGO Coordination Committee for Iraq (NCCI), a network of approximately 180 national and international NGOs in the country, have been held throughout the Cooperation Framework development process, and the possible modalities for engagement are still under negotiation among its members. At the least, there will be a mechanism created for improved information sharing. Additional effort to reach beyond NCCI, to community and thematic networks, will be encouraged during programme development and implementation in each PWG.

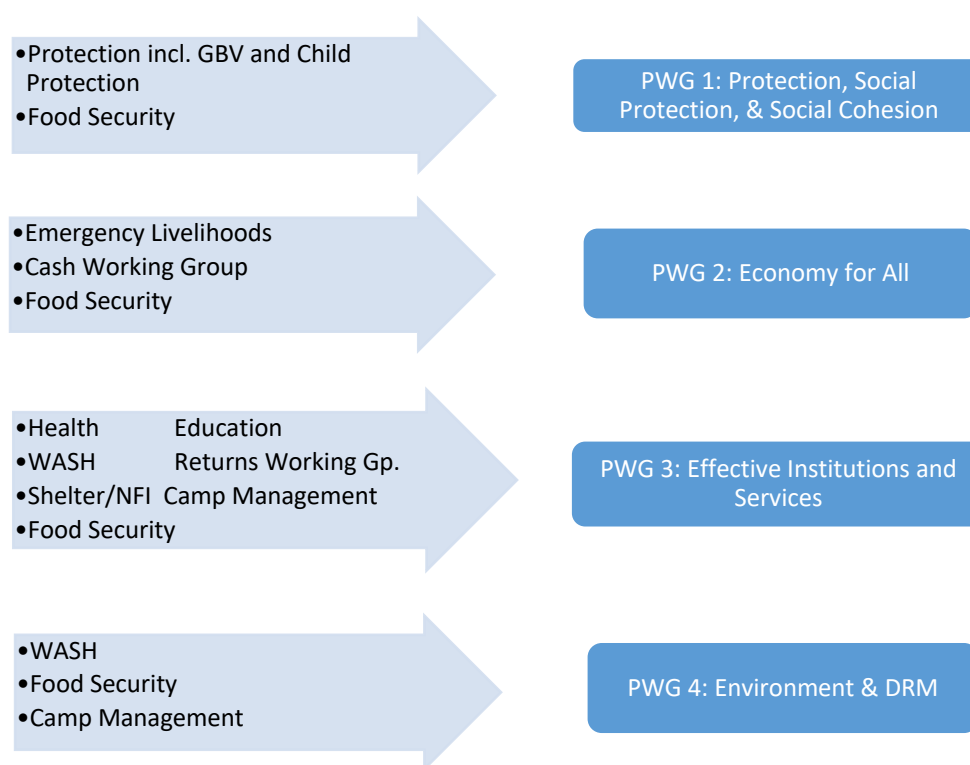
Engagement with the private sector will be developed as the Cooperation Framework is rolled out. The second strategic priority is focused on increasing the role and engagement of the private sector and the means for including that engagement will be identified in the joint work planning process. It is anticipated

that 2020 will focus on identification of partnerships as well as addressing capacity challenges for aspiring entrepreneurs and job seekers.

Finally, as a means of ensuring that no one is left behind, as well as promoting durable solutions and humanitarian-development-peacebuilding (H-D-P) nexus programming, there will be mechanisms created for information sharing between the Cluster Coordinators and the PWG Chairs, and potentially a gradual transition of members from the Clusters into the PWGs as appropriate. This is contingent upon the final version of the HRP 2020. To this end, the Senior Advisor for Durable Solutions will lead the development of a bridging programme, and provide technical advice as needed in its implementation. This programme will reside within the RC Office as an overarching initiative.

As part of this process, discussions have already been initiated, and awareness raising started for all as to how this might work, with the potential linking of the humanitarian coordination mechanisms with the PWGs, as indicated in the graphic below. Further discussions are required, of course, but the initial steps are being taken already.

#### **Possible Integration of Humanitarian and CF Coordination Mechanisms**



The UN agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual work plans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. The UN agencies shall appoint staff and consultants for

programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN agencies' funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the work plans and project documents. By mutual consent between the Government and the UN, funds not earmarked by donors to UN agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

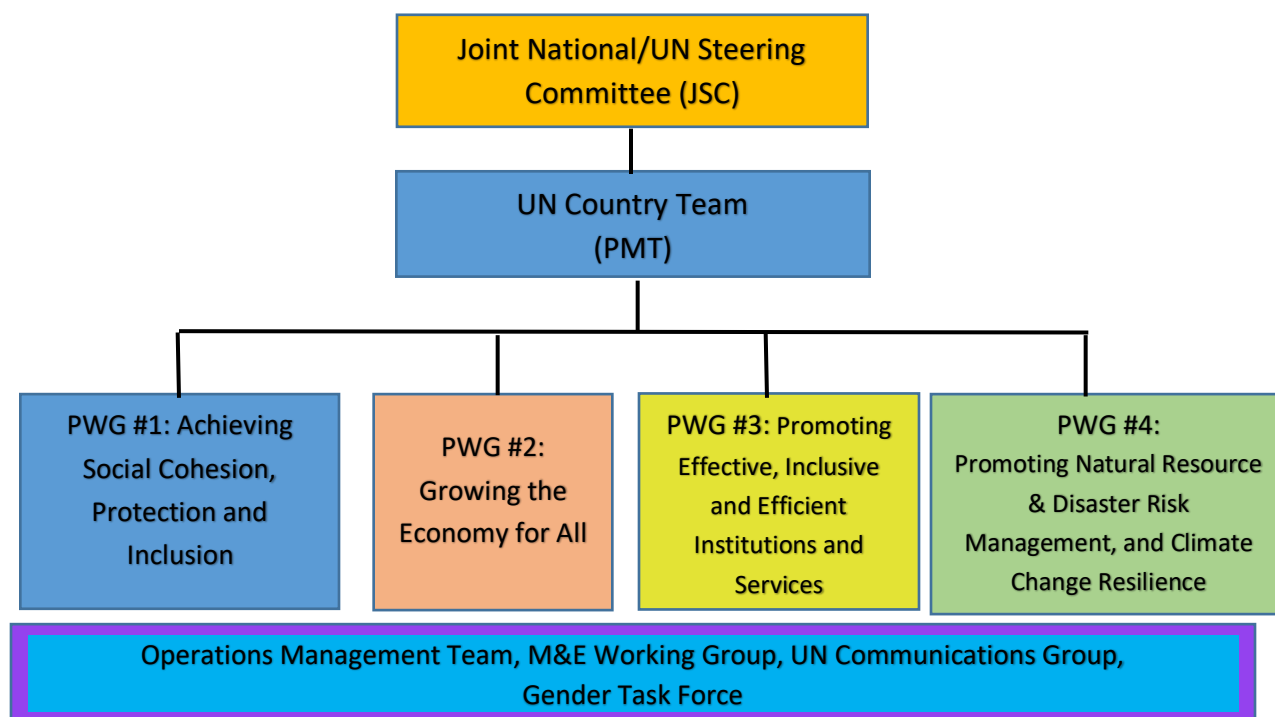
The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this Cooperation Framework and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Iraq; and by permitting contributions from individuals, corporations and foundations in Iraq to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

### **3.2. Joint Work Plans (JWPs)**

The PWGs have identified collective outputs for each outcome that will form the basis for the joint work plans. Mapping of ongoing programmes that will carry over into 2020 was undertaken within each PWG, as well as initiatives that are reflected in the HRP and/or 3RP, as entry points for HDP programming. It is anticipated that the outputs will encompass all ongoing as well as anticipated activities of the UNCT. Where those activities are reflected under a separate framework, such as the HRP, the linkages will be made clear and monitoring will take into account the other framework. The possibility of an Integrated Strategic Framework (ISF) remains under discussion within the mission leadership. If there is an ISF, then the same would apply, with monitoring and information sharing on results, challenges and lessons learned shared across the implementation mechanisms. At this point in time, a 2020 JWP has been created for each PWG, reflecting primarily those programmes already ongoing or agreed with donor partners and government. Furthermore, the PWGs will use 2020 to identify opportunities for increased joint programming and joint programmes, and will develop JWPs for the rest of the CF period.

