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PROJECT DOCUMENT REVISION

Project Title: Support to Integrated Reconciliation in Iraq
Project Number: 00100485
Implementing Partner: UNDP
Start Date: 1 Jan 2017   **End Date:** 31 Dec 2021   PAC Meeting date:

Brief Description

Since 2003, Iraq has undertaken several national reconciliation initiatives which have not seen the goal of national unity and stability realised. Instead, Iraq has been subjected to a burgeoning insurgency, rising sectarian tensions, increasing political alienation amongst some sections of the population, the victimisation of minorities, and of course, the unprecedented rise of ISIS.

At the time of project design, the moment in Iraq's national life offers a chance for progress towards reconciliation and social cohesion.

Through this Integrated Reconciliation Project, the UNDP intends to develop a nuanced, systematic approach community reconciliation which would resonate with Iraqi people's most pressing concerns. the approach is developed to support and sustain community participation in reconciliation and social cohesion processes at every level of society, from communities to the highest corridors of power.

This approach can be characterised as:

- locally owned (not imposed),
- victim-centred (not predominantly perpetrator-focused),
- inclusive (not sectarian), and
- civic-led (not only top-down)

To achieve this, UNDP initially aimed to support a three-fold mechanism, each of which will build on, and expand, existing initiatives, and be conducted under the leadership of Iraqi stakeholders. These are

1 A National Network of Civic Platforms dedicated to Reconciliation at all levels in society;

2 Public Awareness Campaigns focused on Reconciliation and Transitional Justice;

3 A Citizens' Archive of Gross Human Rights Violations (GHV's) with recommendations for follow up steps towards comprehensive transitional justice in Iraq.

However, following the changes to the country context in 2019, following the design of this Project, to ensure responsiveness and relevance, this Project was revised in consultation with its partners and donors to focus on the following 3 components:
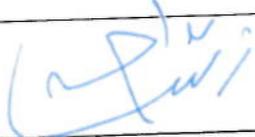
1-Reconciliation and social cohesion awareness campaigns in target communities are designed and carried out

2-Active effective networks of Community Peace Platforms are established.

3-Vulnerable women and girls provided with psychosocial support and support creation of women peace groups

Accordingly, this Project Document was revised to

a) Reflect the changes to the programming scope and results framework through relevant changes to the Project Outputs, Indicators and Targets. This includes also alignment with the 2020-2024 Country Programme Document.

b) Reflect the changes to the implementation timeframe from 31 December 2019 to 31 December 2021

c)Reflect the down-ward revision to the project budget

Contributing Outcome (UNSDCF/CDP 2020-2024):	Total resources required:		$ 9,000,000
Outcome 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	Total resources allocated:	UNDP	$ 1,332,961.98
		UK FCO	$ 1,249,858.04
		Germany	$ 2,855,750.00
		Denmark	$ 3,323,766.86

		Government:	0.00
services, especially for the most vulnerable populations.		In-Kind:	0.00
Contributes also to: Outcome 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. **Indicative Output(s) with gender marker:** **Output 1:** Reconciliation and social cohesion awareness campaigns in target communities are designed and carried out (Gen 2) **Output 2:** Active effective networks of Community Peace Platforms are established. (Gen 2) **Output 3** Vulnerable women and girls provided with psychosocial support and support creation of women peace groups (Gen 2)	**Unfunded:**		**$ 237,663.12**

UNDP	Signature
Print Name: Zena Ali Ahmad Resident Representative	

I. DEVELOPMENT CHALLENGE

The Government of Iraq (henceforth GoI) declared victory over the Islamic State (ISIL) in December 2017 ending a 3-year brutal occupation over large parts of the country. While ISIL is territorially defeated, its impacts linger. These include significant human loss, destruction of infrastructure, disruption of services, loss of economic productivity, and heightened social divisions. Conflicts, including the spill-over of those from Syria, have resulted in the displacement of 5.8mil people, including 255,000 refugees hosted by governorates of the Kurdistan Region of Iraq (KRI). The return of Internally Displaced People (IDPs) inevitably raises questions about territorial claims, protection, access to livelihoods and access to services.

Since 2003, Iraq has undertaken several national reconciliation initiatives, which have involved, in main, the international community, regional actors and the Iraqi government. In this context of unabated political and sectarian tensions, these initiatives have largely failed to deliver tangible progress. There are many reasons, both internal and external to Iraq, for these failures.

There are many layers of interlinked social divisions in Iraq. These include ethnic, religious and political cleavages intersected by experiences of repeated violence. There are particular tensions between IDPs, returnees and host-communities in many locations. This has promoted a culture where high levels of violence are almost acceptable, often at high cost to traditionally excluded groups such as women and youth. Local conflicts such as those over land, crime, jobs and inter-personal relations often mesh with political and societal conflicts. Local and issue-based tensions quickly take on sectarian dimensions. In the absence of spaces for dialogue and dispute resolution, outside groups are quick to mobilize and escalate local conflicts for political aims.

Long-standing structural and cultural aspects of violence are key to understanding Iraq's conflicts. For example, women in Iraq have been disproportionately impacted by the war, and face more challenges in post-war recovery, given pre-existent vulnerabilities and fewer opportunities to participate in decisions that impact them. Displaced women and children, including widows of ISIL fighters face additional challenges, including the threat of sexual exploitation and violence. In addition, a broader culture of violence, particularly sexual and gender-based violence persists with little accountability for perpetrators. Women are significantly underrepresented in national and local level governance, currently making up less than the constitutional quota of 25%. Without significant gender sensitivity and women's representation at many levels, post-war recovery, peacebuilding and reconciliation processes lack critical gender perspectives. At the same time, women play and have the potential to play powerful roles in addressing open and latent conflict. Also as research finds, women can play effective roles in preventing violent extremism, given their family, kinship and social networks. Notwithstanding the rhetoric, there's still inadequate support for women's leadership and participation in peace and social cohesion work in Iraq.

