Annex 1
UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT PROPOSAL
UNDP Iraq

Empowered lives. Resilient nations.

Last updated: 07 December 2020
Summary of changes since last update: Visibility Plan updated; Specifications on Project board incorporated

Project Number (Grant Number and BMZ Number): BMZ 2020 40 525
Start Date: 2020 (TBC) **End Date:** 31 December 2024

Brief Description

Project summary	
Country	Iraq
Project Title	*Strengthening Resilience and Socio-economic Inclusion through Employment Creation in Crisis-affected Communities of Iraq*
Project Objective	Income security and socio-economic inclusion improved, through support to create more diversified livelihood opportunities for the vulnerable in target areas.
Project Duration	2020-2024 (TBC)
Total Proposed Budget	EUR 100,000,000
Activities	- **Support for recovery from economic shock of COVID-19**, including cash assistance (cash-for-work, cash grants and housing); - **Participatory, community-based assessments and analyses** to inform project to support inclusive, gender-sensitive and diversified economic growth - **Support to create short-term employment opportunities for the vulnerable** in housing, agricultural and private (SMEs) sectors; - **Support to strengthen skills and employability of the vulnerable population** in housing, agricultural and private (SMEs) sectors
Key expected results	- Targeted communities are supported to recover from economic shock of COVID-19 - Employment opportunities are created in housing sector through support to individuals and priority rehabilitation - Employment opportunities are created in agricultural sector through support to individuals and priority rehabilitation - Employment and business opportunities are created in private sector through support to individuals, SMEs and priority rehabilitation

Geographical Coverage	Anbar, Diyala, Kirkuk, Ninewa and Salah al Din
Beneficiaries	Returnees, IDPs, and community members of the five governorates, with a focus on women and youth
Project partners (e.g. other UN agencies, NGOs, private contractors, consultants)	TBC
Date submitted	
UNDP contact	

Contributing Outcome (UNSDCF/CPD, RPD or GPD):

UNSDCF Outcome 2.1/UNDP CPD (2020-2024) Outcome 2: Improved people-centered economic policies and legislation contribute to inclusive, gender-sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations

Indicative Output(s) with gender marker:

Output 1: Targeted communities are supported to recover from economic shock of COVID-19 (GEN 2)

Output 2: Employment opportunities are created in housing sector through support to individuals and priority rehabilitation (GEN 2)

Output 3: Employment opportunities are created in agricultural sector through support to individuals and priority rehabilitation (GEN 2)

Output 4: Employment and business opportunities are created in private sector through support to individuals, SMEs and priority rehabilitation (GEN 2)

Total resources required:		EUR 100,000,000
Total resources allocated:		
	UNDP TRAC:	
	All Donors (incl. BMZ funding):	EUR 30,000,000
	Government:	
	In-Kind:	
Unfunded:		EUR 70,000,000

Contents

I. Development Challenge 5
II. Strategy 7
III. Results and Partnerships 11
IV. Project Management 24
V. Visibility 26
Monitoring And Evaluation 29
VI. Governance and Management Arrangements 32
VII. ANNEXES 37

Acronyms

BoQ	Bill of Quantities
CfW	Cash for Work
CPD	Country Programme Document
CSOs	Civil Society Organizations
FAO	Food and Agriculture Organization
FFER	Funding Facility for Economic Reform
FFS	Funding Facility for Stabilization
GOI	Government of Iraq
HLP	Housing, Land, and Property Rights
HDI	Human Development Index
ICRRP	Iraq Crisis Response and Resilience Programme
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
MoLSA	Ministry of Labour and Social Affairs
MSMEs	Micro, Small, and Medium-Sized Enterprises
NGOs	Non-Government Organizations
NRC	Norwegian Refugee Council
PCC	Provincial Command Cell
PSEA	Prevention of Sexual Exploitation and Abuse
RP	Responsible Party
SDGs	Sustainable Development Goals
SLA	Sustainable Livelihoods Approach
SMEs	Small and Medium-Sized Enterprises
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNSDCF	United Nations Sustainable Development Cooperation Framework

List of tables

Table II.1 Secondary effects
Table II.2 Country Programme Document (CPD) linkage
Table II.3 Project measures and contribution to SDGs
Table II.4 Different types of employment
Table III.1 Beneficiaries
Table III.2 Staffing table
Table III.3 Funding gaps
Table III.4 Risks log

I. DEVELOPMENT CHALLENGE

Iraq is an upper-middle-income country with a low Human Development Index (HDI) of 0.689 according to the 2019 UNDP Human Development Report (ranking 120 out of 189 countries and territories)[1]. The country ranks low on the HDI scale despite overall economic wealth, partly as the economy depends heavily on oil, which alone contributes to 58 percent of GDP. Oil also makes up 99 percent of Iraq's exports, while creating only 1 percent of total employment[2]. Iraq experienced a series of conflicts and crises, each exacerbating others, and that resulted in the current fragile status where the country is vulnerable to systemic stressors and challenges. Iraq had been making slow progress in human development up to 2012-2013, when the situation was again reversed with the resurgence of violence, this time by a global terrorist organization, the Islamic State of Iraq and the Levant (ISIL). The ensuing conflict forced more than 6 million Iraqis to flee from violence, creating a massive crisis of internal displacement in Iraq[3].

The 2018 Iraq Damage and Needs Assessment, led by the Ministry of Planning with support from the World Bank, estimated that post-ISIL reconstruction would take at least 10 years and cost over US$88.2 billion[4]. Some progress has been made since then, although not at the level that is required for immediate transition to sustainable development. Delayed recovery in the liberated territories continues to deter the remaining 1.4 million internally displaced persons (IDPs) from returning to their areas of origin. For these remaining IDPs, a damaged or destroyed house and a lack of access to livelihoods opportunities in their area of origin are the two main reasons for not returning home. A total of 71 percent of IDPs stated that a damaged or destroyed home was a main reason for non-return. Fifty-four percent of IDPs identified the lack of job opportunities in their area of origin as a main reason for not returning[5].

Iraq's political, economic and security (military and public health) situation as of late 2019 and early 2020 continued to face significant challenges. Popular protests that began in October 2019 and continued to 2020, until the global pandemic of COVID-19 that caused the government of Iraq to declare the nationwide curfews and lockdowns, denote the country's underlying problems. The protests demanding substantial political, economic and social reforms attest to the lack of progress in income equality, and the growing disparity between the centre and the periphery, and urban and rural areas. It was only on 7 May 2020 that H.E Mustafa Al-Kadhimi was approved by the Parliament of Iraq as the Prime Minister, and the new Cabinet of Ministers put in place in June 2020. The new Cabinet is faced with the critical task of addressing the financial crisis, responding to COVID-19 and proposing significant reforms needed to re-build trust between the people of Iraq and the Government. To add to the political volatility, Iraq is facing a challenging geopolitical reality, a complex regional security, as well as an increasing trend in the on-going fighting with ISIL sleeper cells.

Moreover, a sharp and sudden oil price drop that began in March 2020, combined with the reduction in Iraq's oil production following the OPEC+ supply cut agreement, resulted in a significant deficit in Iraq's net income (expected to drop 60 percent in 2020 compared to the previous year[6]). The World Bank indicated that this would result in reversing the fiscal surpluses Iraq accumulated since 2018, and may lead to a budget deficit that is estimated between US$ 32 billion and US$ 52 billion. It is expected that the acute financial crisis would

[1] UNDP (2020), 2019 Human Development Report—Iraq country profile

[2] World Bank (2017), Iraq Systematic Country Diagnostic

[3] IOM Iraq (2020), IOM Iraq Displacement Tracking Matrix (DTM) (data as of 31 December 2019)

[4] World Bank (2018a), Iraq Damage and Needs Assessment of Affected Governorates

[5] IOM Iraq (2019), Integrated Location Assessment Part III

[6] Iraq in talks with oil companies on postponing payments, cutting costs: official, https://www.spglobal.com/platts/en/market-insights/latest-news/oil/051320-iraq-in-talks-with-oil-companies-on-postponing-payments-cutting-costs-official

require a cut in essential services across multiple sectors, given the critical need to respond to the COVID-19 health crisis and the increased number of people in need of social protection.

The already volatile livelihoods of many communities in Iraq, especially vulnerable groups such as women, youth, and IDPs are under serious threat, and in the current challenging context, significantly adverse economic and social impacts are likely. Even prior to COVID-19, Iraq's labour force participation rate was one of the lowest in the world, both for men (72 percent) and women (16 percent)[7], most of whom are either public sector employees or workers in informal sector. The country suffers from a lack of competitiveness in various sectors, with private firms faced against state-owned enterprises and the free flow of smuggled goods from surrounding countries. The COVID-19 pandemic and subsequent lockdown measures led to more layoffs and disruption in businesses. Key job-rich sectors are being severely hit, notably services, which constitutes half of the non-oil economy (including trade, banking, transport and religious tourism)[8]. Casual day labourers, who were already a highly vulnerable group, have been unable to get work as the result of the closures and face additional hardship. If the new government programme[9] providing financial assistance to those living in hardship conditions reaches the intended recipients, their problems may be alleviated, but this is pending availability of funds and a fiscal policy decision.

Women comprise half of the total population and head one in ten of Iraqi households, and it is reported that about 80% of the female household heads are widows[10]. Already, only 16 percent of the women participate in labour market, and the gender gap in employment and food security is expected to have increased further due to the recent crises. The COVID-19 health crisis increases the plight of women in Iraq, who take on most of the unpaid care and domestic work[11]. Gender-based inequalities are particularly increasing during this crisis, and women´s security and safety are increasingly at risk if no sustained proactive measures are put in place. Violence against women and girls has been consistently prevalent in Iraq in the last few decades while socio-cultural norms also limit the participation of women in their community, including in decision-making processes of importance to the community[12].

Iraq's youth, who are at the forefront of the ongoing protests, are especially marginalized. The official unemployment rate among youth was estimated at 16.6 percent, which is already more than double the total unemployment rate of 7.9 percent, even before the recent financial and COVID-19 crises[13]. Their call for jobs and equal opportunities would be hard to meet, as the already strained public resources and services struggle to respond to ongoing crises. Lack of socio-economic opportunities or political representation, and a sense of injustice, provide fertile ground for the disaffected youth to be prone to radicalization and violent extremism, which were also at the background of the emergence of ISIL in 2014-2017.

In particular, those in the liberated governorates—returnees, IDPs, and those who remained throughout the conflict—are faced with additional challenges and increased insecurity: they are preparing or have just returned to regain normalcy in their lives, while reconciling and reintegrating into their communities of return. Without viable means of livelihood and representation in local communities, their return will not be durable. It is critical that they build a sense of belonging, by socio-economically contributing to their communities.

It has been three years since the defeat of ISIL, but 57 percent of total conflict-affected population still live below poverty line[14], with women and girls comprising 29 percent[15]. The Project proposes to support building

[7] ILO, The ILO in Iraq, January 2016. Data are for 2009.

[8] IMF, "COVID-19 Pandemic and the Middle East and Central Asia: Region Facing Dual Shock", March 23, 2020

[9] The programme envisages monthly payments of ID 30,000 for two months at an estimated cost of US$ 560 million for 11 million registered persons.

[10] Oxfam, Gender Analysis of the COVID-19 Pandemic in Iraq- Conducted in Kirkuk, Diyala and Sulaymaniyah Governorates (June 2020) available https://www.humanitarianresponse.info/fr/operations/iraq/assessment/gender-analysis-covid-19-pandemic-iraq

[11] *Ibid.*

[12] UN Common Country Analysis, 2020, p.7

[13] World Bank Database—Iraq statistics

[14] Predicted consumption less than 110,000 IQD/person/month, or less than USD 3/person/day, as defined by the Cash Working Group and based on World Bank and Ministry of Labour and Social Affairs social protection models. Re-cited from UN-OCHA (2019),

[15] UN-OCHA (2019), op.cit.,

the basis of livelihoods and economic development in the targeted areas while focusing on women, youth, returnees and other vulnerable groups, with an understanding that there also remains the need for emergency recovery support to ensure that the vulnerable do not fall behind, given the current context with the COVID-19 crisis.

II. STRATEGY

Building on a comprehensive range of lessons and good practice examples that UNDP has accumulated over the course of its work helping to sustain livelihoods and revitalise economies in conflict and post-conflict settings, and based on the current country context analysis, UNDP Iraq proposes to: (1) support the vulnerable population to recover from the economic shock of COVID-19 crisis, and (2) improve income security, productivity of the selected sectors and socio-economic inclusion of the most vulnerable segments of the population, under the overall objective of contributing to economic diversification and growth.