### **3.3. Governance**

There are two primary mechanisms for the implementation of the Cooperation Framework– the PWGs and the JSC. The graphic below illustrates how they relate to each other, as well as to the UNCT and the Programme Management Team (PMT). The bottom row of structures are contributing entities, providing support and technical advice to the PWGs and UNCT. In particular, they will play a key role during the monitoring of the Cooperation Framework. Terms of Reference for the PWGs and the JSC can be found in Annex 4. There is potential for greater integration of government partners into the PWGs, which will be explored further in 2020 with the government and discussed through the JSC.



### 3.4. Others

#### Programme and Risk Management – Working with Partners

The programme will be nationally executed under the overall co-ordination of Ministry of Planning. Government coordinating authorities for specific UN system agency programmes are noted in Annex 4. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The Cooperation Framework will be made operational through the development of joint work plan(s) (JWPs) and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed Cooperation Framework and signed joint or agency-specific work plans and project documents, to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Cooperation Framework and joint or agency-specific work plans and / or project documents<sup>9</sup>.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

<sup>9</sup> In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted workplan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a workplan, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the workplan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the workplan.

All cash transfers to an Implementing Partner are based on the Work Plans (WPs<sup>10</sup>) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner: a. Prior to the start of activities (direct cash transfer), or b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN<sup>11</sup> Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that [UN organization] will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing

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<sup>10</sup> Refers to results Groups' or agency specific annual, bi-annual or multiyear work plans

<sup>11</sup> For the purposes of these clauses, "the UN" includes the IFIs.

Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from [UN organization - WFP, FAO, ILO, IOM, UNFPA, UNESCO, UNDP, UNHABITAT, WHO] will provide UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by [UN system agency], together with relevant documentation;
- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and [UN organization - WFP, FAO, ILO, UNFPA, UNESCO, UNDP, UNHABITAT, WHO]. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the [UN organization] that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to [UN organization].
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN system agencies on a quarterly basis (or as locally agreed).

Where no assessment of the Public Financial Management Capacity has been conducted, or such an assessment identified weaknesses in the capacity of the Supreme Audit Institution]:

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

## **CHAPTER 4: MONITORING AND EVALUATION PLAN**

### **4.1. Monitoring plan**

Priority was given to indicators already in use by the Government for the Iraq Vision 2030 and reflected in the Sustainable Development Report and VNR. Where the outcomes/outputs required indicators not listed by the Government, the global indicators were used, with modifications in some cases. Regarding

baselines and means of verification, preferred sources were government surveys or data bases, regular accepted UN surveys and other reliable sources of information. In some cases where baselines were not available but the indicators were critical to measuring the UN's results, it was agreed that a process to collect the baseline data would be undertaken in the first quarter of 2020.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies'
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

Once the Cooperation Framework has been signed by all parties, it will be submitted as the prerequisite for establishing Iraq in the UNInfo system. The system will automatically import the data from the document, and the PWGs and the DCO will be responsible for maintaining and updating the information.

#### **4.1.1. Risks and opportunities**

The UNCT regularly undertakes a review of the Programme Criticality matrix, assessing changes in the operational landscape as well as needs and comparative advantage of the UN vis-à-vis remaining humanitarian assistance requirements. For the foreseeable future, this will remain the primary modality for identifying risks to the UN as a system. Other risk assessments and mitigation strategies are done at the agency level, and therefore it will be incumbent upon the PWG Chairs to ensure that regular review and information sharing is undertaken both within and between the groups to ensure that risks are well understood, and that no risks are exacerbated by any action within one work plan against another.

It also will be a standing agenda item for the JSC to review the progress of the Cooperation Framework in light of any changes in the operational context. This will be particularly important in light of the recent demonstrations across the country, which could worsen if there is no perceived resolution or attention paid to the demands for services, employment and transparency in government.

One of the key assumptions underlying the Cooperation Framework is that no further conflicts will erupt on the level experienced during the time of ISIL in Iraq. There is strong commitment on the part of the Government to eradicate any remaining elements as well as to accelerate the reconstruction and stabilization of liberated areas. However, if that occurs, the UN is well placed to respond accordingly, and adapt its programming, while also taking the opportunity to increase HDP programming, so as to shorten the period of humanitarian need to the degree possible.

A second assumption is linked to the first, in regards to the necessary shift of budget allocations towards increased development investment. This will depend on two factors: the price of oil and the security landscape of the country. If this is not done in a comprehensive and sustained manner, then the Cooperation Framework may be jeopardized in terms of national ownership and leadership. As a UMIC,

Iraq has resources, and there is pressure to use those resources to address the basic development requirements, such as delivery of services to all people. Failure to move in this fiscal planning direction will make it virtually impossible for Iraq to progress on its SDG targets. To that end, the SDG Financing Framework will be a crucial process, and will require full engagement of all parties. In this regard, the third assumption is that there will be sufficient continued donor interest in supporting Iraq to ensure continued support while reforms and change take place.

While it is encouraging to see increased momentum and voice from civil society, the current situation has increased tensions between the people and the government. Similarly, the reaction of private sector investment inside of Iraq and from beyond its territory, positive or negative, will pressurize the situation and may influence the Government's decision making in terms of development investments. However, it is important that the necessary policies, legislation and frameworks are in place and properly implemented. In this light, there is a fourth assumption, namely; that the Government will be able to implement the required reforms to ensure a stable political system.

#### **4.1.2. Cooperation Framework Review and Reporting**

At this point in time, the Cooperation Framework cycle is not synchronized with the national development planning cycle. For that reason, it is suggested that the midterm review of this Cooperation Framework also serve to inform the formulation of the new NDP, and then any revision of the Cooperation Framework would be automatically aligned to the new NDP. Similarly, a revised, updated CCA would be produced if needed. The final evaluation and report of the Cooperation Framework will, to the degree possible, be linked to national reporting and reviews, so as to strengthen linkages and reporting against shared indicators.

According to the Terms of Reference for the PWGs, regular reporting will be undertaken and shared with the JSC, including an annual report. These reports will be uploaded into UNInfo, and also linked with the national SDG data platforms, thereby ensuring access of information to decision makers across all stakeholders. At the time of preparing the Cooperation Framework, these platforms were under design and will hopefully be fully operational by the end of 2019. The M&E Working Group and PWG Chairs will be responsible for ensuring agency/JWP data are maintained in the system.