Young people, making up 60% of Iraq's population, have the potential to positively shape Iraq's peace and social cohesion trajectories. However, this is currently under-utilized. Young people have limited structured opportunities to participate in decision-making. They face challenges accessing livelihoods and employment opportunities. Their strong mobilization in the ongoing demonstrations speaks to their experiences and perceptions of neglect and disenfranchisement. As a generation with a lived memory of the war, young people are largely mistrustful of each other, and have limited sustained opportunities to interact, dialogue and reconcile. Research finds that perpetrators of violence are overwhelmingly between ages 15-25. This combination of disenfranchisement, neglect and suspicion of others implies that young Iraqis are more susceptible to radicalization and violent extremism. It speaks to the need for engaging them in peace and cohesion building in their communities.

The national Committee for Dialogue and Societal Peace (CDSP), formerly the Co-existence and Community Peace Committee, oversees the social cohesion file at the national level and with the appointment of Dr. Hisham Dawood, improvements in engagement and coordination have been made. However, the disconnect amongst different government entities and poor national direction has not

allowed for the agenda to gain much traction with citizens and civil society nor have ownership within the government.

Building peace and social cohesion in Iraq will require a sustained and considerable effort, and one that is underpinned by political commitment, an inclusive and clear vision, and sustained and coherent external support. It requires addressing Iraq's conflict impacts including ensuring the safe and durable return and reintegration of IDPs; creating conditions for social and economic development that benefit all segments of the Iraqi population; putting in place mechanisms and processes at multi-levels that are able to deal with conflicts constructively and non-violently; and strengthening conditions for co-existence between groups to prevent or withstand the re-emergence of violence.

II. STRATEGY

Approach and theory of change

Given this context, it is imperative that any reconciliation approach to Iraq after ISIS ought to begin with a presumption that only a comprehensive plan, executed in a consistent and inclusive manner, and implemented through decentralized and localized mechanisms, would stand a chance of medium to long-term success. This would require a solid understanding of what had failed and succeeded in the past, not only in Iraq, but globally—and how the international community could support an Iraqi-led, victim-focused, inclusive and civic-minded approach to national reconciliation.

This project is designed as an effort to promote reconciliation and social cohesion as a pathway towards a more non-violent, representative and resilient Iraq.

Due to the lack of trust between groups and actors in Iraq, as well as its unparalleled footprint on the ground in Iraq, UNDP has been identified by Iraqi interlocutors as being able to help promote steps towards national reconciliation, which would be thoroughly informed by the perspectives, needs and concerns of ordinary citizens. It is paramount to emphasise that the UNDP remains deeply conscious of its own limits in these efforts, not only in so far as any successful reconciliation ought to be Iraqi-led, but also to the extent that many credible actors are already contributing in different ways to national reconciliation, including importantly UNAMI.

- This project aims to lay significant groundwork to allow the GoI to respond effectively to the issue of reconciliation and social cohesion as seen and experienced by the citizens of Iraq. It is expected that activities contained within this proposal will constitute only the first stage of a long-term engagement by UNDP with the GoI regarding reconciliation. The UNDP stands ready to engage with the GoI on the parameters of a technical assistance package that will allow the GoI to develop a sustainable and responsive society-wide reconciliation process. Depending on the success of these engagements with political counterparts, such assistance may already be offered before the conclusion of this project. Indeed, it could be incorporated at a later stage as a substantive amendment to this proposal, or as a parallel, but complementary, project.

- At the same time as it looks forward, the project is also consciously designed to build on the positive gains of ongoing and past reconciliation efforts, relying on existing community structures, as well as national committees and organizations for reconciliation and social cohesion. By analysing the lessons learnt, UNDP has pooled together the insight and wealth of experience that Iraqis have accumulated over the years to avoid making the same mistakes and to build on previous experiences and insights gained.

In order to achieve the objectives outlined in the project's strategy, UNDP Iraq and in close cooperation with its sister agencies and key stakeholders and counterparts, will support Iraqi citizens and institutions to pursue three inter-related, concurrent outcomes underscored by vigorous programme coordination:

1. Community, governorate processes and platforms linked with, and responsive to, one another.
2. Public Awareness of Reconciliation and social cohesion
3. Provide and support vulnerable women and girls with psychosocial support; create women peace groups and support the involvement of women in these mechanisms to increase community engagement.

In a first line of effort, trust-building mechanisms will be developed through local community reconciliation processes through Local Peace Committees (LPCs) that will serve as a venue to develop that support reconciliation and social cohesion, including early warning, conflict resolution, and development prioritisation. The horizontal linkages that the LPCs will create and reinforce will also bolster vertical linkages between citizens and national and local institutions, to the Committee for Dialogue and Societal Peace CDSP and the ministries. UNDP's ability to work with the national government on such issues would be strengthened by success examples at the governorate level. As such, UNDP intends to build the capacity of selected governorate authorities to adopt and implement a reconciliation approach at a whole-of-government level and to become responsive towards local efforts to build peace.

III. RESULTS AND PARTNERSHIPS

Expected Results

Against the Project's strategy the expected results are as follows:

Outcome 1: Enhanced social cohesion in targeted communities and regions, as well as higher levels of trust between these communities and the national leadership in Baghdad.

Activities will be carried out to achieve this outcome are:

- A network of inter-linked local peace committees, bodies and initiatives operating at district, provincial and national levels is established.
- Community-focused agendas, work-plans and monitoring mechanisms are implemented, focusing on social cohesion-related needs in communities such as regulating the conduct of armed forces/groups, countering violent extremism, fostering the non-violent resolution of conflict, appropriate interim vetting, early warning mechanisms and accountability mechanisms.
- Develop a Charter of Principles that define the scope and breadth of the LPC's work, agreed upon by main stakeholders.
- A community reconciliation conference, drawing on communities from across the country is held to develop civic perspectives on, and demands for, the implementation of the findings of the project.

The second, concurrent line of effort will be to launch an awareness campaign to inform target communities of the peace committees to sensitize individuals on the importance of their role in contributing to the national social cohesion agenda. This component will also mobilize national champions who will be the key actors in delivering well-designed reconciliation messages not only to promote social cohesion.Running alongside, supporting, but also capitalising on, the "infrastructure of peace" constructed in phase I, the aim will be to enhance social cohesion through targeted, coordinated public awareness campaigns involving credible community leaders in Iraq, from the media, non-

governmental, academic, sport, cultural, youth, education and other spheres. While having localised benefits, the efforts will also provide an example of how such an approach can work throughout Iraq. UNDP will design the campaign carefully with greater focus on "Do No Harm" principle.