UNDP will adopt the sustainable livelihoods approach (SLA), while applying an inclusive step-by-step pathway to support the most vulnerable and marginalized men and women through providing access to sustainable self-reliance opportunities and constructive engagement in responding to the immediate needs and challenges of their local communities. This would gradually rebuild sustainable livelihood systems and implement strategies that are essential to generate income and support local economic recovery. The SLA will ensure prevention of further conflict, and ultimately facilitate the transition toward sustainable social and economic development. In conflict, post-conflict and protracted crises situations, capital, financial and human assets are easily lost, destroyed or stolen. The capacity to preserve or recoup these assets determines the impact of a crisis on future livelihoods. The SLA will help to improve the understanding of livelihoods, taking into consideration factors that both constrain or enhance livelihood opportunities, in the given context.

Through the sustainable livelihoods approach, UNDP will support the building blocks of integrated sustainable livelihoods in Iraq:

- Human capital (skills, knowledge, experience and capacities);
- Physical capital (infrastructure, water and sanitation facilities, information and communication technology, housing, schools, health facilities, and other community and government structures);
- Financial capital (such as savings, credit, remittances, enterprise holdings, insurance, pensions and livestock); and
- Social capital (networks, group memberships and social relationships).
- Natural capital (such as lands and produce, water resources, environmental services).

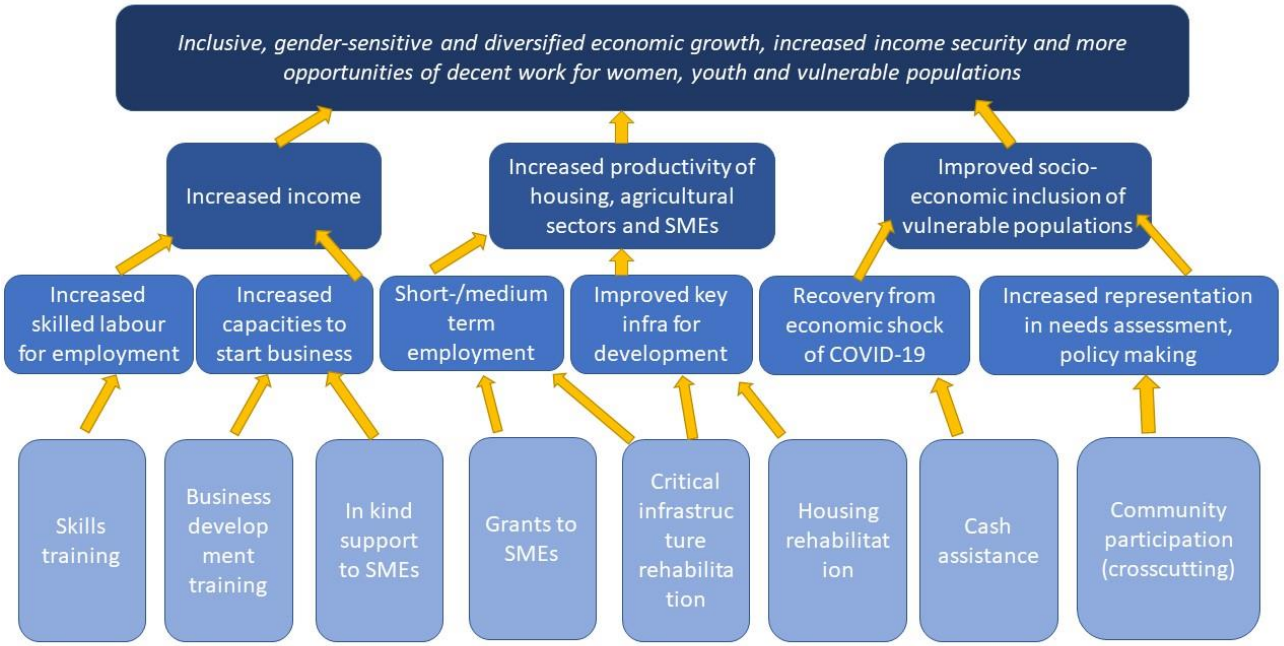


Figure II-1. draft TOC diagram (tbc)

First, immediate support will be provided to the vulnerable, those that are at high risk of losing their capitals (especially human, financial, physical and social) due to the economic shock of COVID-19 crisis **[Output 1]**. This is to ensure that they do not lose the basis of sustainable livelihoods, and that they do not fall below poverty line or be forced to move again[16]**.**

Secondly, support will be provided to individuals to build skills to increase their employability, while selected sectors (housing/construction, agriculture, small and medium-sized enterprises (SMEs)) are supported to rehabilitate the key infrastructures to increase their productivity, thereby creating more jobs and business opportunities **[Outputs 2-4]**.

Crosscutting approaches that will be mainstreamed across all activities under this Project are: (1) gender mainstreaming and human rights-based approach, (2) conflict-sensitive approach, and (3) participatory, community-based approach. From the needs assessment to activities' design, implementation and evaluation, individuals' needs and opportunities for empowerment will be considered, to ensure inclusive programming, for instance, by designing women-only Cash for Work projects or creating safe spaces and immediate feedback mechanism for protection concerns [***gender mainstreaming and human rights-based approach***]. Do-no-harm is the key principle in designing and implementing UNDP project activities, and all relevant staff and stakeholders will be trained for conflict sensitivity. Foremost, this is implemented by setting clear beneficiary eligibility and selection criteria as coordinated and aligned with the Emergency Livelihoods Cluster, Cash Working Group and other relevant partners within Iraq, and the process conducted in transparent and competitive manner. As such, target area and beneficiary selection, and other key decisions will be informed by conflict analyses and other relevant information shared bilaterally by the partners (government, UN, non-government organizations, etc.) or through the cluster and UN country team systems [***conflict-sensitive approach***[17]]. Finally, UNDP will be linking the local community groups and mechanisms that were partnered with and established through other projects under the Stabilization pillar, to ensure community participation

[16] Forced displacement, displacement as a coping strategy. Also see IOM (2020) Secondary displacement report

[17] Annex 2.12 Peace and Conflict Analysis

throughout the Project's lifetime. The established partnerships and networks with community groups including women's groups, youth groups, religious groups, local peace committees (LPCs), etc., will be proactively engaged in needs assessments, project kick-off meetings and other relevant activities. This will also be the key to ensure the first and second approaches, to accurately and efficiently identify specific vulnerabilities and needs of the targeted communities, while correctly understanding complex community dynamics (family, tribal, political and other) **[*community-based approach***].

The proposed strategy is based on the assumption that, in addition to strengthening destroyed socio-economic infrastructure and reinforcing the livelihood capitals of individuals, the individual's sense of inclusion, belonging and purpose as a contributing member of the community should be reinforced to ensure their resilience to crises and access to the needed pathways to transition into agents of sustainable development and peacebuilding. In other words, it is assumed that the marginalized groups, by having the opportunity (i) to participate in the identification and rehabilitation of the community needs, and (ii) to earn livelihood and support their families (economic empowerment), will feel more confident in their places within the communities and that confidence will lead into the increased sense of belonging and inclusion.

Additionally, it is expected that the Project's activities will have secondary effects in below areas:

SECONDARY EFFECTS	DESCRIPTION
Local procurement supports local economy	- contracting with local companies; - procuring local equipment and materials;
Improved social cohesion and reduced risks of conflict within the communities and/or violent extremism	- linking training and dialogues with livelihood support interventions; - participatory, community-led needs assessments;
Local and international NGO partners will improve their financial, management and other related capacities under the HACT framework	- where relevant, in the cases of activities that will engage with responsible parties.
Spill-over effect	- Service industry and other (surrounding the revitalized sectors) in the local economy will be boosted and create more livelihood opportunities

[Table II-1. Secondary effects]

Overall, the Project aims to contribute to:

Contribution to National Development Agenda, UNSDCF, UNDP SP and CPD	
National Development Plan (2018-2022)	**Priority 4:** Provide the conditions for an enabling environment for all forms of investment and strengthen the role of the private sector; **Priority 7**: Reduce unemployment and underemployment rates
UNSDCF Iraq 2020-2024[18]	**Outcome 2.1**: Improved people-centred economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations.

[18] As of July 2020, still in draft format.

UNDP Strategic Plan 2018-2022	**Outcome 1:** Advance poverty eradication in all its forms and dimensions
UNDP Iraq Country Programme Document (CPD) 2020-2024[19]	**Outcome 2:** Improved people-centred economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations.

[Table II-1. Linkage]

The proposed activities will be complemented with the support for policy and institutional-level reforms that are planned under the Economic Diversification pillar of the Country Programme portfolio[20].

Furthermore, the Project will contribute to:

Project measures and contribution to SDGs	
Main aspect	**Description**
SDG Goal 1: End poverty in all its forms everywhere	- Support to the target population to recover from the economic shock of COVID-19 and financial crises; - Support to create more opportunities for employment and other livelihoods
SDG Goal 5: Achieve gender equality and empower all women and girls	- Specific needs and potential of women are reflected in the project design, implementation and evaluation; - Gender-disaggregated target setting
SDG Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all	- Specific needs and potential of target population groups are reflected in the project design, implementation and evaluation; - Community-based approach is mainstreamed throughout the project process to ensure representation of the target beneficiaries and wider community.

[Table II-2. Contribution to SDGs]

This Project builds on the established mechanisms, partner network and tested approaches under the past and ongoing projects of the Country Programme, including the Funding Facility for Stabilization (FFS) and Iraq Crisis Response and Resilience Programme (ICRRP) under the Stabilization pillar.

FFS has been operating in the 31 mandated locations of the same five governorates[21] that are targeted under this Project. It should be noted that the strategic priority of the FFS is different from that of this Project, and that there will not be duplication in livelihood support, in the locations selected for this Project implementation (selected at town/sub-district level). In fact, this Project's initially identified priority areas and needs are based on the lessons learned from FFS implementation, and the design of activities is reflecting the gaps that could be complemented by this Project's more development-oriented, longer-term perspective.

ICRRP had begun as the crisis response project in support of the IDPs and refugees hosted in the Kurdistan Region of Iraq (KR-I), and its strategic priority has been re-oriented in recent years to provide complementary livelihoods support in selected locations of the liberated governorates, given their experience and success in the relevant programming. Interventions and approaches that were tested under ICRRP, including lessons learned from working through Responsible Parties (RPs), Area-Based Recovery Approach (ABRA), gender mainstreaming through livelihood support, etc., were reflected in this Project design and will continue to inform

[19] Accessible at https://www.iq.undp.org/content/iraq/en/home/library/iraq-cpd-2020-2024.html

[20] UNDP Iraq Country Programme Document (2020-2024).

[21] FFS has been approved to support stabilization efforts of the Government of Iraq (GOI) in 31 locations across the governorates of Anbar, Diyala, Salah-Al-Din, Kirkuk, and Ninewa, which are the same five governorates as targeted by this Project.

this Project's management and implementation. Planned and ongoing activities under ICRRP also will not be duplicated with the proposed activities under this Project, but complement and ensure the sustainability.

III. RESULTS AND PARTNERSHIPS

Expected Results

UNDP Iraq proposes to: (1) support the vulnerable population to recover from the economic shock of COVID-19 crisis through cash assistance and priority housing rehabilitation [**Outputs 1 and 2**], and (2) support creating more livelihood opportunities by building capacities of individuals and increasing productivity of the selected sectors (housing, agriculture and private (SMEs) sectors; [**Outputs 2-4**]).

For this initial project planning, locations for each Activity-Output were identified, based on UNDP's internal needs assessments and evaluations under ongoing and completed projects. As this project progresses, more target-specific (in terms of geographic location, beneficiary groups and activity) assessments will be conducted to better inform programming and implementation.

Output 1: Target communities are supported to recover from the economic shock of COVID-19

- Activity 1: Create cash-for-work opportunities to ensure immediate income
- Activity 2: Provide cash grants to the women-headed households to meet immediate needs

With the movement restrictions and other measures imposed to respond to COVID-19 and the financial crisis that is resulting in suspension of economic activities, layoffs, delays in salary payment, etc., an increased number of people are struggling to meet the basic needs. In such situations, individuals, especially the vulnerable try to cope by selling off their financial, physical capitals or trading off other capitals. However, depletion of the capitals affects their resilience and long-term livelihoods. Activities under Output 1 are designed to provide immediate support through cash grants for the women-headed households and cash-for-work opportunities[22] for those hardest hit by the ongoing COVID-19 and ensuing economic shock. Such cash assistance is designed to ensure that the most vulnerable do not have to deplete all their capitals and that they do not fall below the poverty line during and after COVID-19, not marginalized further, which is also crucial for the long-term economic stability and growth of the target areas. Given the common objective of providing immediate support to the most vulnerable and overlapping target locations, for this Output in particular, UNDP will coordinate with relevant partners and stakeholders, including the government authorities (e.g. Ministry of Labour and Social Affairs (MOLSA), local and governorate authorities) and partners in the Emergency Livelihood Cluster (ELC), Cash Working Group (CWG), Cash Consortium for Iraq (CCI) and the UN Country Team.