#### **4.2. Evaluation plan**

Each agency, fund and programme will be responsible for the evaluation of its own programming, in accordance with its policies and procedures. In terms of evaluating the Cooperation Framework as a whole, the participating agencies will work with the DCO to identify appropriate evaluation capacities.

The final evaluation will be critical to the design of the next and final phase of support to the SDGs, and therefore will be more expansive than previous UN Development Assistance Framework (UNDAF) evaluations, in terms of collecting impact perceptions data from stakeholders. At this point in time, it is not possible to define more specifically the methodology, as the Country Programme Documents (CPDs) for UN entities are not finalized. However, as they must be linked to the outcomes of the Cooperation Framework, the results of their evaluations will inform and be integrated into the evaluation process and report of the Cooperation Framework itself.

The role of the Monitoring & Evaluation Working Group will be significant in guiding the design and process, and the Development Coordination Office will be responsible for overseeing the selection of an appropriate evaluation team, with experience in working in countries like Iraq, as well as the language skills to allow for direct communication with stakeholders. The JSC will have overarching leadership and supervision of the process.

This will be discussed further with the Government, with the Central Statistics Office in Baghdad, under the Ministry of Planning, to ensure all necessary linkages with the Government’s planning for evaluation of its own National Development Plan, which will fall almost midway through the Cooperation Framework timeframe. Synchronization with other reporting being done by the Government on its progress towards the SDGs, etc., will also be planned to the degree possible.

## **ANNEXES**

**Annex 1: The Cooperation Framework Results Matrix**

**Annex 2: Alignment of UNSDCF Outcomes to the Iraq Vision 2030 and KRG Vision 2020 Goals**

**Annex 3: Terms of Reference for the Joint Steering Committee and Priority Working Groups**

**Annex 4: List of Coordinating Government Institutions**

## ANNEX 1: THE COOPERATION FRAMEWORK RESULTS MATRIX

| RESULTS  | INDICATORS   | UN PARTNERS   |
|--|--|---|
| <b>STRATEGIC PRIORITY 1: ACHIEVING SOCIAL COHESION, PROTECTION AND INCLUSION</b>   |  |   |
| <b>Related national development priority or goal: 3, 8, and 9</b>  |  |   |
| <b>Related Key SDG(s): all, especially 5, 8, and 10</b>  |  |   |
| <p><b>Outcome 1.1:</b> Strengthened and effective inclusive, people-centred, gender-responsive and human rights based policies and national systems contribute to gender equality, the promotion of protection, Social Protection, social cohesion and peaceful societies, with focus on the most vulnerable populations, including women, youth and minorities.</p> | <p><b>Indicator 1.1a:</b> Number of institutions with capacity to implement policies and mechanisms that contribute to gender equality, the promotion of protection, social protection, social cohesion and peaceful societies. (17.14.1 modified)<br/> <b>Baseline:</b> TBD (<i>There will be a review conducted in Q1 to determine the number of qualifying institutions.</i>)<br/> <b>Target:</b> TBD after the review<br/> <b>Data Source:</b> UN Agencies Reports</p> <p><b>Indicator 1.1b:</b> Number of legal frameworks and policies in place to promote, enforce and monitor equality and non-discrimination on the basis of sex, ethnicity, displacement status, and disability (SDG 5.1.1.)<br/> <b>Baseline:</b> TBD (<i>There will be a review conducted in Q1 to determine the number of qualifying policies and frameworks.</i>)<br/> <b>Target:</b> 9 new legal frameworks by 2024 with the support of UN<br/> <b>Data source:</b> Gazette from the Parliament</p> | <p>Ministries of: Labor &amp; Social Affairs; Justice; Interior; Communications; Migration &amp; Displacement; Youth &amp; Sport; Culture &amp; Youth; Higher Education; Education; Health &amp; Environment; Foreign Affairs; Defense.</p> <p>Municipal Authorities; Prime Minister's Office; Communications &amp; Media Commission; JCMC; CRC; Coexistence and Community Peace Committee ; Parliament; COMSEC; Universities; Research Centers; IFCNAR; Dept. of Women Empowerment; High Council of Women Affairs; 1325 Alliance; 1325 Network; Anti-Money Laundering &amp; Countering the Financing of Terrorism Office; Border Points Commission; Law enforcement bodies; Customs; Civil Aviation; MVTs; Integrity Commission; banking supervisory bodies; Nat'l Committee on Counter-Narcotics; NSC; High Judicial Council.</p> |

| RESULTS   | INDICATORS  | UN PARTNERS   |
|---|---|---|
| <p><b>Outcome 1.2:</b> People in Iraq, particularly under-served, marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.</p> | <p><b>Indicator 1.2a:</b> Proportion of population covered by protection and social protection systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, refugees, IDPs and the poor and the vulnerable (SDG 1.3.1)</p> <p><b>Baseline:</b> An estimated 1.1 million households (about 6.6 million people) are supported by the Social Protection Services from 2017</p> <p><b>Target:</b> 2 million HH</p> <p><b>Data source:</b> UN Agency reports, MoLSA</p> <p><b>Indicator 1.2b:</b> Number of victims of sexual/gender based violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms (SDG 16.3.1)</p> <p><b>Baseline:</b> 38,809 survivors (97% women and girls, 3% men and boys)</p> <p><b>Target:</b> 73,500 survivors</p> <p><b>Data source:</b> UNFPA GBV systems, hotlines, UN Women women safe centers</p> | <p><b>Ministries of:</b> Labor &amp; Social Affairs; Health &amp; Environment; Interior; Migration &amp; Displacement; Youth &amp; Sport; Education; Higher Education; Justice.</p> <p>JCC; Governorate Returns Committees/ Returns WG; Nat’l. Committee on Trafficking in Persons; Tajdeed; Baghdad Women’s Association; Women Leadership Institute; Dept. of Women Empowerment; Women’s Empowerment Organisation; Humanitarian Clusters; CWC Working Group; Nat’l NGOs; Directorate for Mine Action; Provincial Authorities/ Councils; Police; GBV Service Providers; JCMC.</p> |

| RESULTS   | INDICATORS  | UN PARTNERS   |
|---|---|---|
| <p><b>Outcome 1.3:</b> People in Iraq participate in and benefit from effective mechanisms – at national, subnational and community levels – that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision-making, peace-building and reconciliation processes.</p> | <p><b>Indicator 1.3a:</b> Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG 16.7.2)</p> <p><b>Baseline:</b> TBD (<i>survey to be conducted in 2020 to identify the political efficacy: the perception of people about how much their opinion influence the decision making of the government in the country</i>)</p> <p><b>Target:</b> TBD based on survey results</p> <p><b>Data source:</b> repeated survey results/reports</p> <p><b>Indicator 1.3b:</b> Number of people participated in national mechanisms that aim to prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence disaggregated by sex, age, disability and population group (16.7.1 modified)</p> <p><b>Baseline:</b> 63,961 people (women and girls 39,059; men and boys 24,902)</p> <p><b>Target:</b> 84,224 people (women and girls 52,566; men and boys 31,658)</p> <p><b>Data Source:</b> UN Agency reports, Coexistence and Community Peace Committee</p> | <p><b>Ministries of:</b> Youth &amp; Sport; Migration and Displacement; Labor &amp; Social Affairs; Education; Construction, Housing &amp; Public Works. Coexistence and Community Peace Committee</p> <p>Directorates of Water, Health &amp; Education; General Directorate of Sewerage.</p> <p>Mayorality of Baghdad.</p> <p>Municipalities. Local Governments, Provincial Councils</p> |