Outcome 2: Increased Public Awareness of the needs for reconciliation and social cohesion.

Three main activities will be undertaken under this outcome:
- Awareness of reconciliation is raised in selected target areas.
- Capacitated local and national champions are mobilised for reconciliation and social cohesion.
- Work with media professionals and dissemination of media products that promote social cohesion.

With engagement of community-based mechanisms which include LPCs, Women Peace Groups and Youth Peace Groups and the capacitation of social cohesion champions, there will be an increase of awareness and engagement of social cohesion and reconciliation activities in select areas. The project will also provide support to community-based mechanisms and social cohesion champions to design and implement initiatives that will unite communities.

Outcome 3: Provide and support vulnerable women and girls with psychosocial support; create women peace groups and support the involvement of women in these mechanisms to increase community engagement.

Activities will be carried out to achieve this outcome are:
- Capacity building support will be provided to female social workers to gain the skills to provide treatment and support to SGBV victims.
- Women and girls who are victims of SGBV will be provided with psychosocial support from trained female social workers.
- Technical and advocacy support will be provided to MOLSA in order to improve upon protocols and strategies addressing survivors of SGBV.
- Establish and support women peace groups to increase women engagement in respective communities.

This project will also include developing practical programming principles for reconciliation, reviewing existing UNDP programming, providing training on how to incorporate reconciliation approaches for government and UNDP staff and developing a locally owned reconciliation index for the country. By mainstreaming reconciliation within its own programming, UNDP will not only contribute to reconciliation directly, but would be setting an example for the government and for other UN and international agencies to do the same – it will also allow UNDP to fulfil its strategic priorities identified through its UNDAF, CPD and the UNDP Strategic Plan.

Cross-cutting issues

Human rights

Recognition of the intrinsic value of human rights is a strong part of UNDP's understanding of the concept of reconciliation. The concept is centred on promoting a more inclusive, responsive and ...ll... ..... and society which is inextricably linked to protection of human rights. The Support for

Reconciliation in Iraq – Stage I project will incorporate a Human Rights Based Approach and mainstream ideas of human rights across the materials produce and the technical support and advice provided to Iraqi partners. This will be done, where necessary, in conjunction with UNDP's existing capacities through its human rights projects.

Gender sensitivity

It is impossible to consider reconciliation without strongly involving and empowering women and addressing issues relating to gender exclusion and inequalities. Women also play a key role in society in supporting, and also potentially undermining, attitudes towards tolerance. The Support for Reconciliation in Iraq – Stage I project will adopt a strong gender sensitive approach to its work. In the first instance, it will ensure that between 40-60% of all reconciliation champions are women while encouraging governorate governments to include women in development of reconciliation policies. Participation and inclusion in project activities, however, does not equal gender sensitivity. The project will also seek to sensitise project partners regarding the importance of addressing women's issues and the essential role that women can play in promoting reconciliation. It will also work to ensure that champions' and governorate government's efforts include attempts to specifically address inequalities relating to women. To do this, the project will draw heavily on the resources of UNDP Iraq's existing gender sensitivity officer.

Conflict sensitivity

The project will be guided by conflict sensitivity at all levels. First, the project will undertake periodic conflict analysis at higher levels (national and governorates) and use these to inform both UNDP's strategic directions. Second, the project will support other UNDP projects to integrate conflict analysis into their project management cycles as part of their needs and feasibility assessments. UNDP will share its analysis and facilitate conversations with its national and international partners. Also, as part of its support to coordination, the project will provide a clearing-house function for conflict analysis.

The project will help mainstream conflict sensitivity and social cohesion responsiveness into UNDP's Country Programme (2020-2024), by supporting relevant project teams to identify entry-points for advancing social cohesion dimensions and by integrating conflict sensitivity provisions into analysis, design, implementation, management, operations and M&E. UNDP will position itself to support its counterparts and partners to do the same, through technical advice, tools and training. The project will support Iraqi researchers and practitioners to provide these services in the medium to longer term.

Partnerships & Stakeholder Engagement

The project could be perceived as a unique opportunity to enhance the coordination, integration and knowledge sharing between initiatives dedicated to developing the civic dimensions of reconciliation. Partnerships are therefore fundamental to ensure success and achieve the desired outcomes in this project. The UNDP will work on building multidimensional partnerships, and engagement arrangement, internally and externally as outlined below:

Consolidate existing UNDP reconciliation work

As identified above, the activities under the Support to Post-Conflict Reconciliation in Iraq project are closely aligned with the objectives of the 2015-2019 UNDAF, which has the concept of social cohesion at its heart. , but has also been realigned in this version with the new UNDAF and CPD for the period 2020-2024'.

Additionally, through mainstreaming reconciliation across its programming, UNDP will encourage its sister UN agencies to similarly prioritise the concept. With that end in mind, staff from other UN agencies will be invited to take part in reconciliation mainstreaming training.

The project will rest on three key pillar programmes of UNDP, which are Iraq Crisis Response and Resilience Program (ICRRP), Community Reconciliation (Window 4) under Stabilization and the Parliamentary Support Programme. Seeking to consolidate and build on the work done under these three programmes in the initial stages to create the cross-community and cross-country linkages.

UNDP's ICRRP provides fast-track support to vulnerable families in newly liberated cities and villages where social tensions threaten community cohesion. ICRRP operates in areas where post-liberation dynamics are complex and difficult and where stabilization requires medium-term integrated programming over a 24-36 months' period. ICRRP is currently active in eleven newly liberated communities in Diyala, Salah al Din and Ninawa Governorates. Local NGOs, community leaders, local media and provincial councils are trained in mediation and encouraged to engage in local dialogue. As a step in transitional justice, individual grievances and abuses are acknowledged and archived.

UNDP's Funding Facility for Stabilization (FFS) window 4 has focused on the population that have been returning after displacement by ISIS and ensuing liberation efforts. Under Window 4, activities focused on capacity-building in reconciliation and restorative justice by training local community leaders on mediation, planning reconciliation processes, adopting restorative justice approaches, as well as developing the technical capacity of CSOs by training them in conflict analysis and developing their own initiatives. Window 4 engaged in Ninawa, Salahadin and Anbar setting up semi-formal structures in collaboration with the former National Reconciliation Commission, now CDSP, that address and solve grievances. These structures vary from 8 to 15 individuals per area who have been carefully selected, vetted and trained by local stakeholders to ensure that the initiatives remain Iraqi-led. Ongoing support to these groups is provided by Sanad (the main implementing partner for Window 4).