Priority target communities will be selected based on the available/ongoing assessments that provide a socio-economic profile of potential target locations; consultation with local authorities as well as community groups will take place, to identify area-specific needs and vulnerable groups. Pre-identified locations for this Output include Ninewa (Ninewa plains including Tel Kaif, Sinjar, Sinuni and Rabia, as well as Tel Afar and West Mosul), Kirkuk (Hawija), Diyala (Baquba, Muqdadiya), Anbar (Ramadi, Fallujah) and Salah al Din (Baiji). Further and additional needs assessments will be conducted during the project implementation. Mainstreamed conflict-sensitive approach will ensure adequate support is provided to returnees and IDPs without overlooking host communities. Eligibility and selection criteria for the cash-for-work beneficiaries will refer to the established Emergency Livelihoods Cluster guidelines[23,24], and adjusted to ensure prioritization of the target

[22] Cash-for-work is generally understood as employment opportunities of minimum 40 days remunerated at US$20 per day.

[23] The eligibility criteria (inter alia, area of residence, age, education, employed status, etc.) to screen and shortlist the applicants, and the selection criteria (inter alia, household income, housing situation, number of dependents within household, number of dependents that are persons with disabilities, etc.) to finalize the list of project participants (i.e. beneficiaries) as per programme priorities. The two sets of criteria will be announced and informed to the target communities in transparent manner, through community meetings, social media, local authorities and other means.

[24] Iraq Emergency Livelihoods Cluster, Cash for Work Standard Operating Procedures

vulnerable population groups. Eligibility and selection criteria for the cash grant beneficiaries will also be consulted with the relevant authorities including the MOLSA, governorate/municipal offices, and related community groups and organisations such as women's associations, youth groups, NGO partners operating in the area, etc. Trainings and capacity building components will be added to the cash assistance activities, while taking into consideration the strengthened health and safety measures currently in place. Cash-for-work and cash grant beneficiaries will receive short-term trainings to increase their financial literacy (e.g. 3-6-day training on household budget planning and saving) or communication skills building for job interviews, CV writing and others, in support of their improved employability.

Output 2: Employment opportunities to support recovery from COVID-19 economic shock are created in the housing sector through support to individuals and priority rehabilitation

- Activity 1: Conduct relevant needs assessments, analyses with community participation
- Activity 2: Rehabilitate priority housing to increase security
- Activity 3: Create short-term employment opportunities with skills training

In Iraq's current context, there are not many sectors where (i) large number of jobs can be created immediately; (ii) that could also absorb a large share of job seekers that lack basic skills and work experience (such as youth, or returnees and IDPs whose education or training have been disrupted by the conflict); and (iii) which has presence of private small and medium enterprises with the potential to expand and hire more employees. Construction (rebuilding and rehabilitation), especially housing, is one of the few sectors that fits all three criteria. Housing projects typically create a large number of short- to medium-term employment opportunities, such as daily labourers (cash-for-work) for rubble removal, house-to-house assessments, light repairs, engagement with homeowners for feedback and monitoring, delivery, food and admin services for the rehabilitation workers, etc.

Activities under Output 2 are designed to create short-term employment opportunities in the labour-intensive housing sector while rehabilitating priority housing, and looking at needs and means to facilitate longer-term employment for the target population. In partnership with the government authorities and partners, relevant technical and vocational education and training (TVET) programs will be arranged to support building capacities of the short-term employed beneficiaries to continue working in the housing sector. For instance, the workplan for year 1 includes vocational skills training at West Mosul and Ramadi Vocational Training Centres (VTC), the centres that were rehabilitated under UNDP's stabilization programme and now owned and operated by the relevant government authorities. Duration of training program will vary depending on the requirement for each skill (PVC, welding, electricity, aluminium, carpentry, plumbing, repairs and maintenance of AC/fridge, etc.), but ranges from 33 days to 60 days. At West Mosul VTC, a maximum of 100 persons can be trained at a time (20 persons per program for a total of 5 programs) while at Ramadi, it is 210 persons (30 persons each for a total of 7 programs).

Upon completion of the training that consists of both theoretical and practical modules, certificates will be provided to each trainee. The training modules will be accredited either by the relevant national organisation, such as the VTC, or accredited globally, where the NGO partner will have the right to use it for training. The project might also use UNDP-accredited training modules, on specific subjects including prevention and protection of gender-based violence.

UNDP will assure gender-responsive measures to foster women participation under this Output. While the short-term labour opportunities and job-facilitating training opportunities will mostly benefit men (with a focus on youth), women will be provided with in-kind and skills training support to cultivate home/kitchen gardens, which will help the household finances as the garden would provide basic vegetables and fruits. In the long-term, this is expected to compensate for reduction in household income and support food security.

Output 3: Employment opportunities are created in agricultural sector through support to individuals and priority rehabilitation

- Activity 1: Conduct relevant needs assessments, analyses with community participation
- Activity 2: Rehabilitate critical agricultural infrastructure for increased productivity
- Activity 3: Create short-term employment opportunities with skills training
- Activity 4: Support farmers/SMEs in agricultural sector with in-kind support and/or grants

Revival of agriculture could lead to permanent job creation in farming and livestock, as there is a reservoir of skill, demand for food and private ownership to offer an impetus for growth and sustainability. At present, the agriculture sector creates about 18.9 percent of the total employment, but this is a largely reduced figure due to the disruption and damages caused by conflict against ISIL. With the return of IDPs and increased number of women seeking jobs, the sector offers the most potential to absorb these population, especially as the jobs in agriculture require modest skills that can be developed in the short-term.

Activities under Output 3 are designed to rehabilitate infrastructure that is critical to increase productivity in the agricultural sector, which may range from irrigation canal repairing[25], sluice gates to regulate the flow of water, poultry houses, slaughterhouses, agricultural directorate buildings, irrigation department buildings, distribution warehouses, and others, while also providing skills training and other support to increase jobs creation in this sector. For the initial budget of EUR 30M, training programs are planned only for Ninewa (Ninewa Plains) and Kirkuk (Hawija), which will be led by the Extension Training Departments of respective Agricultural Directorate, in close coordination with UNDP teams. The type of trainings will be confirmed after needs assessment, but may include such programs as: pest control in palm and citrus orchards, agricultural machinery (e.g., tractor, fertiliser grain, harvester, hay press) maintenance and management, skills training targeted for rural women in raising dairy cows, and others.

The World Bank estimates that 1 percent increase in Iraq's agriculture GDP growth would lead to a 1.2 percent increase in total employment (compared to just 0.35 percent for the industrial sector), as jobs are not only created on-farm, but also in upstream (input supply and primary production), midstream (handling and processing) and downstream (distribution and marketing) sectors.[26] For instance, food processing is one of the manufacturing subsectors where informal, small and medium-sized private businesses are active. Under this Output and following the necessary assessments, the relevant businesses will be supported to increase their productivity (via skills training or material support), while on-the-job training or relevant skills training opportunities will be provided to the target population, with a focus on women. As these businesses require relatively low skill and could be home-based, it is expected such support could help empower women in the rural or peri-urban areas.

Output 4: Employment and business opportunities are created in private sector through support to individuals, SMEs and priority rehabilitation

- Activity 1: Conduct relevant needs assessments, analyses with community participation
- Activity 2: Critical municipal/community infrastructure for SMEs growth is rehabilitated
- Activity 3: Create short-term employment opportunities with skills training
- Activity 4: Support SMEs with training, coaching, in-kind support and/or grants

[25] ISIL had deliberately and systematically destroyed farming infrastructure, sabotaged irrigation systems and wells, and set fire to crops and plants as part of its violent campaign to prevent people from returning home. According to FAO, the total area which has historically been used for agricultural production in Iraq is about eight million hectares, but it is estimated that the average area currently farmed ranges from only three to four million hectares.

[26] World Bank (2018), Iraq Economic Monitor - Fall 2019, http://documents1.worldbank.org/curated/en/848371571505101026/pdf/Iraq-Economic-Monitor-Fall-2019-Turning-the-Corner-Sustaining-Growth-and-Creating-Opportunities-for-Iraq-s-Youth.pdf

The investment environment in Iraq has stifled large private firms and instead, SMEs are active across the sectors, especially in services, creating a relatively large number of informal jobs. For the Iraqi economy to truly transform from the largely regulated, state-owned one to a diversified, private-sector thriving economy, both policy-level reform support and support to increase capacities and competitiveness of the private sector are required. In consideration of this context, activities under Output 4 are designed to provide support to SMEs to increase their capacities and competitiveness, while conducting assessments to specify the needs, opportunities and viability of the businesses in the target areas.

Based on the community-based needs assessment, critical infrastructure for SMEs growth such as market-places, shops and others will be rehabilitated along with a customised package of support activities that are explored to ensure sustainability and growth of the selected businesses. Businesses will be selected in pre-identified location and targeted sector/market as per needs and business feasibility studies, and the eligible business owners and aspiring entrepreneurs will be invited to apply for the final selection. Support will include: business skills development (10-14 day trainings on marketing, book-keeping, sales, customer services, and other skills); in-kind support of materials or equipment provision; small business grant for a sum between USD 3,000-5,000 for start-up or business expansion; and business coaching and mentoring for 3-6 months via business support clinics, one-on-one mentorship programs or study exchange visits.

Type of support	What skills/support	Implementing partners	Duration	Follow-up	Beneficiary #
Business skills development	Characteristics of businesses and start-ups, feasibility studies, customer service, sales, marketing and branding, accounting and bookkeeping, management skills, pitching skills, among others.	NGO or contractors under UNDP livelihood team's technical guidance	10 to 14 days, depending on skills requirement	Business coaching and mentoring support.	945
In-kind support	Materials, equipment, tools	NGO or contractors under UNDP livelihood team's technical guidance	3 to 6 months	Business coaching and mentoring support.	
Business grants	Between USD 3,000-5,000; in tranches linked to the progress in the business establishment/achievement of the corresponding deliverables.	NGO or contractors under UNDP livelihood team's technical guidance	3 to 6 months	Business coaching and mentoring support.	

Beneficiaries[27]

	Direct Beneficiaries				Indirect Beneficiaries			
	Total	Female	Male	Youth[28]	**Total**	Family[29]	End-user	Employees
Output 1	**3,332**	2,041	1,291	673	**19,992**	19,992		

[27] Beneficiary numbers provided here are based on the EUR 30M budget.

[28] As of project design, youth target is set at 40% of the total beneficiary target, except for activity 1.2 (women-headed household grant).

[29] Family or dependents, this is calculated based on the premise that all livelihood beneficiaries have on average 6 members to support.

Output 2	**1,740**	75	1,665	696	**20,070**	10,440	9,630[30]	
Output 3	**6,459**	2,564	3,895	2,584	**38,754**	38,754		TBC
Output 4	**4,715**	1,043	3,672	1,886	**31,125**	28,290		2,835[31]
Total without double counting	**16,246**	5,723	10,523	5,839	**109,941**	97,476	9,630	2,835

Breakdown	Total without double counting	Female	Male
Short-term[32]	5,917	2,141	3,776
Long-term[33]	10,329	3,582	6,747
Total	**16,246**	5,723	10,523

Resources Required to Achieve the Expected Results

Position/function (full- or part-time)	Main responsibilities	Existing/new
Country Office		
Head of Service Centre (Part-time)	Oversees and quality assures the overall operations of the Service Centre which provides procurement, finance, human resources, administration and IT support services for development projects in the UNDP Iraq Country Office.	Filled
CAP Chair (Part-time)	Technical Advisor for UNDP, Iraq Contracts, Assets, Procurement Committee (CAP Chair), to ensure compliance with UNDP procurement policies and guidelines.	Filled
Procurement Specialists/Analysts/Officers (Part-time)	Under the supervision of the Head of SC the procurement staff will lead the procurement planning process. Serve as Procurement Case officers who are responsible for managing procurement processes for assigned cases, in keeping with UNDP's procurement rules and regulations. Support to find solutions for procurement related challenges.	Filled
Finance Specialist/Officer (Part-time)	Lead on providing advice on financial rules and regulations of UNDP, support compliance, and in coordination with the Finances Unit, process payments for human	Filled

[30] Number of family members that will be benefitting from the rehabilitated housing (estimate based on average 6 members per family)

[31] Number of employees (on average 3 per business) hired by the SMEs supported (activity 4.4)

[32] 'Short-term labour opportunities' is a term used to refer to both Cash for Work and other short-term jobs created (e.g. food catering service crew for housing contractors at project site, etc.) and the estimate calculation is made only for jobs with more than 40 days duration as per P4P Methodology Note.