| RESULTS  | INDICATORS  | UN PARTNERS   |
|--|---|---|
| <b>STRATEGIC PRIORITY 2 GROWING THE ECONOMY FOR ALL</b>  |   |   |
| <b>Related national development priority or goal: 2, 4, 6, and 7</b>   |   |   |
| <b>Related Key SDG(s): 4, 8, 9, 11, 12, and 17</b>   |   |   |
| <b>Outcome 2.1:</b> 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. | <b>Indicator 2.1a:</b> Number of jobs <sup>12</sup> created in productive non-oil sectors out of total jobs by sex, age, and persons with disabilities. (SDG 8.9.2)<br><b>Baseline:</b> 15,985 jobs<br><b>Target:</b> 76,213<br><b>Data Source:</b> Agency reports on job creation initiatives; MoLSA reports<br><br><b>Indicator 2.1b:</b> Number of economic and social strategies or policies, legislation and implemented action plans with agreed monitoring and evaluation tools that target women, youth and vulnerable groups (SDG 12.b.1)<br><b>Baseline:</b> 2 strategies; 12 laws; 1 policy; PSDS(2014-2030)<br><b>Target:</b> 3 policies; 2 strategies; 12 laws<br><b>Data source:</b> Gazetted Government Decrees/ policies/ legislation; Ministry reports/Records, specifically MoHESR, MoP, MoF, MoJ | <b>Ministries of:</b> Planning; Finance; Trade; IM; Water Resources; Education; Higher Education; Agriculture; Labor & Social Affairs; Interior; Health & Environment; Migration & Displacement; Youth & Sport; Culture & Youth.<br><br>Prime Minister's Office; Commission of Integrity; BPC; JCMC; JCC; Governorate & Municipal Officials; CRC; Local Chambers of Commerce; Universities; Relevant Parliamentary committees<br><br>Civil Society Organisations; Nat'l and Int'l NGOs; Women Empowerment Organisation; Women Leadership Institute; Tajdeed;<br><br>Iraqi Federation of Industries; Union of Iraqi Chambers of Commerce; Iraqi Contractors Union; Private sector; Central Bank/banking institutions<br><br>Innovation hubs/centers and think tanks; business associations, Agriculture federation, Private Banks. |

<sup>12</sup> For the purpose of this PWG, the following ILO definition of employment is being used: "Persons employed are those who worked for any amount of time, if only for one hour for pay or profit in the short reference period".

| RESULTS   | INDICATORS  | UN PARTNERS  |
|---|---|--|
| <p><b>Outcome 2.2:</b> People in Iraq have strengthened capacity to enable inclusive access to and engagement in economic activities.</p> | <p><b>Indicator 2.2a:</b> Female to male labour force participation rate (%) disaggregated by age (SDR)</p> <p><b>Baseline:</b> 72.6% male 12.5% women. (2019)</p> <p><b>Target:</b> 72.34% male 12.9% women. (2024)</p> <p><b>Data source:</b> ILO Labour Force Survey in Iraq</p> <p><b>Indicator 2.2b:</b> Number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship by age, sex, rural and urban (SDG 4.4.1)</p> <p><b>Baseline:</b> 37,293</p> <p><b>Target:</b> 314,991</p> <p><b>Data Source:</b> UN Reports and training records; IOM Records (based on MIS)</p> | <p><b>Ministries of:</b> Planning; Finance; Trade; Water Resources; Education; Higher Education; Agriculture; Labor &amp; Social Affairs; Interior; Health &amp; Environment; Migration &amp; Displacement; Youth &amp; Sport; Culture &amp; Youth; Justice; Directorate for Mine Action</p> <p>Prime Minister's Office; ComSec; PMAC; JCMC; JCC; Governorate &amp; Municipal Officials; CRC; Local Chambers of Commerce; Universities</p> <p>Religious Endowments; Civil Society Organisations; Nat'l and Int'l NGOs;</p> <p>Private sector; Central Bank/banking institutions; Innovation hubs/centers</p> |

| RESULTS   | INDICATORS  | UN PARTNERS  |
|---|---|--|
| <b>STRATEGIC PRIORITY 3: PROMOTING EFFECTIVE, INCLUSIVE AND EFFICIENT INSTITUTIONS AND SERVICES</b>   |   |  |
| <b>Related national development priority or goal: 1, 8, 10 and 11</b>   |   |  |
| <b>Related Key SDG(s): 1-4, 6, 7, 10, 11, 12 and 16</b>   |   |  |
| <p><b>Outcome 3.1:</b> 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.</p> | <p><b>Indicator 3.1a:</b> Primary government expenditures as a proportion of original approved budget, by sector or by budget codes. (with focus on the programme delivery component) (SDG 16.6.1)<br/> <b>Baseline:</b> 2019 National Budget Estimates &amp; Allocation<br/> <b>Target:</b> (% +)<br/> <b>Data source:</b> Government Budget and Estimates</p> <p><b>Indicator 3.1b:</b> Proportion of the population satisfied with their experience of public services, disaggregated by sex, age, disability, type of service and governorate. (SDG 16.6.2)<br/> <b>Baseline:</b> (CSO Perceptions survey) to be determined by the end of 2020<br/> <b>Target:</b> (every 2 years)<br/> <b>Data source:</b> satisfactions surveys</p> <p><b>Indicator 3.1c:</b> Number of government institutions and systems that adopt evidence- and needs-based legislation and policies to deliver inclusive, gender and age responsive services. (SDG 16.10.2)<br/> <b>Baseline:</b> (#)<br/> <b>Target:</b> (#) - MoE, MoH, MoP, MoHESR, MoLSA and 30 general directorates (including KRG)<br/> <b>Data source:</b> Administrative Registers, Records, gazettes</p> <p><b>Indicator 3.1d:</b> Proportion of women in a managerial position. (SDG 5.5.2)<br/> <b>Baseline:</b><br/> <b>Target:</b> 50% by 2024</p> | <p><b>Ministries of:</b> Education; Higher Education; Labor &amp; Social Affairs; Justice; Health &amp; Environment; Planning (CSO/KRSO); Construction, Housing &amp; Public Works; Youth &amp; Sport/Culture &amp; Youth; Interior; Municipalities; Migration &amp; Displacement; Finance; Tourism; Science and Technology. Provincial Directorates</p> <p>General Directorates of Water, Sewerage, CVAW; Mine Action; Women Empowerment.</p> <p>Prime Minister's Office; Presidency's Office; Parliament; CoR; COMSEC; High Judicial Council; Anti-Money Laundering and Countering the Financing of Terrorism Office; MVTs; Integrity Commission; BCP; High Council of Women Affairs; Nat'l Committee on Counter-Narcotics. Office of the National Security Advisor</p> <p>Human Rights Commission, Independent High Electoral Commission (IHEC)</p> <p>Mayorality of Baghdad; Provincial Councils; High Judicial Council.</p> <p>Governorate Returns Committees' Returns Working Group; Customs; Civil Aviation; 1325 Alliance.</p> <p>Innovation Hubs/centers, academies</p> |