UNDP's Parliamentary Support programme has been working extensively with COR committees, the Speakers' Office, and various other national bodies of reconciliation on legislative, and other requirements needed to create a national climate conducive to reconciliation after Daesh.

A collaborative agreement between the GoI, UNDP and a third party state will provide a safeguard on the protection and anonymity of individuals who come forward and provide their own account of what happened.

Communications

Due to the importance of maintaining a sense of Iraqi ownership over reconciliation activities in Iraq, UNDP sees the importance in maintaining a discrete profile regarding its programming. The country office's communications strategy should incorporate this. While UNDP should not shy away from acknowledging its efforts in favour of reconciliation and its support for the concept, these should not be at the risk of undermining Iraqi leadership with regard to the concept on the ground.

Nevertheless, UNDP will draw on its communications resources to help inform its Iraqi partners with regard to communicating for reconciliation. Building on its work to identify how traditional and social media can be utilised more effectively for reconciliation in Iraq under activity 3.3, UNDP will seek to provide advice to the champions and to its governorate government partners on effective communications strategies for reconciliation.

A final important point is that the concept of reconciliation, and specifically the Arabic translation used by UNDP, have been selected due to its acceptance by Iraqi interlocutors during focus groups and interviews. Most fundamentally, the concept phrase does not yet have any preconceived associations as the result of previous government policy approaches (unlike other terms such as 'reconciliation', 'conflict', or various Arabic translations of 'cohesion') in Iraq. As such, UNDP should be careful to use the term 'reconciliation' with reference primarily to specific activities or Iraqi-led efforts. To misuse,

or overuse, the phrase runs the risk of either weakening its usefulness or ascribing a specific interpretation that could be detrimental.

Resources Required to Achieve the Expected Results, Knowledge and Scaling Up

The project focuses on alignment with other projects and building on UNDP's existing capacity within the country office. Firstly, it will actively draw on, and contribute to, expertise resident in other projects within the office, such as in governance, disaster risk reduction, human rights, rule of law, local economic development and environment. This will happen in all activities but is particularly relevant for outcome 1, where the reconciliation support to governorate authorities to support peace committees in their areas can either bolster existing projects in governorates or open up new opportunities for engagement.

The project also addresses the necessity in the current environment of mainstreaming a reconciliation approach across all of UNDP's activities in Iraq and seeks to support other projects through training and ongoing advice. This will be done in a participatory way that aims to enhance the capacity of all projects to achieve UNDP's objectives in Iraq. The project will also be closely linked to, and supportive of, efforts to promote reconciliation within existing projects – such as the reconciliation component of the 'Accelerated Support for Non-camp Syrian Refugees and Host Communities in Kurdistan Region in Iraq' project. Finally, due to its networks and the nature of its work, the reconciliation project team can act as a repository for institutional knowledge relating to the reconciliation/conflict context in Iraq and reconciliation programming responses.

Risks and Assumptions

The project is designed on the assumption that the country and Government remain committed to furthering reconciliation in Iraq and the security context remains conducive to enable implementation of project activities. It is also assumed that the donor community will be committed to contributing towards the Project's activities and that reconciliation is a priority to support in Iraq. The risk analysis is provided in Annex 3.

South-South and Triangular Cooperation (SSC/TrC)

Not applicable.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Under the leadership of the Resident Representative, UNDP will optimize the available resources to kick off the project. While this project will be the umbrella that brings and guides all other UNDP ongoing reconciliation related interventions, it will build on the results achieved so far. Recognizing that reconciliation is achievable when there is a national consensus accompanied by political will to undertake the necessary actions in a national led process, therefore this project will assist in laying the groundwork by building reconciliation infrastructure that is composed of; community peacebuilding platforms and networking, and national database of human rights abuses to provide information for evidence-based policy making. The project will utilize the national reconciliation accumulated experiences and support in consolidating the multi existing reconciliation initiatives led by different government bodies under unified approach supported by national measurement tools to monitor community tension. It's envisioned to start up in a pilot province and scale up gradually to cover all

provinces in the third year of the project life span. This approach will allow for continues horizon scanning to detect any development challenges and adjust when necessary.

Project Management

The project will be implemented through the Direct Implementation Modality (DIM) by UNDP Iraq, which will be accountable for the overall management of the project and, achievement of results described in this Project Document.

The project will operate across the country with greater focus on the liberated areas targeting the community level. It will work in communities that will be identified in consultation with the national counterparts, benefiting from the conflict analyses carried out by different actors, the project will be managed from the main office in Baghdad and will rely on the field facilitators to build the network and maintain proper presence in all areas of operation. The UNDP country office will provide the support services to ensure acceleration of implantation. The project will also benefit from UNDP global and regional support tools, such as the Crisis Response Unit, and peacebuilding team at the UNDP regional hub to source, mobilize and deploy high calibre experts.

V. RESULTS FRAMEWORK[1]

Intended Outcome as stated in the Country Programme Results and Resource Framework: (2020-2024 Country Programme)
Primary Outcome Contribution: UNSDCF Outcome 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.

Secondary Outcome Contribution: Outcome 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.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

UNDP Iraq Country Programme Document (CPD 2020-2024)
Output 1.2: *Civil society and academia enabled to promote social cohesion, PVE and sustainable development*
Indicator 1.2.1: # of CSOs supported to engage in sustainable development, conflict prevention and mitigation processes
Indicator 1.2.3: # of community level mechanisms for conflict resolution and consensus building that are operational with the engagement of youth and women
Indicator 1.2.4: # of people engaged in the innovative use of social media and local networks to address development challenges and social cohesion (gender disaggregated)

Applicable Output(s) from the UNDP Strategic Plan:
Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Project title and Atlas Project Number: Support to Integrated Reconciliation in Iraq. 00100485