[33] Long-term figures here refer to the estimate beneficiaries of the 'long-term job facilitation' activities such as training, business grants, in-kind support (materials, equipment, tools), and rehabilitation of SME shops/livelihood means owned by individuals.

	resources, goods and services for the project implementation.	
Programme Management Specialist (Part-time)	As part of the Programme Management Support Unit, the Programme Management Specialist supports the Programme Pillars and Project Managers to ensure compliance with programming quality standards and project management rules and regulations.	Filled
Human Resources Associate (Part-time)	Support in the Contract Management of the Human Resources in compliance with UNDP policies, rules and regulations.	Filled
Project Team		
Project Manager (PM)	Responsible for the successful management of project outputs and contribution to the achievement of project outcomes. The PM is responsible to run the project including managing staff on a day-to-day basis on behalf of and within the framework outlined by the Project Board. The PM is responsible for timely management and overall delivery of the Project outputs and targets through actions as specified in the Multi-Year and Annual Work Plan.	TBD
Reporting Officer (Full-time)	Responsible for the preparation of quality results-oriented reports to meet the donor, Project Board, and the UNDP corporate reporting obligations.	New hire
Communications Specialist (Part-time)	Responsible for formulating the communications plan for the project, conceptualizing communications products and timely release of communications materials.	Filled
Programme Support Officer	Assist the technical teams and project management team with day-to-day operations and administrative support, to enable implementation of project.	TBD
Field Monitoring Specialist (Part-time; 5)	Inter alia, responsible for supervising the field monitors to ensure accurate and timely data collection, monitoring and reporting the activities progress to support the project's effective implementation in line with donor's requirements.	TBD
Monitoring Engineer (SES)	Responsible for daily monitoring and data collection, supervision of contractors, and field reporting.	Filled
Health and Safety Officer	Responsible for monitoring the project sites to ensure compliance with UNDP Social and Environment Standards as well as project-specific health and safety measures.	New hire
Senior Programme Officer	Responsible for monitoring and implementation of activities in the target locations, as well as overseeing the field staff.	TBD

Livelihood Specialist	Responsible for the design and implementation of programme strategies and project activities with strong technical soundness to enhance livelihoods and local economic recovery. Leads the Livelihood Team, and manages day-to-day activities on livelihood and local economy recovery. Establishes strategic partnerships with the key actors, including the Government officials, community leaders, the academics, UN partners and the private sector. Provides technical quality assurance for livelihood activities, and technical advisory support for project partners.	Filled
Livelihood Officers (2-4)	Ensure effective implementation and supervision of all categories of livelihood activities. Manages day to day activities related livelihood projects, and undertakes timely monitoring visits. Ensures validation of work completion to enable payments to be made based on the exact and actual implementation of activities.	TBD
CfW Officer (3)	Serve as a monitor for livelihoods projects, including weekly spot checks of ongoing clean-up works, identify any problems or issues, and communicate these to the Livelihoods Team. Address issues that might arise in the field with the Contractors and Field Monitors. Facilitates field missions for project stakeholders, including donors.	TBD
Project Officer	Under the overall supervision of Programme Manager, responsible for coordination and monitoring of project activities implementation.	TBD
Senior Engineer	Responsible for housing and/or infrastructure rehabilitation works; coordinates with the Programme Manager and other units within the Project team to ensure implementation.	Filled
Field Engineers	Under the overall supervision of Senior Engineer, responsible for rehabilitation, monitoring and follow-up.	Filled
Civil Engineer	Under the overall supervision of Senior Engineer, responsible for quality assuring the rehabilitation works.	Filled

(Time-schedule) *[Annex 2.10]*

Partnerships and Stakeholder Engagement

The Project will work in close partnership with the Government of Iraq (GOI), at national, governorate and local levels to coordinate and implement the proposed activities. For the proposed activities and outputs, the Ministry of Labour and Social Affairs (MoLSA) will be the primary partner within the GOI to ensure an effective and sustainable outcome.

The Project will also leverage the comparative experience and expertise of the complementary projects under Stabilization (FFS, ICRRP), Economic Diversification (Funding Facility for Economic Reform -FFER) pillars of the UNDP Iraq programme portfolio. UNDP Iraq will put conscientious efforts to link between its own projects across the pillars to ensure synergy through complementarity and continuity.

Active coordination and information sharing will also be sought with the relevant partners including NGO partners such as Cash Consortium for Iraq (CCI) and UN agencies in bilateral manner, or through the UN Cluster System (e.g. Cash Working Group, Shelter, Emergency Livelihood, Food Security, Protection (under which, four sub-clusters of Child Protection; Gender Based Violence; Housing, Land and Property, and Mine Action), etc.), in addition to coordination with the Humanitarian Country Team. Required coordination for programming within the framework of the UNSDCF will also be ensured through engagement with the Priority Working Groups (PWGs)[34] and the Programme Management Team (PMT) of the UNCT in Iraq.

Beneficiaries (including broader community of the targeted areas) are the most important stakeholders, and would be consulted and engaged to identify priority needs and better inform project design, management and implementation. Local mechanisms such as Local Peace Committees (LPCs), community groups including women, youth, persons with disabilities and other groups, non-governmental organisations and community-based organisations that UNDP have existing partnerships with, would be engaged and consulted to ensure broad community participation. Such community engagement will be coordinated and leveraged as required with UNDP Iraq's Social Cohesion Team, which is responsible for providing technical support to mainstream the strategic priority ('social cohesion') in all projects and activities[35] under the Country Programme portfolio. Social Cohesion Team coordinates with other project teams to share information and progress of respective activities on a regular basis (e.g., biweekly meeting with Stabilization pillar teams) and ad hoc (e.g., project team requests inputs when designing an activity or assessing the needs/challenges of selected location, for review of proposals and other, and coordination to engage with communities, etc.).

Consideration of conflict sensitivity, social/environmental safeguards

The Project will focus on the governorates of Anbar, Diyala, Kirkuk, Ninewa and Salah al Din, where communities have since 2014 experienced significant levels of violence, loss of life, destruction of personal and public property, and displacement, including through the process of liberation from the control of ISIL. COVID-19 has also in recent months compounded the socio-economic conditions for the communities in these governorates. Therefore, UNDP has identified several common lines of conflict and fragility that impact these governorates, and accordingly has considered these as part of the Project's design. These lines of conflict and fragility include, but are not limited to tensions between different groups/communities over access to services and limited resources -including financial and natural resources; potential for increase in existing tensions between people that will directly receive support from the Project, and those who will not; an increasing trend in SGBV/GBV in the target locations; incidents of violence/armed attacks initiated by ISIL/ISIL sleeper cells; increased vulnerability of at-risk- youth to violent extremism; and the increased levels of economic vulnerability across all communities as a result of COVID-19, leading to an increase in social tensions.

Furthermore, UNDP also recognizes there are unique lines of conflict and fragility in each of the governorates, that can pose a risk to the Project. These include for example the level of diversity in the ethnic, tribal, and religious composition of communities in each governorate, levels of explosive hazard and IED contamination, the environmental conditions and availability of natural resources, the types of security conditions, economic activity and susceptibility to natural disasters. Therefore, UNDP Iraq will draw upon a system that will be put in place in the Country Office to provide ongoing conflict and political economy monitoring and analysis to help increase the timely availability of data and analysis that would directly impact this Project. During the planning phase of the Project more specifically, the existing conflict and development analyses for the governorates of Diyala will be updated as needed, and for locations such as Kirkuk, where analytical data has been limited, a

[34] In particular, the PWG#2 that focuses on the Strategic Priority #2 Growing the Economy for All.

[35] UNDP Iraq Social Cohesion Programme (ISCP)

conflict and development analysis will be undertaken. For Salah al Din, Anbar and Ninewa internal analyses will be updated in early 2021.

As part of the Project's efforts to mainstream conflict sensitivity, UNDP will ensure the staff involved in the design, implementation and monitoring of activities are trained on conflict sensitivity so that the lines of conflict and fragility identified above are not worsened through the Project and do not pose an undue risk to the Project. Where relevant for example where target locations and community dynamics call for heightened level of care to ensure do no harm the Project's service providers and Responsible parties will also be appraised of UNDP's conflict sensitive approach. Additionally, UNDP will aim to adopt an evidence and needs-based prioritization and decision-making process, which also includes community and local authority consultations in order to strengthen local stakeholders' buy-in and legitimacy of decision-making processes. This includes for example ensuring the opportunity and space for women and youth engagement. UNDP will also maintain effective levels of information sharing regarding the Project objectives, goals, activities and target groups, in order to ensure critical levels of transparency. All efforts will apply do no harm ensuring all communities/beneficiaries are treated fairly and not (re)enforce or worsen social division.

A Social and Environmental Screening (SES) has been conducted for this Project. This Screening identifies risks relating to the categories of human rights, gender equality and women's empowerment, and community health, safety and working conditions. A number of the proposed mitigation measures indicated in the SES already form part of UNDP Iraq's project management processes for work in the target governorates and in the identified sectors of work, that have been in place primarily within FFS and ICRRP. However, as part of a process of continuous improvement, this Project will capitalize on these measures and will take necessary steps to further strengthen measures where relevant, including for example on conducting an environmental screening of livelihood projects, building in more sensitization and capacity building into project activities.

The monitoring system for this Project will include not only progress and results monitoring, but be more multi-faceted, to include also systematic monitoring of risks identified in the Fragility, Conflict and Violence (FCV), and the SES. The system will also therefore for example include monitoring of health and safety and environmental aspects. Risk management is led by UNDP's Project Managers, while monitoring is undertaken by the M&E team. Monitoring the lines of conflict and fragility, will be supplemented by the analytical and monitoring work that will be undertaken by the Social Cohesion team in the Country Office.

Risks and Assumptions[36]

Risks	Probability (1-5)	Mitigation strategy	Impact (1-5)
Contextual Risks: Risks of state failure, return to conflict, development failure, humanitarian crisis. Factors over which external actors have limited control.			
Movement restrictions and other safety measures imposed, due to the COVID-19 pandemic, may cause delays or changes in operational arrangement for project implementation and monitoring.	P-4	Close monitoring of Government of Iraq (GOI) advisory on inter and intra governorate movement. Maintain up-to-date knowledge on existing and planned measures which may impose access restrictions for UNDP field teams, programme staff and contractors/project partners in areas of operation due to COVID-19 related mitigations. While respecting movement restrictions, establish workarounds in place when physical access is not possible, to ensure implementation advances and	I-3

[36] Detailed risk analysis is regularly updated, and would be shared through reporting.

		monitoring is undertaken with locally based field teams using remote monitoring tools. Application of rapid feed-back loops from access/situational context monitoring to inform course correction measures as necessary, to account for unavoidable delays or changes to anticipated scheduling.	
Worsening security situation across the Middle East region affects security in Iraq, especially in the target areas. Such security challenges may result in difficulties in accessing and implementing activities in the selected areas.	P-2	Indications of a deterioration in security related to regional conflict and tensions to be closely monitored and raised to the Prime Minister and National Operations Centre (NOC) via UNDP Iraq Resident Representative or UN Iraq Resident Coordinator/Humanitarian Coordinator and other existing UN mechanisms where such deterioration threatens stabilization gains and/or continuity of activities. Robust field teams in place to ensure continuity of localized activities to the best degree possible when wider movement of UNDP teams may be restricted due to insecurity.	I-3
Possibility of re-emergence of ISIL group activity including re-capture of liberated territories or targeted attacks, leading to displacement and further challenges for livelihood generation.	P-2	Strict monitoring of the security situation and maintain operations in keeping with the security regulations of UNAMI, including UNDSS. Where possible, work with local authorities to develop extraction plan for critical UNDP teams and assets in case of rapid deterioration in security context.	I-4
Financial and economic crisis/shocks caused by oil price drop, drastically increases the number of people living below poverty line/falls out of social protection net, which may deprioritize longer-term approach in livelihood development.	P-3	Monitoring of broader economic and employment contexts. Course correct project targets, scope and programmatic direction in line with emerging patterns of employment generation needs. Regularised engagement with Project Board to inform prioritisation of interventions and strategic decision making. Close liaison and relationship building with government counterparts at all levels to ensure macro indications of crisis/shocks are accommodated in project design and implementation	I-3
Risk of natural hazards affecting timely programme implementation	P-2	Apply existing early warning, contingency planning mechanisms into programme design and natural hazard risk information in the design of farming sector activities	I-2
Programmatic risks (as per the Results matrix): Main risks of failure to achieve Project aims and objectives. Also Risk of causing harm through intervention.			
Poor quality contracted work leading to ineffective results and/or expectations going unmet.	P-2	A strong, multi-layered monitoring mechanism to be in place on the ground during the implementation phase to closely supervise contracted/partner work. The monitoring mechanism to mobilise a multi-disciplinary team to include UNDP engineers, specialized field monitors, health and safety officers	I-2