|  | <b>Data source:</b> Administrative Registers, Records, gazettes, GoI official websites  | Int'l and Nat'l NGOs/CSOs; private sector.   |
|--|---|--|
| RESULTS  | INDICATORS  | UN PARTNERS  |
| <p><b>Outcome 3.2:</b> 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.</p> | <p><b>Indicator 3.2a:</b> Number of local administrative units with established and operational policies and procedures for participation of local communities in the management of equitable and responsive services (SDG 6.b.1 modified)</p> <p><b>Baseline:</b> 0<br/> <b>Target:</b> 10 local administrative units<br/> <b>Data source:</b> Administrative Registers, Records</p> <p><b>Indicator 3.2b:</b> 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. (SDG 11.3.2)</p> <p><b>Baseline:</b> 3<br/> <b>Target:</b> 10<br/> <b>Data source:</b> Administrative Registers, Records, GoI official websites</p> | <p><b>Ministries of:</b> Education; Labor &amp; Social Affairs; Interior; Higher Education; Health &amp; Environment; Culture &amp; Youth/Youth &amp; Sports; Migration and Displacement; Construction, Housing &amp; Public Works; Justice; Interior.</p> <p>Directorates of Women Empowerment; Water; Health; Education; Sewerage.</p> <p>High Council of Women Affairs; IHEC; NGO Directorate; Parliament; MoPs CSO/KRSO; JCMC; Provincial Councils; Mayoralty of Baghdad.</p> <p>Nat'l and Int'l NGOs/CSOs</p> |

| RESULTS  | INDICATORS   | UN PARTNERS  |
|--|--|--|
| <b>STRATEGIC PRIORITY 4: PROMOTING NATURAL RESOURCE AND DISASTER RISK MANAGEMENT, AND CLIMATE CHANGE RESILIENCE</b>  |  |  |
| <b>Related national development priority or goal: 3-11</b>   |  |  |
| <b>Related Key SDG(s): 9, 13-17</b>  |  |  |
| <p><b>Outcome 4.1:</b> Strengthened and resourced policies and frameworks are implemented for managing natural resources (including trans-boundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.</p> | <p><b>Indicator 4.1a:</b> Change in water-use efficiency over time (SDG 6.4.1)<br/> <b>Baseline:</b> 5<br/> <b>Target:</b> 0 loss<br/> <b>Data source:</b> MoWR, MoHEN, Iraqs Water Strategy 2018</p> <p><b>Indicator 4.1b:</b> Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems. (SDG 15.a.1)<br/> <b>Baseline:</b> CBD, AISHI target 20<br/> <b>Target:</b> NBSAP resource mobilization plan implemented<br/> <b>Data source:</b> Iraq's 6th National Biodiversity Report (6NR)</p> <p><b>Indicator 4.1c:</b> Permanent deforestation (5 year average annual %) forest area as a % of total land area. (SDG 15.1.1)<br/> <b>Baseline:</b> 638000ha (tree covered area)<br/> <b>Target:</b> 0.14% (0 loss of tree covered area)<br/> <b>Data source:</b> FAO- CCI Land cover 2015 (FAO Sat)</p> <p><b>Indicator 4.1d:</b> Adopted and implemented national DRR strategies in line with Sendai Framework for DRR 2015-2030 (SDG 13.1.2)<br/> <b>Baseline:</b> National DRR strategy<br/> <b>Target:</b> DRR strategy reviewed and implemented<br/> <b>Data source:</b> ONSA, National disaster policies</p> | <p><b>Ministries of:</b> Construction, Housing &amp; Public Works; Labor &amp; Social Affairs; Planning; Education; Water Resources; Agriculture, Migration &amp; Displacement.</p> <p>Directorates of Sewerage; Water; Health.</p> <p>Mayorality of Baghdad; Provincial Councils; Municipalities</p> <p>JCMC; JCC; PMNOC; PMAC; National Investment Commission.</p> |

| RESULTS   | INDICATORS  | UN PARTNERS   |
|---|---|---|
| <p><b>Outcome 4.2:</b> Increased engagement of the people of Iraq, sub-national institutions, civil society, and private sector to ensure more responsible, inclusive, accountable and transparent management of natural resources and the environment.</p> | <p><b>Indicator 4.2a:</b> Proportion of local administrative units with established and operational policies and procedures for participation of local communities in natural resource and environmental management. (SDG 6.b.1)<br/> <b>Baseline:</b> LNGOs law 12, 2010... Law No.37, 2008 of environment ministry law<br/> <b>Target:</b> 5 local administrative units participating in natural resource and environmental management<br/> <b>Data source:</b> LNGOs Directorate, MoHEnv</p> <p><b>Indicator 4.2b:</b> Number of legislative, administrative and policy frameworks adopted to ensure fair and equitable sharing of benefits. (SDG 15.6.1)<br/> <b>Baseline:</b> 3 (NESAP 2013, Vision 2030, INDC 2015)<br/> <b>Target:</b> 5 (1 per year)<br/> <b>Data source:</b> National Development Plan 2018 – 2022; Iraq Vision 2030; National Environmental Strategy and Action Plan (NESAP, 2013).</p> | <p><b>Ministries:</b> Health &amp; Environment; Interior; Agriculture; Construction, Housing &amp; Public Works; Water Resources; Irrigation; Municipalities &amp; Tourism.</p> <p>PMNOC; Municipalities; Governorate Officials; Provincial Councils; PMAC; Mayoralty of Baghdad.</p> <p>Directorates of Water; Sewerage; Health; Education; Agriculture; Water Resources; Groundwater.</p> |

## ANNEX 2: ALIGNMENT OF UNSDCF OUTCOMES TO THE IRAQ VISION 2030 AND KRG VISION 2020 GOALS

| Iraq Vision 2030/<br>KRG Vision 2020   | Iraq Vision 2030/<br>KRG Vision 2020 Goals  | UNSDCF SPs   | UNSDCF Outcomes   |
|--|---|--|---|
| <p><b>PEOPLE:</b></p> <p><b>Build spiritual, psychological and physical wellbeing to build generations who are capable of innovation, creation and achievement.</b></p> <p><b>Put People First (KRG)</b></p> | <ul style="list-style-type: none"> <li>• Alleviate poverty</li> <li>• Create decent and protected job opportunities for all unemployed people</li> <li>• High quality and inclusive education system</li> <li>• Efficient and inclusive healthcare system</li> <li>• Provide decent housing and end informal settlements</li> <li>• <b>Health:</b> An efficient health system that provides high-quality essential services to everyone to prevent, treat, and manage physical and mental illnesses and injuries.</li> <li>• <b>Education:</b> An educational system that equips out people to achieve their aspirations and support democratic values, economic development and societal welfare.</li> <li>• <b>Inclusive Society:</b> A society in which all people in the KRI can achieve their maximum potential regardless of gender, socio-economic status, place of birth, age, religion, or ethnicity.</li> </ul> | <p><b>SP #2 Growing the Economy for All</b></p> <p><b>SP #3 Promoting effective, inclusive and efficient Institutions and Services</b></p> | <p><b>2.2</b> People in Iraq have strengthened capacity to enable inclusive access to and engagement in economic activities.</p> <p><b>3.1</b> 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 particularly focus on advocating for women's leadership in decision-making processes.</p> <p><b>3.2</b> 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.</p> |