EXPECTED OUTPUTS	OUTPUT TARGETS FOR OVERALL PROJECT PERIOD (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Reconciliation and social cohesion awareness campaigns in target communities are designed and carried out	1.1 30 Iraqi champions of reconciliation are recruited and capacitated	*Activity Result 1.1:* Awareness Campaign in selected local communities is designed and carried out. *Action 1.1.1* Develop reconciliation awareness Messaging	UNDP, UNAMI, GOI, Local Authorities, NGOs	Workshops Technical Assistance Equipment Staffing

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[1] In this revision the Project retained the same Results Framework structure as in the original Project Document. The detailed work plan and budget will be prepared and updated annually

Indicators			
t Indicators: *...mber of Iraqi champions of ...conciliation recruited and ...pacitated (disaggregated by ...nder)* *...mber of public awareness ...aigns on social cohesion ...cted* ...ime: *No Iraqi champions of reconciliation recruited and capacitated* *0 public awareness campaigns on social cohesion conducted*	1.2.2 public awareness campaigns on social cohesion conducted	Action 1.1.2 Develop Information Brochures ***Activity Result 1.2*** local and national reconciliation champions who will lead and inspire the reconciliation efforts in the selected communities are Identified and mobilized Action 1.2.1 Conduct Baseline studies in Pilot communities to measure levels of Integrated Community-Led Reconciliation Action 1.2.2 Recruit Iraqi champions of Reconciliation Action 1.2.3 capacitate local and national champions Action 1.2.4 Conduct a Workshop with Cross-sectarian Civic Champions on principles for Integrated Community-Led and National Reconciliation	Workshops Technical Assistance Equipment Staffing
put 2: Active effective ...orks of Community Peace ...orms are established.	2.1 At least 30 new Local Reconciliation Committees were established and capacitated.	***Result Activity 2.1*** Establish, capacitate and link Local Peace Committees (LPCs) at district, provincial and national levels Action 2.1.1 Conduct consultations to identify members and set criteria for selection	UNDP, UNAMI, GOI, Local Authorities, NGOs	Workshops Technical Assistance Equipment Staffing
put Indicators: *Number of Local Peace ...mittees established and ...tioning* *Number of youth peace groups ...blished and functioning* *Number of nation-wide ...mmunity reconciliation ...ferences held*	2.2 6 youth peace groups established and functioning 2.3 One community reconciliation conference, is held to bring communities from across the country to develop civic perspectives on reconciliation	Action 2.1.2 Develop local capacity for Early warning, Conflict Resolution, Transitional Justice Community Needs Prioritization Actions 2.1.3 Support forums of interaction between various Local Reconciliation Committees		

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Indicators	Baseline	Activities	Inputs
2.4 101 media professionals trained	*2.4 Number of media professionals trained (gender disaggregated)* **Baseline:** *2.1 Twenty-Four Local Peace Committees established.* *2.2 0 youth peace groups established and functioning* *2.3 No nation-wide community reconciliation conference held* *2.4 0 media professionals trained*	Action 2.1.4 Monitor existing local Reconciliation Platforms for their performance and up-scale to more locations *Activity Result 2.2* Implement Community-focused agendas, work-plans and monitoring mechanisms focusing on reconciliation-related needs Action 2.2.1 Develop Community Agenda Action 2.2.2 Implementation of Community Agenda Action 2.2.3 Exchange visits between initiatives	Workshops Technical Assistance Equipment Staffing
		Activity Result 2.3 Develop Social cohesion measurement tool, which will track change over time in order to assess impact of the initiatives and facilitate adaptation. Action 2.3.1 Develop Social Cohesion Measurement Tool Action 2.3.2 Baseline study for PHASE 1		Workshops Technical Assistance Equipment
		Activity Result 2.4 Hold a community reconciliation conference, drawing on communities from across the country to develop civic perspectives on, and demands for, the implementation of the findings of the project. Action 2.4.1 Facilitate engagement between all reconciliation actors to assist in arranging the conference Action 2.4.2 Consult communities on 'dealing with the past' and other matters related to transitional justice, including truth-telling, vetting, reparation,	Workshops Technical Assistance Equipment Travel

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		accountability, and measures to ensure non-recurrence; Action 2.4.3 Consult Minority and IDP groups on their specific needs, demands and aspirations		
ut 3 Vulnerable women and provided with psychosocial ort and support creation of en peace groups ut indicators: Number of female social ers trained to provide support tims of SGBV Number of women and girls ied for psychosocial support lumber of women peace groups lished line: to social workers trained No SGBV victims received hosocial support No women peace groups lished	3.1 450 female social workers trained to provide psychosocial support to women and girls, specifically survivors of SGBV 3.2 1,500 victims provided with psychosocial support 3.3 4 women peace groups established and functional	**Activity Result 3.1** Support establishment and operation of women peace groups. Action 3.1.1 Develop selection criteria for women participants of peace groups Action 3.1.2 Maintain regular communication with all women peace groups Action 3.1.3 Support women peace groups in the development and implementation of community	UNDP, UNAMI, GOI, Local Authorities, NGOs	*Workshops and meetings* *Online support* *Travel*
		Activity Result 3.2 Support capacity building efforts for female social workers on psychosocial support who will reach out to vulnerable women and girls who are victims of SGBV. Action 3.2.1 Consultations with CSOs and MOLSA to select female social workers for trainings Action 3.2.2 Trained social workers will reach out to vulnerable women and girls from multiple governorates to provide psychosocial support 3.2.3 Publish case study to highlight the impact the COVID-19 pandemic has had on women and girls		*Workshops and meetings* *Online support* *Travel* *Workshops and meetings* *Online support* *Travel* *Design and publication*

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MONITORING AND EVALUATION

dance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

ing Plan

oring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		$ 17,500
or and Manage	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
al Project Quality rance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
iew and Make rse Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
ject Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project	Annually, and at the end of the project (final report)			

	quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan[2]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	Government Counterparts /UNAMI	Outcome 3: Strengthen resilience to shocks and stresses.	Outcome 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.	31 December 2021	UNDP, UNAMI, GOI, PC, CSOs; T&R leaders; CDSP	$30,000

MULTI-YEAR WORK PLAN³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount $
Output 1: Reconciliation and cohesion awareness campaigns in target communities designed and carried out / Gender Marker: GEN 2	*Activity Result 1.1:* Awareness Campaign in selected local communities is designed and carried out. - Action 1.1.1 Develop reconciliation awareness Messaging - Action 1.1.2 Develop Information Brochure	X	X	X	X	X	UNDP, PC, CSOs; T&R leaders; CDSP	UK, Denmark, Germany, UNDP	Consultants Awareness campaigns training workshops Publications Deployment of International and national experts	$1,460,648.86
	Activity Result 1.2 Develop Social cohesion measurement tool, which will track change over time in order to assess impact of the initiatives and facilitate adaptation. - Action 1.2.1 Develop Social Cohesion Measurement Tool - Action 1.2.2 Baseline study for PHASE 1	X	X	X			UNDP	Unfunded	Contractual Service-IP	$290,856.36

his revision the Project retained the same work plan structure as in the original Project Document.