		and environmental specialist to ensure a diversity of perspectives.	
Risk of tensions being created/increased between communities in the target locations which will receive direct support through the Project and other communities that do not. (e.g. immediate surrounding communities.) Risk of project support not meeting the priority needs of the target communities	P-3	The project aims to ensure that programming is undertaken in consultation with relevant stakeholders, including Government and communities, and also informing prioritization based on the findings of markets and needs assessments, and value chain analysis. Mechanisms will also be in place to obtain complaints with regards to targeting and beneficiary selection. The project aims to support different ethnic, religious and tribal communities, and to reach returnees, displaced and host communities as relevant, in keeping with the principle of do no harm. An updated conflict analysis will also be used when planning the design, implementation and monitoring in order to be able to identify specific strategies that need to be adopted to mitigate the creation/exacerbation of tensions.	I-3
Risks of service providers/responsible parties not complying with UNDP standard, policy and related rules and regulations	P-2	Application of multi-layered monitoring oversight on project partner adherence to specifications, quality of work and broader rules and regulations associated with UNDP implementation. Clear targeted contract clauses to stipulate UNDP quality standards, rules and regulations. Enforce strict procurement policies and procedures in cases of non-compliance with UNDP quality standards, rules and regulations.	I-3
Risks of sexual and gender-based violence, or discrimination	P-2	All UNDP staff are fully trained on the prevention of sexual harassment, exploitation and assault through a suite of mandatory courses; dedicated gender unit staff and annual work plan specially designed for gender mainstreaming and protection will be strictly adhered. Conscientious design of programme and staffing, and gender-mainstreamed implementation and monitoring. Ensure wide communication relating to the various means of reporting incidents or threats of sexual harassment, exploitation of assault. Special measures introduced to ensure comfort and safety of female participants in targeted Livelihood sector interventions, including regular one-on-one liaising during project implementation and after project completion.	I-4
Risk to the environment/natural habitat, and possible pollution from construction work that will be undertaken.	P-2	The Project will undertake elements of infrastructure renovation and rehabilitation projects as part of the overall support to building resilience through employment generation. Larger projects in target locations will undertake individual SES to identify potential risks to the environment and natural resources, and identify the required and relevant	I-3

		mitigation measures prior to initiating implementation. Where relevant, ESIA or SESA will be undertaken. The project's monitoring practices will include targeted oversight of environmental safeguarding and protection efforts.	
Institutional risks: Risks to the Fund/ Implementing Partner, e.g. security, fiduciary failure, reputational loss, domestic political damage.			
Reputational risks if conflict-sensitive/do no harm approach is not correctly mainstreamed and implemented	P-3	Conflict-sensitive approach to be applied in project planning, implementation, monitoring and communication to ensure that there is no harm caused by UNDP works in the mandated locations of the liberated governorates.	I-4
Risk of corruption and fraud by selected partners/service providers, or other stakeholders	P-2	A zero-tolerance policy in terms of dealing with corruption, which is practiced transparently and without exception in all cases where corrupt or fraudulent activities are encountered. Communication to all staff and contractors regarding how to report instances of threats, blackmail etc. Clear response mechanisms built into overall management structures for cases of threats towards staff or contractors. UNDP staff involved with procurement processes to be given full briefings and training in relation to standard protocol to ensure non-leakage of procurement related information, identification and reporting of attempts to undermine protection of procurement documentation and guidance on conduct and reporting if encountering a threatening situation. Use of e-tendering system and relevant training to potential bidders and partners	I-3
Non-compliance with labour laws, including use of child labour	P-2	UNDP rules and regulations on Child Labour to be explicit in procurement and contract materials. Kick off meetings and briefings with project partners to re-cap labour law obligations. Project supervisors and monitoring teams to pay targeted attention to reports, indications and suspected cases of underage workers.	I-3
Risk to staff security Risk of Project staff being killed, abducted, injured or otherwise harmed by working in a hazardous environment.			
Safety and health related incidents, especially given the current context of COVID-19	P-4	All UNDP personnel including field teams to be equipped with PPE and receive guidance on correct use of PPE. UNDP field teams to receive clear guidance on social distancing and hand hygiene protocols while in the field and working with implementing partners. Onsite meetings/close interactions between UNDP personnel and field teams to be kept to a minimum. Online meetings and joint calls to be relied upon in lieu of on-site gatherings whenever possible.	I-4

		Reporting of suspected or confirmed COVID 19 cases within the teams of implementing partners such as contractors or NGO teams to be applied. Quarantine protocols in-place for any UNDP project of field teams who may have been in close contact with confirmed COVID 19 cases within implementing partner teams. All UNDP personnel and field teams to adhere to national and localised movement restrictions, curfews and other state safeguards against COVID 19 infection.	
Risk to UNDP staff and beneficiaries due to explosive hazards and IED contamination in target locations	P-2	Explosive hazard removal actors, through the coordination of the Directorate for Mine Action (DMA) to conduct rapid threat assessments where explosive hazard (EH) threats are perceived or reported. Threat assessments for project sites use classification with Low, Medium and High risk inform sequencing of UNDP activities when necessary. UNDP to maintain on-the-ground coordination with actors who are undertaking explosive hazard removal activities in all areas. UNDP works with available explosive hazard removal capacities including DMA, ISF, NGO and sub-contractors to priorities site clearance at FFS project locations. UNDP to continuously advocate for donor community support to explosive hazard removal as a necessary accompaniment to UNDP activities. UNDP teams who face a particular exposure to EH threat such as those working on cash for work interventions in the public realm, to undergo EH awareness training.	I-4

Knowledge

The Project will conduct assessments and analyses to profile socio-economic needs/vulnerabilities of target population, economic viability of selected sectors/businesses (market assessment, value chain study, etc.), conflict dynamics, and other. The assessments and analyses will be also made available to the partners and stakeholders for information sharing and broader discussions.

Lessons learned from project implementation, including lessons on mainstreaming crosscutting approaches will be at least annually documented by the Project team, and shared with the partners through reporting and with the Project Board. To ensure coherence and create synergy across UNDP programming, the Project will provide the information gathered and lessons documented to other relevant projects, such as the Funding Facility for Economic Reform (FFER), which focuses on technical advisory support to the GOI for priority policy reforms.

Two evaluations are planned for this Project, for its four-year implementation cycle. Subject to funds availability and identified needs, additional impact assessments could be considered to evaluate how this Project complements stabilization and recovery efforts to build resilience of the target vulnerable population.

Sustainability

Sustainability is built into the Project's strategic approach and activities' design, where the focus is placed on strengthening the capacities of individuals and productivity of viable economic sectors to enable creating more jobs and business opportunities after the Project's exit.

Assessments and analyses conducted will be used to identify needs and better inform/improve the project management and implementation, and relevant partners as well as broader community stakeholder groups will be engaged in the process to provide inputs and to ensure that similar process could be replicated and continued with local ownership, after the Project's exit.

Activities under this Project will be coordinated with relevant government partners, and complementary policy level support will be sought by the UNDP projects such as FFER under the Economic Diversification pillar.

IV. PROJECT MANAGEMENT

Project Management

The Project will be managed through the direct implementation modality (DIM) by UNDP Iraq, which is accountable for the overall achievement of results and management of resources. The Project will be implemented in Governorates of Anbar, Diyala, Kirkuk, Ninewa and Salah al Din.

As the Project will be implemented in the Governorates which are also directly supported by UNDP's Funding Facility for Stabilization (FFS) and Iraq Crisis Response and Resilience Programme (ICRRP), the Project will adopt a coordination and management structure which ensures complementarity in the design of activities, consistency in the quality of activity implementation, and increased cost effectiveness in implementation across all three projects. This will be ensured by relying on the existing field implementation and quality assurance architecture of ICRRP for livelihoods programming, and FFS for infrastructure rehabilitation. Through this Project UNDP will increase the number and profiles of technical capacities in the livelihood teams and infrastructure rehabilitation teams, in order to ensure availability of the required resources and level of expertise for quality assurance of programming, and the results achieved. The monitoring and evaluation team will also be increased and the Project will have a dedicated Reporting Officer. Additionally, the Project will draw upon the technical expertise of the Iraq Social Cohesion Programme (ISCP) for analytical data relating to the conflict analysis of the target locations, and to support conflict sensitive design and monitoring of interventions.

The Project will also maintain a close collaboration with UNDP Iraq's Funding Facility for Economic Reform (FFER), to ensure its downstream programming is aligned with the key economic reforms that would be supported at policy and institutional levels, including efforts to strengthen the growth of SMEs, and in turn to share the lessons learned with the FFER team on supporting SME development in the liberated governorates

UNDP will identify the required and qualified service providers and/or Responsible Parties, to support implementation of activities. Service providers and Responsible Parties will be selected according to UNDP's established Programme and Operations Policies and Procedures[37] following as required procurement or programmatic selection processes, to achieve high quality results, to mitigate risks and to strengthen administrative efficiencies. Service providers and Responsible Parties will be directly accountable to UNDP in accordance with the terms of each agreement signed. Service Providers and Responsible Parties can be

[37] UNDP Programme and Operations Policies and Procedures, available at available at https://popp.undp.org/SitePages/POPPRoot.aspx

qualified entities from private sector, civil society, academia and/or government as deemed necessary to meet the requirements of the Project.

Funding would be received by UNDP Iraq and managed in keeping with UNDP's Financial Rules and Regulations, and the terms and conditions of the Financing Agreement signed with the donor. The Project's management will also be guided by the decisions of the Project Board where relevant. The Project will be audited within the framework of the Direct Implementation Modality (DIM) as determined by UNDP's Office of Audit and Investigation (OAI). UNDP Iraq also has a dedicated Investigation Officer assigned by OAI, that will investigate any cases of fraud or corruption relating to this Project. Additionally, any Responsible Party engagements that are guided by the Harmonized Approach to Cash Transfer (HACT), would be subject to spot-checks and audits in keeping with the requirements of the HACT Framework. The Project will also be evaluated in keeping with UNDP's Evaluation Guidelines[38] both at mid-point and at the end of the Project.

Direct project costing will be applied to the Project for the support services provided by the UNDP Iraq Country Office relating to both programme and operations. The Direct Project Costs (DPC) are organizational costs incurred in implementation of project activities and/or services that can be directly traced and attributed to that activity and/or service. These costs are included in the project budget and charged directly to the project budget based on annual expenditure. The objective of DPC is to reflect in the appropriate project budget, direct costs of achieving the relevant project results and objectives funded from regular (core) and other (non-core) programme resources. This Project will be provided with operations support (i.e. human resources, procurement, finance, transport, IT etc.) through the Service Centre in the UNDP Iraq Country Office which is based in Erbil. Programme quality assurance will be provided through the Stabilization Pillar and Economic Diversification Pillar teams, with the support of the Programme Management Support Unit of the Country Office, based out of Baghdad.

[38] UNDP Evaluation Guidelines available at http://web.undp.org/evaluation/guideline/

V. VISIBILITY

UNDP is committed to promoting the role of the Government of Iraq, The Government of Germany through KfW, and UNDP in supporting Iraqi communities under this bilateral agreement. To that end, UNDP suggests the following visibility for the Project's five-year period.

This plan may be refined when an agreement between KfW and UNDP is made.

Activity	Details	Quantity	Measurement of success	Budget
Project site branding – infrastructure rehabilitation	Project sites for rehabilitation will be branded with temporary signage during rehabilitation, and with permanent signage after the Project has been completed. Signage will include Project seal (German cooperation flag), KfW logo, UNDP logo and Government of Iraq flag. The sign boards will contain at least the following message: A development project of the United Nations Development Programme (UNDP) financed by the Federal Republic of Germany through KfW	Signage to be placed at each project site.	• Increased awareness of KfW's contribution among Iraqi authorities and communities, local and international partners, UN agencies, and other key stakeholders.	NA
Press release	UNDP to publish and distribute press release highlighting the agreement, and including quotes from UNDP, German Embassy/Consulate and KfW	1 x announcing the signing of the agreement 3 x marking a significant project milestone *Additional press releases can be published based on other significant project milestones.*	• Open rates on distribution email • Press coverage • Website views for published press release on UNDP Iraq website	NA
Signing ceremony	A signing ceremony will be held to announce the new bilateral agreement between UNDP Iraq and KfW. UNDP Iraq's Resident Representative will be present at the signing (pending availability). This may be held online or in person based, pending movement restrictions.	One signing ceremony.	• Increased awareness of KfW's contribution among Iraqi authorities and communities, local and international partners, UN agencies, and other key stakeholders.	NA

Inauguration ceremony	UNDP to hold an inauguration/handover ceremony to celebrate completion of the projects (where appropriate)	Per project completion, as appropriate.	• Press coverage in local media • Engagement rates on social media	NA
Human interest stories	UNDP to publish human interest stories for the web, highlighting the project's impact and mentioning contribution by the Federal Republic of Germany through KfW.	Five (one per year), to be shared on UNDP social media channels and UNDP website.	• Story website views, or video views on UNDP Iraq channels • Engagement rates on Social media • Increased awareness of KfW's support to Iraq	$25,000
Social Media – Twitter @UNDPinIraq	UNDP to publish tweets with photos, highlighting project progress, during implementation and once completed mentioning by "German support".	To be determined based on number of projects funded, but could include: 1 x announcing the funding agreement 10 x marking project milestones	• Engagement rates on Social media • Increased awareness of KfW's support to Iraq	NA
Social media – Facebook @UNDPinIraq	UNDP to publish Facebook posts with photos, highlighting project progress, during implementation and once completed mentioning by "German support".	To be determined based on number of projects funded, but could include: 1 x announcing the funding agreement 5 x marking project milestones	• Engagement rates on Social media • Increased awareness of KfW's support to Iraq	NA
Social media – Instagram @undpiraq	UNDP to publish high-quality, compelling images highlighting the impact of the Project on individual beneficiaries mentioning by "German support".	5 x to align with human interest stories	• Engagement rates on social media • Increased awareness of KfW's support to Iraq	
Social media – Amplification to external audiences	UNDP will liaise with its partners to request amplification of its social media content.	Partners can include but are not limited to: United Nations Assistance Mission to Iraq (UNAMI) @UNAMI, UNDP Headquarters @UNDP, UNDP Regional Bureau @UNDPArabStates, The Global Coalition @Coalition, and local Iraqi media	• Number of partners who share content	

Joint UNDP/KfW blog	UNDP and KfW to publish joint opinion piece relating to the Project theme	1 x joint blog	• Piece published by German (or international) news outlet • Opinion piece website views on UNDP Iraq website	NA

MONITORING AND EVALUATION

In accordance with UNDP's Project Management policies, the project will be monitored through the following monitoring and evaluation plans. The monitoring plan will be annually reviewed as part of Project Management.