| Iraq Vision 2030/<br>KRG Vision 2020             | Iraq Vision 2030<br>KRG Vision 2020 Goals   | UNSDCF SPs | UNSDCF Outcomes |
|--|---|------------|-----------------|
| <b>Building the Region: Infrastructure (KRG)</b> | <ul style="list-style-type: none"> <li>• <b>Transportation:</b> A transportation network that connects every inhabited location in the KR and to the world.</li> <li>• <b>Water and Sanitation:</b> Water security for all, and water and sanitation services that reach every home and supply every industry.</li> <li>• <b>Electricity:</b> Electricity services that are reliable and available to every home and every industry in an environmentally friendly way.</li> <li>• <b>Communications:</b> A world-class communications infrastructure that enables uninterrupted voice, video, and data transfer and that includes strong postal services.</li> </ul> <p><b>Housing:</b> A vibrant private housing sector in which all residents of the KR have decent shelter.</p> |            |                 |

| Iraq Vision 2030/<br>KRG Vision 2020   | Iraq Vision 2030<br>KRG Vision 2020 Goals  | UNSDCF SPs   | UNSDCF Outcomes  |
|--|--|--|--|
| <p><b>PARTNERSHIPS:</b></p> <p><b>Active administrative institutions that ensure the respect of political, civil and human rights, justice and equality for all citizens before the law.</b></p> <p><b>Putting Government to Work for the People (KRG)</b></p> | <ul style="list-style-type: none"> <li>Uphold rule of law, access to justice, and enhance the good governance foundations.</li> <li>Improve administrative decentralization and public participation in decision-making.</li> <li>Integrity, transparency and fighting corruption.</li> <li>Reform public financial administration and achieve financial sustainability.</li> <li><b>Effective and honest Government:</b> a government that is effective, transparent, trusted and honest.</li> <li><b>The Budget:</b> A transparent, efficient, and equitable public finance system that fully pays for the government investments and operations that are of the highest priority for the well-being of the people.</li> <li><b>Reform of the Civil Service:</b> A government that is the right size with the right people to act as an enabler for the growth and development of the KR.</li> </ul> | <p><b>SP #2 Growing the Economy for All</b></p> <p><b>SP #3 Promoting effective, inclusive and efficient Institutions and Services</b></p> | <p><b>2.1</b> 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.</p> <p><b>3.1</b> 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 particularly focus on advocating for women's leadership in decision-making processes.</p> <p><b>3.2</b> 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.</p> |

| Iraq Vision 2030/<br>KRG Vision 2020  | Iraq Vision 2030<br>KRG Vision 2020 Goals   | UNSDCF SPs                                      | UNSDCF Outcomes  |
|---|---|---|--|
| <p><b>PROSPERITY:</b></p> <p><b>Diversified social market economy that generates decent job opportunities and provides an economic welfare level with a joint management of the public and private sectors to enhance the Iraqi economy capacities.</b></p> <p><b>Put People First (KRG)</b></p> <p><b>Creating an Economically Prosperous Region (KRG)</b></p> | <ul style="list-style-type: none"> <li>• High and sustainable economic growth rate.</li> <li>• Increase the oil sector efficiency.</li> <li>• Strong private sector that contributes to development.</li> <li>• Develop the agricultural sector and achieve food security.</li> <li>• Developed infrastructure.</li> <li>• Active and well-governed financial sector.</li> <li>• <b>The Labor Market in Kurdistan:</b> A private-sector labor market in which employees can find jobs, can move to better jobs when they want, and are rewarded for their work, and in which employers can find qualified employees and freely employ who they want.</li> <li>• <b>Agriculture and Agro-Industry:</b> Food security for the people of the KR, economic prosperity for farmers, and prosperity through the export of our agricultural and food products.</li> <li>• <b>Enabling the Private Sector:</b> A diversified and entrepreneurial private sector that is open to the world.</li> </ul> | <p><b>SP #2 Growing the Economy for All</b></p> | <p><b>2.1</b> 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.</p> <p><b>2.2</b> People in Iraq have strengthened capacity to enable inclusive access to and engagement in economic activities.</p> |

| Iraq Vision 2030/<br>KRG Vision 2020   | Iraq Vision 2030<br>KRG Vision 2020 Goals   | UNSDCF SPs  | UNSDCF Outcomes  |
|--|---|---|--|
| <p><b>PEACE:</b></p> <p><b>Safe society whose members enjoy peace and in which the values of citizenship, solidarity and achievement are strengthened.</b></p> | <ul style="list-style-type: none"> <li>• Enhance the culture of tolerance, dialogue and community peace.</li> <li>• Appropriate development of families, women and vulnerable categories.</li> <li>• Enhance the values of citizenship and reduce the aspects of inequality.</li> <li>• Establish the values of achievement, initiative and voluntary work.</li> <li>• Sustainable solutions for displacement and internal and external emigrations.</li> </ul> | <p><b>SP #1 Achieving Social Cohesion, Protection and Inclusion</b></p> | <p><b>1.1</b> Strengthened and effective inclusive, people-centered, gender-responsive and human-rights based policies and national systems contribute to gender equality, the promotion of protection, Social Protection, social cohesion and peaceful societies, with focus on the most vulnerable populations, including women, youth and minorities.</p> <p><b>1.2</b> People in Iraq, particularly under-served, marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.</p> <p><b>1.3</b> People in Iraq participate in and benefit fully from effective mechanisms - at national, subnational and community levels - that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision making, peace-building and reconciliation processes.</p> |

| Iraq Vision 2030/<br>KRG Vision 2020   | Iraq Vision 2030<br>KRG Vision 2020 Goals  | UNSDCF SPs   | UNSDCF Outcomes   |
|--|--|--|---|
| <p><b>PLANET EARTH:</b></p> <p><b>Create clean, safe and sustainable environment for the current and future generations through incorporating environment in the development plans and policies to achieve a sustainable improvement in the human life quality, ensure the sustainability of the production and consumption patterns, and reduce the repercussions of environment pollution and climate change.</b></p> <p><b>Creating an Economically Prosperous Region (KRG)</b></p> | <ul style="list-style-type: none"> <li>• Reduce environment pollution and greenhouse emissions.</li> <li>• Efficient use of water resources.</li> <li>• Environmental conservation.</li> <li>• Develop the consumption and production patterns towards environmental sustainability.</li> <li>• Protect biodiversity and revive the Mesopotamian marshes.</li> </ul><br><ul style="list-style-type: none"> <li>• <b>Environmental Protection:</b> A healthy and safe environment, with clean water, land and air, for posterity and that enables the economy to grow.</li> </ul> | <p><b>SP #4 Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience</b></p> | <p><b>4.1</b> Strengthened and resourced policies and frameworks implemented for managing natural resources (including trans-boundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.</p> <p><b>4.2</b> Increased engagement of the people of Iraq, sub-national institutions, civil society, and private sector to ensure more responsive, inclusive, accountable and transparent management of natural resources and the environment.</p> |

## **ANNEX 3: TERMS OF REFERENCE FOR THE JOINT STEERING COMMITTEE AND PRIORITY WORKING GROUPS**

### **Terms of Reference UNSDCF Joint Steering Committee and UNSDCF Priority Working Groups**

#### **1. Background and Purpose**

The United Nations Country Team (UNCT) for Iraq is developing the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period 2020 – 2024. The UNSDCF is a critical programming instrument for the UN System to ensure a harmonized and collective response to national humanitarian and development challenges, as well as to support the national strategic plans related to the achievement of the Sustainable Development Goals/Agenda 2030. The UNSDCF complies with the UN programming principles, and is focused on promoting and supporting national leadership and ownership of the national development process.