Activity							
Activity Result 1.2 local and national reconciliation champions who will lead and inspire the reconciliation efforts in the selected communities are identified and mobilized	X	X	X	X	X	UNDP, PC, CSOs; T&R leaders; CDSP	UK, Denmark, Germany, UNDP
- Action 1.2.1 Conduct Baseline studies in Pilot communities to measure levels of Integrated Community-Led Reconciliation							
- Action 1.2.2 Recruit Iraqi champions of Reconciliation							
- Action 1.2.3 capacitate local and national champions							
- Action 1.2.4 Conduct a Workshop with Cross-sectarian Civic Champions on principles for Integrated Community-Led and National Reconciliation							

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| t 2: Active effective rks of Community Peace rms are established.

ar Marker: GEN 2 | Result Activity 2.1 Establish, capacitate and link Local Peace Committees (LPC) at district, provincial and national levels

- Action 2.1.1 Conduct consultations to identify members and set criteria for selection

- Action 2.1.2 Develop local capacity for Early warning, Conflict Resolution, Transitional Justice Community Needs Prioritization

- Action 2.1.3 Support forums of interaction between vario Local Reconciliation Committees

- Action 2.1.4 Monitor existing local Reconciliation Platforms for their performance and up-scale to more locations | X | X | X | X | X | X | UNDP, CDSP. HC, UNAMI, PC | UK, Denmark, Germany, UNDP | Training workshops Publications, Deployment of International and national experts | $3,077,512.42 |

Activity Result 2.2 Implement Community-focused agendas, work-plans and monitoring mechanisms focusing on reconciliation-related needs	X	X	X	X	X	X
- Action 2.2.1 Develop Community Agenda						
- Action 2.2.2 Implementation of Community Agenda						
- Action 2.2.3 Exchange visits between initiatives	X	X	X	X	X	X

	X	X	X	X	X		UK, Denmark, Germany, UNDP
Activity Result 2.3 Hold a community reconciliation conference, drawing on communities from across the country to develop civic perspectives on, and demands for, the implementation of the findings of the project.							
- Action 2.4.1 Facilitate engagement between all reconciliation actors to assist in arranging the conference							
- Action 2.4.2 Consult communities on 'dealing with the past' and other matters related to transitional justice, including truth-telling, vetting, reparation, accountability, and measures to ensure non-recurrence.							
- Action 2.4.3 Consult Minority and IDP groups on their specific needs, demands and aspirations							

Output 3: Vulnerable women and girls provided with psychosocial support and support creation of women peace groups Gender Marker: GEN 2	**Activity Result 3.1** Support establishment and operation of women peace groups. - Action 3.1.1 Develop selection criteria for women participants of peace groups - Action 3.1.2 Maintain regular communication with all women peace groups - Action 3.1.3 Support women peace groups in the development and implementation of community	X	X	X	X	X		UK, Denmark, Germany, UNDP	Consultants Awareness campaigns training workshops Publications	$2,104,315.69

Activity	Q1	Q2	Q3	Q4	Source	Budget Description	Amount
Activity Result 3.2 Support capacity building efforts for female social workers on psychosocial support who will reach out to vulnerable women and girls who are victims of SGBV. - Action 3.2.1 Consultations with CSOs and MOLSA to select female social workers for trainings - Action 3.2.2 Trained social workers will reach out to vulnerable women and girls from multiple governorates to provide psychosocial support - Action 3.2.3 Publish case study to highlight the impact the COVID-19 pandemic has had on women and girls	X	X	X	X	UK, Denmark, Germany, UNDP		
Total of all outputs							$6,933,333.33

Management and Project Costs	Q1	Q2	Q3	Q4	Source	Budget Description	Amount
Project Staff	X	X	X	X	UK, Denmark, Germany, UNDP	Contractual services Individual	$600,000.00
ICT	X	X				Equipment	$30,000.00
Service Centre (Human Resource, Procurement Finance) Cost Sharing	X	X	X	X		DPC Country Office Support Services	$212,500.00

Common Premises	X	X	X	X	DPC of Country Office Support Services	$300,000.00
Communications	X	X	X	X	Communicatio ns	$120,000.00
Security	X	X	X	X	DPC of Country Office Support Services	$90,000.00
Monitoring and Evaluation	X	X	X	X	Contractual services	$47,500.00
Total Project Management and Direct Project Costs						$1,400,000
GMS 8%						$666,666.67
Indirect cost						
TOTAL						$9,000,040.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be directly implemented (DIM) by UNDP Iraq in consultation with the project's beneficiaries and other project partners.

The Senior Programme Manager will head the project and under the overall supervision of the Resident Representative and supported by a project team. Focal points from UNDP will be assigned for the coordination and communication role with Government of Iraq.

The Senior Programme Manager and focal points will be responsible to the Steering Committee for overall implementation of the project. The Steering Committee, provides overall strategic direction and oversight for this Project and will meet at least Annually.

- **Project Executive:** Resident Representative of UNDP.
- **Senior Supplier:** UNDP Social Cohesion Programme and Donors to the Project
-
- **Senior Beneficiary:** Government of Iraq
- **Project Assurance:** The Social Cohesion Programme (from 2020)

The Steering Committee is responsible to;

- Ensure that identified results and associated actions in the annual work plans comply with the strategies and principles outlined in the project document.
- Review and endorse annual work plans (including budgets) provided by the project.
- Review reports which indicate progress against target results and provide strategic guidance and policy direction.
- Provide oversight, and assess the quality of project implementation, including through review of the Quality Assessment by UNDP's Programme Assurance function.
- Review assessments, evaluations and recommendations in respect of the project and provide strategic guidance, as required.
- Assess and decide on substantive changes (such as project strategy, principles, outputs and activity results).
- Recommend new or revised policy directions in the planning and implementation of the project in light of new national planning strategies/documents.
- Establish levels of tolerance (on time and budget) for the Project, and provide guidance when tolerance levels have been exceeded.
- Ensure that the resources made available are committed and expended in a timely manner.