Monitoring Activity	Purpose	Frequency	Expected Action	Estimated Cost
Track results progress	a) Field level monitoring of progress of activity implementation, new opportunities, challenges and issues that negatively impact the pace and quality of achieving results. b) Progress data against the results indicators in the Results Framework collected and analysed to assess the progress of the project in achieving the agreed outputs.	a) Weekly b) A minimum, quarterly, and where relevant in keeping with the frequency required for each indicator will be defined in an internal Monitoring Framework	Slower than expected progress and quality will be addressed by project management, and corrective measures taken.	USD 300,000 (per year)
Monitor and Manage Risks	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.	At least twice a year	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 Management	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.	
Project Review to Make Course Corrections	Internal review of data and evidence from all monitoring actions undertaken by the Project Team to inform decision making by the Project Board. This internal review will also include taking stock of transition strategies adopted by the Project.	At least annually, and ad hoc as required	Performance data, risks, lessons and quality will be discussed by the project and used to make course corrections.	

Monitoring Activity	Purpose	Frequency	Expected Action	Estimated Cost
Annual Project Implementation Quality Assurance	The quality of the project's implementation will be assessed annually against UNDP's implementation quality standards to identify project strengths and weaknesses and to inform management decision making.	Annually (Q2/Q3)	Areas of strength and weakness will be reviewed by the Project's management team and used to inform decisions on course adjustments needed in implementation and management.	
Project Report	A consolidated progress report in UNDP's Reporting Template will be circulated to members of the Project Board and key stakeholders, consisting of progress data showing the results achieved during the reporting period, a summary of risks, and lessons learned, and any evaluation or review reports prepared over the period.	-Quarterly progress report -Annual progress report -Final project report	Keep stakeholders informed of the project's progress, opportunities and challenges, risks and lessons learned.	
Project Review by the Project Board	The Project Board does a regular review of the Project to assess its overall performance in achieving results and management of resources. The Project Board will meet at least once a year, and in the project's final year, will 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. The Project Board will also review the findings of the Evaluations and support the Project's Management to identify any course adjustments required to strengthen implementation and management.	At-least Annually	The Project Board will discuss any quality concerns or slower than expected progress and agree on management actions to address the issues identified. The Project Board will also review the Project's transition and closure arrangements.	
Project Audit and/or Investigation	To ensure the project is implemented in keeping with UNDP's Financial Rules and Regulations (FRRs). Audits within the framework of DIM will be commissioned and managed by OAI. OAI will also monitor and support any investigations relating to allegations or cases relating to fraud and corruption.	As determined by OAI in keeping with FRRs.	The Project Management Team will review the findings of the Audit to identify what corrective management measures (if any) are required, and also identify any additional safeguards needed to strengthen anti-corruption and anti-fraud measures.	USD 10,000 per year
Project Closure Quality Assurance	The quality of the closure process of the project will be assessed against UNDP's quality standards to identify strengths and weaknesses and to inform management decision making to improve the process.	At least 3 months prior to the Closure of the Project	Areas of strength and weakness will be reviewed by project management and used to inform decisions needed to ensure a responsible and efficient closure process.	

Evaluation Plan

The Project will be specifically evaluated at the mid-term of its implementation, and at the end of the Project. Should UNDP Iraq undertake Outcome evaluations at the level of the Country Programme, the contributions of this Project will also be considered under Outcome 2 of the 2020-2024 Country Programme Document. Furthermore prior to the formulation of the next Country Programme in 2025, UNDP Iraq will be evaluated by the UNDP Independent Evaluation Office (IEO) for the Independent Country Programme Evaluation, according to a timeline determined by IEO. This Project's contribution to the CPD will accordingly be considered in the ICPE process as well.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	Project (BMZ funding) / UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid- Term Evaluation	Not Applicable	Strategic Plan 2018-2021: **Outcome 1:** Advance poverty eradication in all its forms and dimensions	CPD 2020-2024 Outcome 2: Improved people-centred economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations.	June 2022	Ministry of Labour and Social Affairs, target Governorates, Private Sector and Civil Society Organizations, KfW/Government of Germany	USD 50,000 Project Funds
Final Evaluation	Not Applicable	Strategic Plan 2018-2021: **Outcome 1:** Advance poverty eradication in all its forms and dimensions	CPD 2020-2024 Outcome 2: Improved people-centred economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations.	June 2024	Ministry of Labour and Social Affairs, target Governorates, Private Sector and Civil Society Organizations, KfW/Government of Germany	USD 50,000 Project Funds

Reporting

UNDP will provide the following reports in relation to this Project:

- A brief update against employment promotion indicators, once in 2 months.
- A brief consolidated Project progress report, once a quarter, in keeping with the agreed Reporting Template under the UNDP-KfW Guidelines for the Partnership, and as needed in the KfW 'Update Report' sample.
- A Progress Report, by 28th February of each year reviewing the project progress in the previous calendar year; including information on financial progress based on the updated budget template (uncertified financial information).
- Certified Financial Statements, by 30th June, issues by UNDP's Bureau of Management Services.
- Final Report, within 6 months of completion of all activities. This report will include lessons learnt and a detailed project retrospective comparing actual implementation with the original plan and providing explanations for any deviations.

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP has supported a broader range of interventions in Iraq since 1976, including in crisis response and recovery, stabilization, social cohesion, environment, and governance. Most recently, since 2014, UNDP Iraq has been at the forefront of designing and implementing Projects which focus on increasing people's access to basic services through infrastructure rehabilitation, and access to income generating/livelihood opportunities in several parts of the country. Four (4) projects in particular have focused on these areas of support, and these include;

- The Iraq Crisis Response and Resilience Programme (ICRRP), has been operational since late 2014, providing support to IDPs, Syrian Refugees and host communities, both in the Kurdistan Region of Iraq and in the governorates formerly under the control of ISIL. ICRRP is also currently implementing infrastructure rehabilitation and livelihood support activities in the south of Iraq, with a focus on the governorate of Basra. ICRRP has supported an estimated 22,949 beneficiaries (6,206 women) through cash for work, 12,726 (5,628 women) through business development support (which includes training, grants and asset replacement support), 8,802 (3,805 women) through vocational and skills development, and 1,328 (387 women) through job placement.

- UNDP's Funding Facility for Stabilization (FFS) has been operational since 2015, providing support to facilitate the return of internally displaced persons to 31 locations in the five governorates of Anbar, Diyala, Salah-Al-Din, Kirkuk and Ninewa, formerly under the control of ISIL. FFS has completed 2,403 infrastructure rehabilitation projects as of June 2020, including the rehabilitation of 25,742 houses, and supported 43,290 people (13,893 women) through livelihood activities which include cash for work and cash grants for women headed households.

- The EU funded Local Area Development Programme (LADP III) and Strengthening the Long-Term Resilience of Sub-national Authorities in countries affected by the Syrian and Iraqi Crises (HEADWAY) project has since 2019/2020 focused on supporting targeted livelihood opportunities in the KRI and in the south of Iraq, in Missan, Thi-qar and Basra.

Roles and implementation responsibility by entities of your organization	
Entities	**Role and responsibility for implementing Project (e.g. technical expertise for infrastructure design study)**
Country Office Senior Management (Baghdad)	Will provide overall strategic direction and guidance on the alignment of the Project with UNDP Iraq's Country Programme, including internal coordination between relevant Projects. Maintains strategic level engagement with the Government of Iraq, the UNCT, development partners and Civil Society. Ensures overall UNDP Iraq's accountability to deliver on its obligations to Government of Iraq and the Donors.
Country Office Service Centre (Erbil)	Provides Operations Support Services including on human resources, procurement, finance, administration, IT, and transport which are directly required by the Project for implementation of activities.
Country Office Security (Baghdad & Erbil)	Will ensure the Project's compliance with UNAMI and UNDSS Security Protocols.
Country Office Programme Pillars and Programme	Will ensure the Project's results linkage with the Country Programme; provide programme management advisory support and quality assure the

Management Support Unit (Baghdad)	management of the Project for compliance with UNDP's Project Management policies and procedures. Will ensure that Project Evaluations are managed independently, and timely preparation for Audits. Quality assures Project reporting.
Project Offices (Baghdad & Erbil)	Responsible for the overall management of the Project, including the design, implementation, monitoring and closure/handover of activities in compliance with UNDP's POPP. Responsible for technical quality assurance of results (i.e. livelihood results and infrastructure units). Provides timely progress reports.

Project Board

The Project will be governed by a Project Board, which is the highest-level project management and oversight body. It will provide strategic and policy guidance, review progress against target results, support the identification of solutions to challenges faced by the project, and review risks and lessons learned. The Board will also provide guidance needed to strengthen coordination and collaboration among other relevant projects and with other national initiatives and development projects. The Project Board will **meet at least annually** and, should the need arise the Board will also meet on an ad-hoc basis, in the event for example there is a significant change in context. The Board will receive a consolidated Quarterly, Annual and Final Reports from the Project.

The *main responsibilities* of the Project Board will be 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.

To ensure UNDP's ultimate accountability, the Project Board's decisions will be made in accordance with standards[39] that shall ensure best value for money, fairness, integrity, transparency and effective international/national competition. In case a consensus cannot be reached within the Project Board, a final decision shall rest with the UNDP Resident Representative as the Executive of the Board.

The Board will comprise of the UNDP Resident Representative as the Chair of the Board, the Ministry of Labour and Social Affairs (MoLSA) representing the interests of the people of Iraq as the Senior Beneficiary,

[39] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, which of UNDP shall apply.

and UNDP's Deputy Resident Representative (Programme) and Head of Stabilization, together with the contributing donors and development partners including the Government of Germany/KfW, as the Senior Supplier.

The **Chair of the Board** will have ultimate responsibility for the project. As part of the responsibilities of the Board, the Chair will ensure that the project is focused throughout the project cycle on achieving its outputs and targets. Additional responsibilities include monitoring and controlling the progress of the project at a strategic level; ensuring that risks are being tracked and mitigated as effectively as possible; and chairing and ensuring that the Project Board meets in a timely manner, as stipulated in the project document. The Chair will be responsible for approving the Projects multi-year and/or annual work plans.