In consultation with national and international stakeholders around the key findings of the Common Country Analysis (CCA), the UNSDCF will guide the UNCT in its programming around the four UNSDCF Priority Areas:

1. Achieving Social Cohesion, Protection and Inclusion
2. Growing the Economy for All
3. Strengthening Institutions and Services
4. Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience

Implementing the UNSDCF will be the responsibility of the UNCT, in collaboration and coordination with the Government of Iraq (GoI), to ensure that the implementation builds on national processes and contributes to the SDG planning of the GoI. In order to undertake coordinated implementation and oversight of the UNSDCF, following an inclusive approach, an UNSDCF Joint Steering Committee (JSC) will be established under the leadership of the GoI and the UN Resident Coordinator. Priority Working Groups (PWGs) also will be established – one for each UNSDCF Priority Area – to be chaired by a relevant UN Head of Agency. The overall objective of the PWGs is to coordinate and report on the activities, and support the overall achievement of the UNSDCF.

The UNSDCF PWGs are expected to develop collective results and Joint Work Plans (JWPs) as well as ensure monitoring and evaluation of the JWPs. They will work closely with the Development Coordination Office of the Resident Coordinator, as well as with existing UN thematic working groups and/or task forces, such as the M&E Working Group, the UN Communications Groups, and the Gender Working Group.

#### **2. The UNSDCF Joint Steering Committee (JSC)**

##### **2.1 The Role of the JSC**

The JSC is the key driver of accountability, partnership and national ownership. It meets at least annually, and is responsible to launch and guide UNSDCF development, monitor implementation and steer decision making on finding of UNSDCF reviews, M&E, identification of risk and analysis of changes in context.

## **2.2 Membership of the JSC**

The JSC will be operational throughout the UNSDCF implementation period. It will be co-chaired by the Resident Coordinator and the GoI-designated senior representative. Members will be identified from key stakeholders responsible to the UN's work.

## **2.3 Chair and Secretariat of the JSC**

The JSC will be co-chaired by the Resident Coordinator and the GoI. In the absence of either chair, the JSC will be chaired by a person designated by the chair/s.

The DCO will serve as the UNSDCF JSC Secretariat.

## **2.4 Meetings of the JSC**

The JSC will meet at least once annually, with the recommendation that semi-annual meetings be considered in the initial year.

# **3. UNSDCF Priority Working Groups (PWGs)**

## **3.1 Responsibilities and Tasks**

There will be one Priority Working Group (PWG) for each priority results area. Each PWG will provide technical support to the GoI and UNCT, and ensure that adequate inter-agency coordination, related to the priority area, is established.

Members will be involved at each stage of the following activities:

- Formulation of joint programmes in line with national policies and priorities, and following the UNDG guidelines;
- Reviews of the UNSDCF Results Framework, according to the UNSDCF guidelines and in close consultation with all national partners;
- Preparation of Joint Work Plans (JWPs) to benchmark the activities of the PWG;
- Monitoring and reporting quarterly to the JSC co-chairs, on progress and constraints in the achievement of each UNSDCF priority area;
- Documentation of lessons learned/good practices for dissemination to other PWGs;
- Identification of capacity development needs among partners, including those related to implementation of the UNSDCF M&E Calendar;
- Ensuring the mainstreaming of cross-cutting issues;
- Providing support for and participating fully in UNSDCF reviews, reports and evaluations; and,
- Preparation of synthesis reports based on the progress of programmes, contributing to the UNSDCF reporting processes.

## **3.2 Membership of the PWG**

The membership of the PWG will be comprised of relevant UNCT members, and relevant national partners (government, NGOs/CSOs, etc.). PWGs can include other stakeholders (i.e. international development actors) as considered relevant, bearing in mind the purpose and focus of the PWGs. The constituents will be endorsed by the JSC at the beginning of each year. More specifically:

- UN agencies will nominate agency Focal Points (FPs) and alternates to represent them in the appropriate PWG(s). Non-resident agencies will need to participate either electronically or in person. Similarly, national partners will nominate FPs and alternates. However, there will be only one FP from each relevant agency and national partners represented in the PWG.
- With the exception of M&E Focal Points, each FP will represent his or her respective organization and not participating in an individual capacity. Therefore, FPs must be fully knowledgeable about their organisations' perspectives and be capable and empowered to make decisions on behalf of their respective organisations.
- Attendance of FPs is mandatory in the functioning of the PWG, and therefore proactive engagement is required. Similarly, only one official alternate will be recognized, and organisations are expected to ensure that the FP and/or the official alternate attends each meeting.
- FPs are responsible for briefing their organisations on all activities of the PWG, including recommendations, decisions, etc., and for ensuring that the senior management of their respective organisations are kept fully informed.
- Each UN entity and national counterpart organization will facilitate the work of its respective FPs by providing the necessary time and support needed for their full participation in the PWG and to follow up on decisions and recommendations from the PWG.
- A FP from the Development Coordination Office (DCO) will be identified for each PWG, who will attend as a resource person. Similarly, there will be an M&E FP for each PWG providing technical support.

### **3.3 PWG Chairs and Secretariat**

Each PWG will be chaired by UNCT member assigned by the RC. If found to be necessary/desirable, Co-chairs may be named, in consultation with the JSC. Chairs are responsible for the overall performance of the PWG and will be held accountable for achievement of deliverables as per the agreed Joint Work Plans (JWPs). They provide strategic and technical guidance to the PWG through adequate consultation and participation of all relevant UN and counterpart members.

Chairs are accountable to the JSC co-chairs and report quarterly to the JSC. They will present progress and issues to the JSC Annual Progress Review, and are responsible for ensuring results data are regularly updated in UNInfo, with assistance from the M&E Working Group and the PWG Secretariat.

Specific responsibilities will include:

- Moderating and facilitating the activities of the PWG. They will be responsible for the overall functioning and performance of the PWG as per its agreed objectives, responsibilities and work processes, and will be held accountable for achieving all planned results;
- Providing leadership in developing the JWPs and presenting them for endorsement to the JSC at the beginning of each year;
- Ensuring that the work of the group is consistently and accurately shared with the JSC and that matters requiring the decision, action or attention of the JSC are taken up promptly;
- Ensuring adequate consultations and discussions with relevant national partners and, when required, ensuring their participation in the work of the PWGs;

- Providing quarterly updates on UNSDCF implementation to the JSC, and preparing a minimum of annual presentations on the status of the PWGs to the UNCT, and as needed/requested by the RC; and,
- Contributing to the required UNSDCF reports, evaluations and information sharing, as well as the annual report to the Secretary-General.