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┌─────────────────────────────────────────────────────────────┐
│                 Project Organisation Structure               │
└─────────────────────────────────────────────────────────────┘
┌─────────────────────────────────────────────────────────────┐
│          Steering Committee (Governance Mechanism)           │
├───────────────────┬──────────────────┬──────────────────────┤
│ Senior Beneficiary│    Executive     │   Senior Supplier     │
│ Government of Iraq │  UNDP Resident   │   Social Cohesion     │
│                   │  Representative   │     Programme &        │
└───────────────────┴──────────────────┴──────────────────────┘

┌──────────────────┐
│ Project Assurance│
│  Social Cohesion │
│    Programme     │          ┌──────────────────────────┐
│                  │          │ Senior Programme Manager │
└──────────────────┘          └──────────────────────────┘
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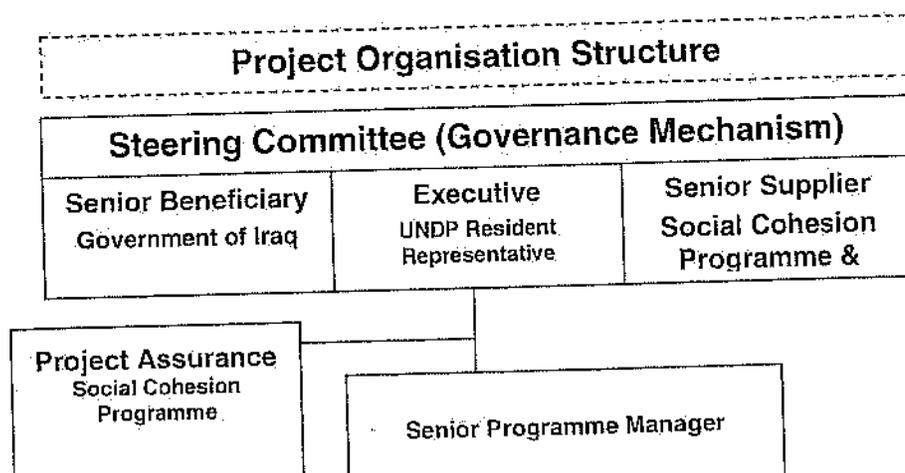
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┌─────────────────┐
│ Project Support │
│ Team            │
└─────────────────┘
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IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on 20 October 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

   a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
      i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
      ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's, or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

... ...tor or sub-recipient in connection with this

promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

1. **Project Quality Assurance Report: Attached**

2. **Social and Environmental Screening**

3. **Risk Analysis**

4. **Capacity Assessment:** Not Applicable for this Project

5. **Project Board Terms of Reference and TORs of key management positions**

: Risk Log:

Description	Type	Impact & Priority	Countermeasures / Mngt response	Owner
Lack of resource and capacity to support project implementation	Operational	Inadequate human and financial requirement will affect the implementation I= P=	Ensure continuous consultation with the government and other partners to identify and provide necessary resources. Efforts should be invested in fund raising.	Senior Programme Manager
Lack of project ownership by the national partners	Strategic/operational	Poor involvement of national counterparts would impact the effective project implementation; hence, it will reduce the result and sustainability. I= P=	Engage the government and all national counterparts through the project, to ensure their buy-in. Also involving the local authorities at the govern0rate level and always seek the incorporate their needs and priorities	Senior Programme Manager
Reduced technical Capacity of the reconciliation Team to implement expanding projects.	Operational	Could have an impact on the quality of the activities I=3 P=5	Management has advertised key positions and recruitment ongoing. Newly vacated positions soon to be advertised.	Senior Programme Manager
Volatility of security situation with possibly increased levels of violence and insecurity due to interethnic or religious conflict.	Security	Insecurity will limit access to targeted communities and therefore affect the project implementation I-5 P =3,	Ensure strong coordination with local authorities and partners. Intervention is subject to principles of engagement to mitigate the risk.	Senior Programme Manager
Slow absorption and recruitment of project staff	Operational	This would delay implementation of technical aspects of the projects I=	Existing staff from window 4 under FFIS will provide support until the recruitment of project staff is completed.	Senior Programme Manager

P=

Support to Post-Conflict Reconciliation in Iraq

Project Board Terms of Reference

BACKGROUND

The Project "Support to Post-Conflict Reconciliation in Iraq" implemented by UNDP Iraq is a 5-year initiative, which runs from January 2017 until 31 December 2021. The project is aimed at promoting reconciliation as part of a more inclusive, representative, and resilient Iraq.

Following the re-design of the Project in 2019, the Project now focuses on 3 new components. The first component focuses on reconciliation and social cohesion awareness campaigns in target communities are designed and carried out. The second component ensures active effective networks of Community Peace Platforms are established. The third component provides vulnerable women and girls provided with psychosocial support and support creation of women peace groups.

OVERALL RESPONSIBILITIES OF THE BOARD

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (normally in terms of time and budget) have been exceeded.

The Project Board ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies

COMPOSITION AND ORGANIZATION

The Board contains three roles, including:

- **Executive** - representing the project ownership to chair the group (Resident Representative of UNDP);

  Specific Responsibilities:

  - Assess and decide on project changes through revisions;
  - Monitor and control the progress of the project at a strategic level;
  - Ensure that risks are being tracked and mitigated as effectively as possible;
  - Brief UNDP and relevant stakeholders about project progress;
  - Organize and chair Project Board meetings;
  - Approve Minutes of the Project Board meetings
  - Sign the Project Annual Work Plans, Budget Revisions and certify the Financial Reports.