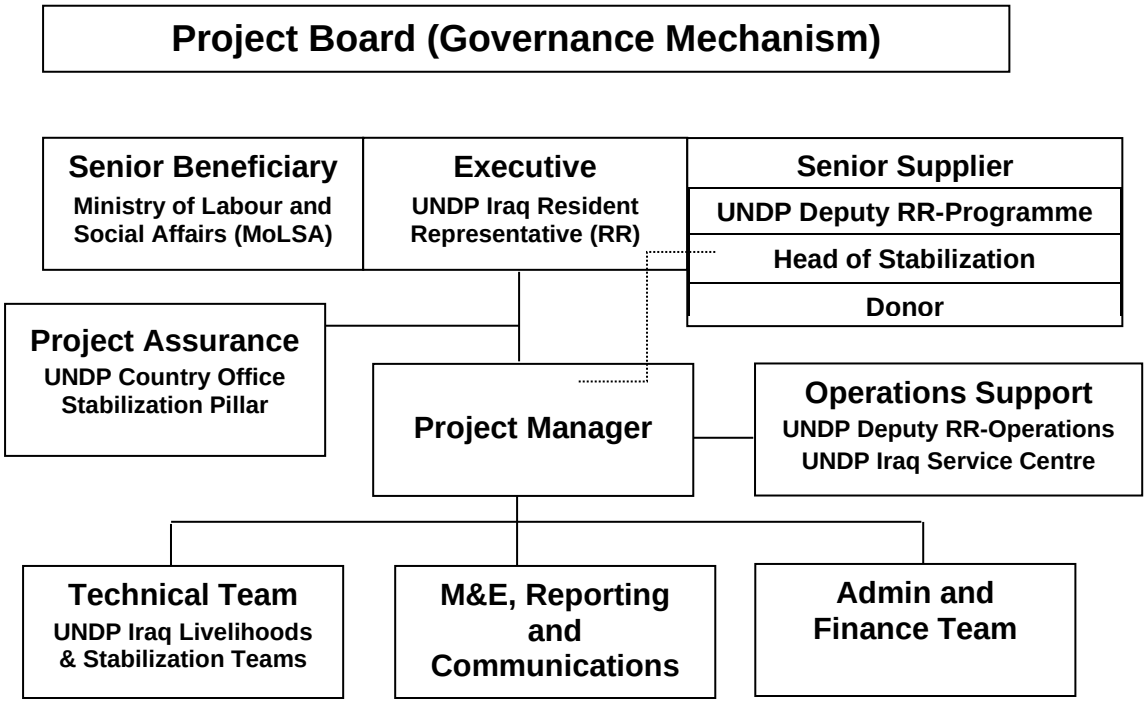
The **Senior Beneficiary** will be represented by a Senior Official from the Ministry of Labour and Social Affairs (MoLSA) representing the interests of the people of Iraq who will ultimately benefit from the project. The primary function of the Senior Beneficiary within the Project Board is to ensure the realization of project results from the perspective of project beneficiaries. Additionally, MoLSA may invite other Government entities to engage with the Project Board as **Observers**, as a means of facilitating coordination and information sharing relating to initiatives that promote employment creation/livelihood development and the geographical locations liberated from ISIL. With the endorsement of the Project Board additional Institutions/Organizations may be invited to engage as Observers in the Project Board, including civil society organizations.

The **Senior Supplier** will represent the interests of those parties concerned with providing funding and/or technical expertise to the project. In this Project the Senior Suppliers would be represented by UNDP's Deputy Resident Representative (Programme) and the Head of Stabilization, and development partners including the Government of Germany/KfW. The primary function and responsibility of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. As part of the responsibilities of the Project Board, the Senior Supplier will advise on the identification of strategies, design and methods to carry out Project actions. Within the context of the Project Board, the Senior Supplier is also responsible for ensuring that progress towards outputs remains consistent; contributing the supplier's perspective and opinions on implementing any proposed changes; and arbitrating on and ensuring resolution of input/resource related priorities or conflicts.

The **Project Assurance** role will be delegated by the Project Board to the Stabilization Pillar to work internally in coordination with the Economic Diversification Pillar in the UNDP Iraq Country Office. Project Assurance has to be independent of the Project Manager. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance role needs to be engaged throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality. Project Assurance is required to ensure Beneficiary needs and expectations are being met or managed; risks are being controlled; adherence to the project justification (business case); the right people are being involved; an acceptable solution is being developed; the project remains viable; applicable UNDP rules and regulations are being observed; adherence to monitoring and reporting requirements and standards of the donor; quality management procedures are properly followed; and the Project Board's decisions are followed and revisions are managed in line with the required procedures. Overall guidance on Project Assurance will be provided to the Pillar from the Programme Management Support Unit (PMSU).

The **Project Manager** (PM) is responsible for the successful management of project outputs and contribution to the achievement of project outcomes. The PM will have the responsibility to run the project on a day-to-day basis on behalf of and within the framework outlined by the Project Board. The PM is responsible for working in coordination with the respective Senior Beneficiary, Service Providers and Responsible Parties of the project to ensure project implementation, financial management, administration, monitoring and reporting takes place in a timely manner. Under the guidance of the Chair of the Board, the PM shall ensure efficient coordination efforts between the stakeholders of the Project. The PM will be responsible for managing the realization of Project outputs and targets through actions as specified in the Multi-Year and Annual Work Plan. This includes: planning activities/actions; preparing annual work plans; overseeing the implementation of activities/actions (including liaising with service providers to mobilize goods and services); managing financial resources and accounting to ensure accuracy and reliability of financial reports; updating the monitoring plan; managing, monitoring project risks including identifying new risks and alerting the Project Board to consider

and decide on possible actions; managing issues and requests for change; and preparing the Project Quarterly Progress Update, Annual Report and Final Report for submission to the Project Board. The PM will be supported by a Project team that comprises of Technical Experts (livelihoods and infrastructure rehabilitation), M&E, Reporting and Communications, and Administration and Finance.


Project Board (Governance Mechanism)
Senior Beneficiary
Ministry of Labour and Social Affairs (MoLSA)
Executive
UNDP Iraq Resident Representative (RR)
Senior Supplier
UNDP Deputy RR-Programme
Head of Stabilization
Donor
Project Assurance
UNDP Country Office Stabilization Pillar
Project Manager
Operations Support
UNDP Deputy RR-Operations
UNDP Iraq Service Centre
Technical Team
UNDP Iraq Livelihoods & Stabilization Teams
M&E, Reporting and Communications
Admin and Finance Team

VII. ANNEXES

1. Results Matrix
2. Budget
3. Time Schedule
4. Fragility Conflict & Violence (FCV) Matrix
5. UNDP Social and Environmental Screening (SES) report
6. Reporting requirements
7. List of Triggers requiring prior consultation and agreement between KfW and UNDP

Annex 1.1 Results Matrix

Intended Outcome as stated in the UNSDCF/UNDP Country Programme (2020-2024)[1]: Improved people-centred economic policies and legislation contribute to inclusive, gender sensitive and diversified economic growth, with focus on increasing income security and decent work for women, youth and vulnerable populations.

Outcome indicators as stated in the UNDP Country Programme (2020-2024)[2]:

Outcome indicator 2.1. Number of jobs created in productive non-oil sectors out of total jobs by sex and age and persons with disabilities. [Baseline (2019): TBC Target (2024): TBC]

Applicable Output(s) from the UNDP Strategic Plan:

Output indicator 1.1.2. Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.

Project title: Building Resilience through Employment Promotion

Atlas Project Number:

BMZ Number: 2020 40 525

EXPECTED OUTCOMES & OUTPUTS	OUTCOMES & OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	2019	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Outcome *Income security and socio-economic inclusion improved, through support to create more livelihood opportunities for the vulnerable in target areas.*	- % increase in beneficiaries' household income - % of beneficiary women reporting positive change in their role within household/community - % of beneficiary youth reporting positive change in their role within household/community	*- Project reports* *- Project evaluation (field study)* *- Impact assessment (TBC)*								*- 33% increase in HH income* *- 30% of beneficiary women reporting positive change* *- 35% of beneficiary youth reporting positive change*	*Data collection:* *-Field monitoring visits by Field Monitors* *-Monitoring visits by M&E and Technical teams* *-Internal evaluative exercises* *Risks:* *-Inability to access the locations of implementation for field monitoring due to the security situation, or other operational challenges (e.g. movement restrictions due to health crisis)*
Output 1	**1.1)** # of beneficiaries supported by short-term[3] labour opportunities, disaggregated by gender	*- Field monitoring reports*			1,682 (391 w; 673 y)[4]					**1,682** (391 w; 673 y)	*Data collection:* *-Field monitoring visits by Field Monitors*

[1] United Nations Sustainable Development Cooperation Framework (2020-2024) for Iraq is to be finalized. This is as per the latest draft that was referred to, for the finalization of UNDP Iraq Country Programme Document (2020-2024) that was approved at Executive Board in February 2020.

[2] The Outcome Indicator is from the draft UNSDCF. As of July 2020, the baselines and targets have not been set for this indicator. This Project will focus on reporting on the Project level Outcome indicators.

[3] Short term opportunities are considered as providing employment for a minimum of 40 days.

[4] Per S/RES/2250(2015), "youth" is understood to include those aged between 18 and 29 years.

Target communities are supported to recover from the economic shock of COVID-19 · Activity 1: Create cash-for-work opportunities to ensure immediate income · Activity 2: Provide cash grants to the women-headed households to meet immediate needs	**1.2)** # of small grants provided to women-headed households	*- Internal project tracker*			1,650					**1,650**	*-Monitoring visits by M&E and Technical teams* *-Internal evaluative exercises* *Risks:* *-Inability to access the locations of implementation for field monitoring due to the security situation, or other operational challenges (e.g. movement restrictions due to health crisis)*
Output 2 ***Employment opportunities to support recovery from COVID-19 economic shock are created in housing sector through support to individuals and priority rehabilitation*** · Activity 1: Conduct relevant needs assessments, analyses with community participation ·Activity 2: Rehabilitate priority housing to increase security ·Activity 3: Create short-term employment opportunities with skills training ·Activity 4: Support SMEs in housing sector with in-kind support and/or grants	**2.1)** # of assessments and analyses conducted in target area									*TBC*[5]	
	2.2a) # of houses rehabilitated				1,045	560				**1,605**	
	2.2b) # of people benefitted from housing rehabilitation				6,270 (3,135 w; 2,508 y)	3,360 (1,680w; 1,344 y)				**9,630** (4,815 w; 3,852 y)	
	2.3a) # of beneficiaries (including women and youth) supported by short-term labour opportunities, in housing sector				1,220 (488 y)	110 (44 y)				**1,330** (532 y)	
	2.3b) # of people (including women and youth) benefitted from skills training for housing sector				410 (75 w; 164 y)					**410** (75 w; 164 y)	
	2.4) # of SMEs in housing sector provided with in-kind and/or grant support									*n/a*[6]	
Output 3 ***Employment opportunities are created in agricultural sector through support to individuals and priority rehabilitation*** · Activity 1: Conduct relevant needs assessments, analyses with community participation · Activity 2: Rehabilitate critical agricultural infrastructure for increased productivity · Activity 3: Create short-term employment opportunities with skills training	**3.1)** # of assessments and analyses conducted in target area									*TBC*	
	3.2a) # of key agricultural infrastructure rehabilitated				1 *project*		1 *project*	8 *projects*	1 *project*	**11** *projects*[7]	
	3.2b) # of people benefitted from rehabilitation				70 (25 w; 28 y)		250 (125 w; 100 y)	3,015 (1,497 w; 1,206 y)	750 (375 w; 300 y)	**4,085** (2,022 w; 1,634 y)	
	3.3a) # of beneficiaries (including women and youth) supported by short-term labour opportunities, in agricultural sector				70 (15 w; 28 y)		50 (20 y)	655 (75 w; 262 y)	150 (10 w; 60 y)	**925** (100 w; 370 y)	

· Activity 4: Support farmers/SMEs in agricultural sector with in-kind support and/or grants	**3.3b)** # of people (including women and youth) benefitted from skills training for agricultural sector					250 (50 w; 100 y)	200 (50 w; 80 y)	150 (75 w; 60 y)		**600** (175 w; 240y)	
	3.4) # of farmers and SMEs in agricultural sector provided with support						20 (2 w; 8 y)	579 (200 w; 232 y)	250 (65 w; 100 y)	**849** (267 w; 340 y)	
Output 4 ***Employment and business opportunities are created in private sector through support to individuals, SMEs and priority rehabilitation*** · Activity 1: Conduct relevant needs assessments, analyses with community participation · Activity 2: Critical municipal/community infrastructure for SMEs growth is rehabilitated · Activity 3: Create short-term employment opportunities with skills training · Activity 4: Support SMEs with training, coaching, in-kind support and/or grants	**4.1)** # of assessments and analyses conducted in target area									*TBC*	
	4.2a) # of key community infrastructure rehabilitated for SMEs growth				2 *projects*			1 *project*		**3** *projects*	
	4.2b) # of people benefitted from rehabilitation				430 (100 w; 172 y)			1,000 (400 y)		**1,430** (100 w; 572 y)	
	4.3a) # of short-term labour opportunities created for individuals, including women and youth, in SMEs				180 (72 y)			150 (60 y)		**330** (132 y)	
	4.3b) # of people (including women and youth) benefitted from skills training for increased employability in private sector (SMEs, etc.)						820 (246 w; 328 y)	780 (234 w; 312 y)	410 (123 w; 164 y)	**2,010** (603 w; 804 y)	
	4.4) # SMEs provided with training, coaching, in-kind support and/or grant				225 (89 w; 90 y)		165 (110 w; 66 y)	400 (95 w; 160 y)	155 (46 w; 62 y)	**945** (340 w; 378 y)	

[5] More than 2 per output

[6] Activities to be designed after Year 1 assessment

[7] Renovation/rehabilitation of the identified critical infrastructure: related rehabilitation works are counted as a *project,* which does not represent specific number of infrastructure units rehabilitated (this will be confirmed in the reporting).