**The PWG Secretariat** will be provided by the agency of the UN Chair. If the UN Chair is unable to attend a meeting or is otherwise prevented from fulfilling the above obligations, all responsibility will be delegated to the alternate or as determined by the RC.

The Chairs will attend the meetings as representatives of the JSC. They will bring forward to the JSC, through the RC, any relevant issues and concerns that may arise between meetings of the JSC.

The PWG Secretariat shall be responsible for:

- Logistical arrangements required to facilitate group meetings, including the preparation of the agenda, minutes, VTC/communications connections with all members as needed, sharing information on behalf of the Chair/Co-chair, distribution of documents, etc.;
- Assistance to the Chair in following up on group actions and decisions, and in communicating important milestones; and,
- Consolidating JWP reporting from members.

The performance of the PWG Chairs as well as the entire PWG will be reviewed by the JSC in its meetings.

The DCO will be responsible for:

- Developing and maintaining coordination and integration across the PWGs. This will be facilitated by the DCO FP in each PWG;
- Facilitating the engagement and participation of non-resident agencies;
- Ensuring compliance with results based management, monitoring, evaluation, and reporting, in accordance with the relevant UN programming standards and guidelines; and,
- Consolidating JWP reporting for dissemination.

### **3.4 Work Process**

- The PWGs will hold a minimum of quarterly meetings. Chairs have the prerogative to convene meetings as frequently as deemed necessary to bring the agenda forward and maintain oversight of implementation;
- A quorum will consist of 50 percent of the total active membership;
- For ad hoc issues requiring urgent attention, the PWG may conduct its business electronically, to be reconfirmed in the minutes of the next face-to-face meeting of the PWG;
- The JSC may recommend changes to the structure and/or work processes of a PWG if and when it is deemed necessary for improved performance of the group;
- Each PWG will identify and request any additional technical support it may require from the DCO (e.g. strategic planning, etc.) as well as from other PWGs to facilitate synergies and complementarities with others, and in mainstreaming cross-cutting issues in their work; and,

- Quarterly meetings of all Chairs will be convened to discuss opportunities for joint programming, monitoring and evaluation, as well as other strategic issues. Similarly, UN PWG Chairs will be invited periodically to Programme Management Team meetings, to be determined in consultation with the PMT Chair, DCO and RC.

### **3.5 UNSDCF PWGs in Iraq**

The following UNSDCF PWGs have been identified.

| <b>Priority Area</b>   |
|--|
| Achieving Social Cohesion, Protection and Inclusion                                    |
| Growing the Economy for All  |
| Promoting Effective, Inclusive and Efficient Institutions and Services                 |
| Promoting Natural Resource and Disaster Risk Management, and Climate Change Resilience |

**N.B.:** The existing Gender Task Force will continue to function and work closely with all PWGs as appropriate for effective mainstreaming. Similarly, the UN Communications Group will interact with/be present in the PWGs to ensure consistency, uniformity and accuracy of collective messages for effective advocacy, resource mobilization, and information sharing.

**ANNEX 4: LIST OF COORDINATING GOVERNMENT INSTITUTIONS**

| <b>Government Coordinating Authorities</b>                           | <b>Agency/ies Working with the Entity</b> |
|--|---|
| <b>Federal Government</b>  |   |
| <b>GOVT BODIES AND COMMISSIONS</b>                                   |   |
| Council of Minister's Secretariat (COMSEC)                           | UNDP, ESCWA, UNAMI                        |
| Prime Minister's Office  | UNDP, UN Habitat, ESCWA, UNAMI            |
| Council of Representatives of Iraq                                   | UNDP, UNAMI, IOM                          |
| Supreme Anti-Corruption Council                                      | UNDP                                      |
| Supreme/Higher Judicial Council                                      | UNDP, UNHCR                               |
| Independent High Electoral Commission                                | UNDP, UNAMI                               |
| High Committee for Relief and Shelter                                | IOM                                       |
| Judiciary Oversight Commission                                       | UNDP                                      |
| Commission of Integrity  | UNDP, UNAMI                               |
| Board of Supreme Audit   | UNDP, UNAMI                               |
| Prime Minister's National Operations Centre (PMNOC)                  | UNDP, UNAMI                               |
| Joint Coordination and Monitoring Center                             | UNDP, UNMAS, IOM                          |
| National Investment Commission                                       | UNDP                                      |
| Communication and Media Commission                                   | UNESCO                                    |
| Governorate Offices/Local Authorities                                | UNDP, UNAMI, UNOPS, UNDP, UNHCR           |
| Implementation and Follow Up Committee for National Reconciliation   | UNHCR                                     |
| Permanent Committee of the Ministry of Interior                      | UNHCR, IOM, UNESCO, UNDP                  |
| Popular Mobilization Committee                                       | IOM                                       |
| Parliamentary Committees: Labour & Migration, Legal and Human Rights | IOM                                       |
| National Security Agency   | IOM                                       |
| <b>MINISTRIES</b>  |   |
| Ministry of Planning   | UNDP, UN Habitat, FAO, ESCWA, IOM         |
| Ministry of Finance  | UNDP, IOM                                 |
| Ministry of Education  | WFP, UNESCO, UNHCR, IOM                   |
| Ministry of Higher Education and Scientific Research                 | UNDP, WFP, UNESCO, ESCWA, UNHCR           |
| Ministry of Trade  | UNDP, WFP                                 |
| Ministry of Industry and Minerals                                    | UNDP, UNIDO, IOM                          |
|  |   |
| Ministry of Labour and Social Affairs                                | UNDP, ESCWA, ILO, UNHCR, IOM, UNOPS       |
| Ministry of Agriculture  | UNDP, WFP, FAO, IOM                       |
| Ministry of Justice  | UNDP, UN Habitat, UNESCO, UNHCR           |

|  |                                   |
|--|-----------------------------------|
| Ministry of Interior   | UNDP, UNMAS, UNESCO, UNHCR, UNAMI |
| Ministry of Water Resources  | UNDP, WFP, UNESCO, FAO, IOM       |
| Ministry of Health and Environment                                 | UNOPS, IOM, UNDP, WHO, FAO, UNFPA |
| Ministry of Defense  | UNMAS                             |
| Relevant Technical Ministries for Service Delivery                 | UNDP                              |
| Directorate of Mine Action/Ministry of Health and Environment      | UNMAS                             |
| Ministry of Construction, Housing, Municipalities and Public Works | UNOPS, UN Habitat, IOM            |
| Ministry of Foreign Affairs  | UN Habitat, UNAMI                 |
| Ministry of Migration and Displacement                             | WFP, UNHCR, IOM                   |
| Ministry of Youth and Sports                                       | IOM, UNFPA                        |
| Ministry of Culture  | UNESCO, ILO                       |
| <b>NATIONAL INSTITUTIONS</b>                                       |                                   |
| Universities (Public universities)                                 | UNDP                              |
| State-Owned Enterprises  | UNDP                              |
|  |                                   |

|   |                  |
|---|------------------|
| <b>KURDISTAN REGIONAL GOVERNMENT</b>              |                  |
| Parliament of the Kurdistan Regional Government   | UNDP             |
| Joint Crisis Coordination Center -KRG             | IOM, UNHCR, UNDP |
| Iraqi Kurdistan Mine Action Agency                | UNMAS            |
| Bureau of Migration and Displacement (BMD) of KRG | IOM              |