- **Senior Stakeholder-** representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Stakeholder's role must have the authority to commit or acquire supplier resources required

  Specific Responsibilities:
  - Make sure that progress towards the outputs remains consistent from the supplier perspective;
  - Ensure that the supplier resources required for the project are made available;
  - Contribute supplier opinions for the Project Board decisions on whether to implement recommendations on proposed changes;
  - Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

- **Senior User-** representing the interests of those who will ultimately benefit from the project. The Senior User's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Among the main project beneficiaries is the Committee for Dialogue and Societal Peace Communal Dialogue and Peace Committee (CDPC), the 3 Presidencies Reconciliation Council, the Reconciliation Committee in the Parliament and the local reconciliation councils

  Specific Responsibilities:
  - Ensure that the progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective;
  - Promote and maintain focus on the expected project output(s);
  - Prioritize beneficiaries' opinions and advice the Project Board decisions on whether to implement recommendations on proposed changes.

Other stakeholders may have an opportunity to partake in Board meetings as agreed between Board members.

The Project Board will hold meetings on a semi-annual basis, or more frequently if deemed necessary. The agenda of the Project Board as well as all the supporting documents will be prepared by the Project and distributed to the members at least one week before the Project Board meeting.

The presence of a majority of the Board members shall be required for any decision to be taken (quorum). The Project Board decisions shall be made by a simple majority of the members present at the meeting.

SPECIFIC RESPONSIBILITIES OF THE PROJECT BOARD

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- ~~~~ ~~~~ countermeasures/management actions to

- Conduct regular meetings to review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the Project Annual Review Report, make recommendations for the next AWP;
- Review and approve end project report and make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations;
- Assess and decide on project changes through revisions;
- Agree on project manager's tolerances as required;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily and notify operational completion of the project;
- Review and approve the Final Project Report, including Lessons learned;
- Make recommendations for follow-on actions;

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL SUPPORT TO INTEGRATED RECONCILIATION IN IRAQ- IRP PROJECT DOCUMENT REVISION

OVERALL PROJECT

EXEMPLARY (5) ⊚⊚⊚⊚⊚	HIGHLY SATISFACTORY (4) ⊚⊚⊚⊚O	SATISFACTORY (3) ⊚⊚⊚OO	NEEDS IMPROVEMENT (2) ⊚⊚OOO	INADEQUATE (1) ⊚OOOO
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

For all questions, select the option that best reflects the project

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? • **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.*	**3** 2 1 **Evidence** The project is linked to the programme's theory of change and is outlined in the attached project document.	
2. Is the project aligned with the UNDP Strategic Plan?	**3** 2 1	

	Evidence
• **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts at least one Signature Solution[2]. The project's RRF includes all the relevant SP output indicators. *(all must be true)* • **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	The project document currently lists responds to the following output from the Strategic Plan: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

	Yes	No
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)		

RELEVANT	3	2

4. Does the project target groups left furthest behind?
  • **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
  • **2:** The target groups are clearly specified, prioritizing groups left furthest behind.
  • **1:** The target groups are not clearly specified.
Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support
	1
	Evidence
	Yes the project specifies its target groups.

	3	2

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?
  • **3:** Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
  • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.
  • **1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.
Note: Management Action or strong management justification must be given for a score of 1
	1
	Evidence
	
	During the restructuring of the IRP project in 2019, the first phase provided lessons learned and

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[1] The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

[2] The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

	key knowledge to ensure this second phase included an inclusive and justified approach.

	3	2

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?

1

- **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)*
- **2:** Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Management Action or strong management justification must be given for a score of 1

Evidence
A political economy analysis on the promotion of social cohesion in Iraq was drafted and attached. Meetings with international partners who work in the field of social cohesion to discuss updates were coordinated periodically.

PRINCIPLED

	3	2

7. Does the project apply a human rights-based approach?

1

- **3:** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)*
- **2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)*
- **1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

*Note: Management action or strong management justification must be given for a score of 1

Evidence
The project document provides information on human rights and a human rights-based approach.

	3	2

8. Does the project use gender analysis in the project design?

1

- **3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)*

Evidence

	A number of gender focused analyses have been carried out to inform the implementation of activities during the restructuring of the project. The results framework also includes gender sensitivities.
• **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. *Note: Management Action or strong management justification must be given for a score of 1	

9. Did the project support the resilience and sustainability of societies and/or ecosystems?	3	2
	1	
• **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true)*. • **2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)* • **1:** Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1	Evidence A Social and Environmental Screening was done to identify and respond to any possible risks.	

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes	No

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?	3	2
	1	
• **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)* • **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)* • **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)* *Note: Management Action or strong management justification must be given for a score of 1	Evidence Following the restructuring of the project, appropriate outputs and activities were determined. The most updated project document is attached.	

	3	2

	1

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true)*.
- **2:** The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)*
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

Evidence

The project document lists the responsibilities and members of the the project board. Both the project document and TOR for the project board are attached.

3	2
1	

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)*
- **2:** Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document.

*Note: Management Action must be taken for a score of 1

Evidence

The updated project document provides a list of risks identified.

EFFICIENT

	Yes (3)	No (1)

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

(Note: Evidence of at least one measure must be provided to answer yes for this question)

3	2
1	

15. Is the budget justified and supported with valid estimates?

- **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

Evidence

The budget is listed in the workplan and has been

	shared with the donor.
o **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?	3	2
o **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) o **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. o **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	1	
	Evidence	
	The direct project costs for country offices' support services are included.	

EFFECTIVE

	3	2
17. Have targeted groups been engaged in the design of the project?	1	
o **3:** Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) o **2:** Some evidence that key targeted groups have been consulted in the design of the project. o **1:** No evidence of engagement with targeted groups during project design.	Evidence	
	During the re-design of the project, targeted groups have been consulted with through support from Social Cohesion field coordinators.	

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3)	No (1)

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	Yes (3)	No (1)
*Note: Management Action or strong management justification must be given for a score of "no"	Evidence	

SUSTAINABILITY & NATIONAL OWNERSHIP

	3	2
20. Have national/regional/global partners led, or proactively engaged in, the design of the project?	1	
o **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. o **2:** The project has been developed by UNDP in close consultation with national/regional/global partners. o **1:** The project has been developed by UNDP with limited or no engagement with national partners.	Evidence	
	The project works closely with different Iraqi government	

	entities to design the project.	
	3	2
	1	
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? • **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • **1:** Capacity assessments have not been carried out.	Evidence Lessons learned and mapping exercises during the beginning of implementation are available.	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)