Annex 1.2
Organisation: UNDP
Project title: Strenthening Resilience and Socio-economic Inclusion
Atlas Number: TBC
Donor code:
Project period: TBC

	#	Description	Total Budget (USD)									Total Budget (USD)*	Total Budget (EUR)*
		Activity	*Explanation*	*Unit rate/range*	Unit	# Units	Y1	Y2	Y3	Y4	Y5		
A=B+C+D	**Total project input cost**						**$ 10.548.937**	**$ 3.143.286**	**$ 3.137.352**	**$ 10.536.299**	**$ 4.181.987**	**$ 31.547.860**	**€ 26.815.681**
B	**Outcome 1**						**$ 10.152.309**	**$ 2.982.356**	**$ 2.976.422**	**$ 10.143.035**	**$ 3.997.282**	**$ 30.251.403**	**€ 25.713.693**
	Output 1	**COVID response**					**$ 5.130.400**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5.130.400**	**€ 4.360.840**
	Activity 1.1	Create cash-for-work opportunities to ensure immediate income	*CfW Payment estimated at USD 3,450,000.00 and training cost estimated at USD 336,400.00*	$ 2.251,13	Beneficiary	1.682	$ 3.786.400	$ -				$ 3.786.400	€ 3.218.440
	Activity 1.2	Provide cash grants to the women-headed households to meet immediate needs	*Cash grants are USD 1,014,000.00 and training cost estimated at USD 336,400.00*	$ 814,55	Beneficiary	1.650	$ 1.344.000					$ 1.344.000	€ 1.142.400
													€ -
													€ -
	Output 2	**Housing**					**$ 2.415.000**	**$ 2.057.000**	**$ 10.000**	**$ 7.000**	**$ 7.000**	**$ 4.496.000**	**€ 3.821.600**
	Activity 2.1	Conduct relevant needs assessments, analyses with community participation	*Estimated cost for onducting the needs assessments for the housing rehabilitation*	$7,000.00 - $30,000.00	Lumpsum	1	$ 15.000	$ 30.000	$ 10.000	$ 7.000	$ 7.000	$ 69.000	€ 58.650
	Activity 2.2	Rehabilitate priority housing to increase security	*Estimated costs for the rehabilitation of selected houses*	$ 2.549,53	House	1.605	$ 2.065.000	$ 2.027.000				$ 4.092.000	€ 3.478.200
	Activity 2.3	Create short-term employment opportunities with skills training	*Vocational training for the skills related to jobs and businesses in housing sector*	$ 192,53	Beneficiary	1.740	$ 335.000					$ 335.000	€ 284.750
													€ -
	Output 3	**Agriculture**					**$ 200.161**	**$ 509.573**	**$ 715.416**	**$ 5.999.390**	**$ 1.719.854**	**$ 9.144.394**	**€ 7.772.735**
	Activity 3.1	Conduct relevant needs assessments, analyses with community participation	*Estimated cost for onducting the needs assessments for the Agrigulutulral projects*	$7,000.00 - $30,000.00	Lumpsum	1	$ 15.000	$ 30.000	$ 10.000	$ 7.000	$ 7.000	$ 69.000	€ 58.650
	Activity 3.2	Rehabilitate critical agricultural infrastructure for increased productivity		$185,000.00 - $1,000,000.00	*Project**	11	$ 185.161	$ 165.573	$ 255.416	$ 2.952.390	$ 612.854	$ 4.171.394	€ 3.545.685
	Activity 3.3	Create short-term employment opportunities with skills training		$ 927,21	Beneficiary	1.525		$ 314.000	$ 300.000	$ 500.000	$ 300.000	$ 1.414.000	€ 1.201.900
	Activity 3.4	Support farmers/SMEs in agricultural sector with in-kind support and/or grants		$150,000.00 - $600,000.00	SME	849			$ 150.000	$ 2.540.000	$ 800.000	$ 3.490.000	€ 2.966.500
													€ -
	Output 4	**SMEs**					**$ 1.510.000**	**$ 30.000**	**$ 1.899.150**	**$ 3.362.989**	**$ 1.957.071**	**$ 8.759.210**	**€ 7.445.328**
	Activity 4.1	Conduct relevant needs assessments, analyses with community participation		$7,000.00 - $30,000.00	Lumpsum	1	$ 15.000	$ 30.000	$ 10.000	$ 7.000	$ 7.000	$ 69.000	€ 58.650
	Activity 4.2	Critical municipal/community infrastructure for SMEs growth is rehabilitated		$200,000.00 - $750,000.00	*Project**	3	$ 520.000			$ 750.000		$ 1.270.000	€ 1.079.500
	Activity 4.3	Create short-term employment opportunities with skills training		$ 921,46	Beneficiary	2.410			**$ 909.650**	**$ 893.489**	**$ 417.571**	$ 2.220.710	€ 1.887.603
	Activity 4.4	Support SMEs with training, coaching, in-kind support and/or grants		$ 5.502,12	SME	945	$ 975.000		$ 979.500	$ 1.712.500	$ 1.532.500	$ 5.199.500	€ 4.419.575
		Technical Staffing Costs					**$ 896.747**	**$ 385.783**	**$ 351.856**	**$ 773.657**	**$ 313.356**	**$ 2.721.399**	**€ 2.313.189**
		Technical staff for design, quality assurance and monitoring of livelihood programming	Includes Livelihood Specialist, Livelihoods Officer, Senior Programme Officer, CfW Officer and Project Officer		Lumpsum	1	$ 525.924	$ 131.506	$ 244.536	$ 301.516	$ 134.111	$ 1.337.593	€ 1.136.954
		Technical staff for design, quality assurance and monitoring of infrastructure and housing rehabilitation projects	Includes Senior Engineers, Field Engineers and a Civil Engineer.		Lumpsum	1	$ 289.301	$ 219.206	$ 75.333	$ 401.808	$ 150.758	$ 1.136.406	€ 965.945
		Administration cost for Technial Staff (10%)	*Travel expenses for technical staff*		Lumpsum	1	$ 81.522	$ 35.071	$ 31.987	$ 70.332	$ 28.487	$ 247.400	€ 210.290
C	**Project Management**						**$ 396.628**	**$ 160.930**	**$ 160.930**	**$ 393.263**	**$ 184.706**	**$ 1.296.457**	**€ 1.101.989**
		Programme Manager (P5)	Estimate of 20-50% of time for 12 months per year		Lumpsum	1	$ 166.159	$ 66.464	$ 66.464	$ 166.159	$ 66.464	$ 531.709	€ 451.953
		Reporting Officer (IUNV)	100% of time for 12 months per year		Lumpsum	1	$ 70.000	$ 70.000	$ 70.000	$ 70.000	$ 70.000	$ 350.000	€ 297.500
		Communications Specialist (P3)	5% of time for 12 months per year		Lumpsum	1	$ 12.957	$ 12.957	$ 12.957	$ 12.957	$ 12.957	$ 64.784	€ 55.066
		Programme Support Officer (SC9)	Estimate of 25-50% of time for 6-9 months per year for two staff members		Lumpsum	1	$ 38.504	$ -	$ -	$ 57.756	$ 19.252	$ 115.513	€ 98.186
		Evaluation	Estimated cost of two valuations for the duration of the project		Lumpsum	1	$ 50.000	$ -	$ -	$ 50.000	$ -	$ 100.000	€ 85.000
		Visibility	Visibilty expenses per year		Lumpsum	1	$ 5.000	$ 5.000	$ 5.000	$ 5.000	$ 5.000	$ 25.000	€ 21.250
		Health and Safety Officer	Estimate of 20-100% of time for 12 months per year		Lumpsum	1	$ 49.346	$ 9.869	$ 9.869	$ 37.009	$ 12.336	$ 118.430	€ 100.666
		Field Monitoring Specialist (5 positions)	Estimate of 20-75% of time for 12 months per year		Lumpsum	1	$ 124.700	$ 49.880	$ 49.880	$ 124.700	$ 49.880	$ 399.039	€ 339.183
		Monitoring Engineer (SES)	Estimate of 20-100% of time for 12 months per year		Lumpsum	1	$ 41.122	$ 8.224	$ 8.224	$ 30.841	$ 10.280	$ 98.692	€ 83.888
		Travel & Security					$ 5.000	$ 5.000	$ 5.000	$ 5.000	$ 5.000	$ 25.000	€ 21.250
D	**Contingency**												€ -
													€ -
													€ -
E	**Direct Project Cost (%)**						**$ 236.456**	**$ 92.332**	**$ 98.266**	**$ 249.094**	**$ 132.169**	**$ 808.317**	**€ 687.069,69**
		Programme Management Specialist (PMSU)	Estimate of 15-30% of time for 3 months per year				$ 23.195	$ 23.195	$ 23.195	$ 23.195	$ 23.195	$ 115.976	€ 98.579
		Head of SC (P5)	Estimate of 20% of time for 12 months per year				$ 20.770	$ 12.462	$ 12.462	$ 24.924	$ 12.462	$ 83.080	€ 70.618
		CAP Chair (P4)	Estimate of 15-30% of time for 3 months per year				$ 18.641	$ 11.184	$ 14.912	$ 22.369	$ 14.912	$ 82.018	€ 69.716
		Procurement Specialist (P3)	Estimate of 15-30% of time for 3 months per year				$ 16.196	$ 9.718	$ 12.957	$ 19.435	$ 12.957	$ 71.262	€ 60.573
		Procurement Analyst (P2)	Estimate of 15-30% of time for 3 months per year				$ 28.447	$ -	$ -	$ 34.137		$ 62.584	€ 53.197
		Procurement Officer (SC9)	Estimate of 15-30% of time for 3 months per year				$ 9.626	$ -	$ -	$ 11.551	$ 3.850	$ 25.028	€ 21.274
		Procurement Analyst (IUNV)	Estimate of 15-30% of time for 3 months per year				$ 8.750	$ 2.625	$ 7.000	$ 15.750	$ 3.500	$ 37.625	€ 31.981
		Finance Specialist (P4)	Estimate of 15-35% of time for 3-9 months per year				$ 55.922	$ 11.184	$ -	$ 67.106	$ 33.553	$ 167.765	€ 142.600
		Human Resources Associate (G6)	Estimate of 30-50% of time for 9 months per year				$ 26.031	$ 10.412	$ 10.412	$ 10.412	$ 10.412	$ 67.681	€ 57.529
		Finance Officer (SC9)	Estimate of 30-50% of time for 9 months per year				$ 28.878	$ 11.551	$ 17.327	$ 20.215	$ 17.327	$ 95.298	€ 81.003
F=(A+E)*8%	**UNDP Facilities and Management Fees/GMS (8%)**		Estimated budget rounded off.				**$ 862.831**	**$ 258.849**	**$ 258.849**	**$ 862.831**	**$ 345.133**	**$ 2.588.493**	**€ 2.200.219**
G=A+E+F	**Total budget**						**$ 11.648.224**	**$ 3.494.467**	**$ 3.494.467**	**$ 11.648.224**	**$ 4.659.289**	**$ 34.944.671**	**€ 29.702.970**
H=G*1%	**1% coordination levy to finance the United Nations Resident Coordinator System**		Estimated budget rounded off. Exact amount to be determined on the basis of the prevailing UN Operational Rate of Exchange at the time of payment.				$ 116.482,24	$ 34.944,67	$ 34.944,67	$ 116.482,24	$ 46.592,89	$ 349.446,71	€ 297.029,70
I=G+H	**Total Budget including levy**						**$ 11.648.223,88**	**$ 3.494.466,76**	**$ 3.494.466,76**	**$ 11.648.223,88**	**$ 4.659.289,35**	**$ 34.944.670,65**	**€ 30.000.000**

*USD Total amount is calculated based on the following USD/EUR UN Operational rate of exchange effective on a 1 August 2020
1 USD = 0.85 EURO

Annex 1.3 Time Schedule Last updated:

Organisation: UNDP

Project title: Strengthening Resilience and Socio-economic Inclusion through Employment Creation in Crisis-affected Communities of Iraq

BMZ number:

Planning period:

1 planned 2 actual 3 forecast

Year				Year 1 (2020)				Year 2				Year 3				Year 4				Year 5				
Quarter				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Description of Activities	Phase	Responsible	Implementation				Implementation				Implementation				Implementation				Implementation				Remarks
1	Output 1																							
1.1	Activity 1.1						1	1	1	1														
1.2	Activity 1.2						1	1	1	1														
2	Output 2																							
2.1	Activity 2.1						1	1	1	1	1													
2.2	Activity 2.2						1	1	1	1	1													
2.3	Activity 2.3						1	1	1	1	1													
3	Output 3																							
3.1	Activity 3.1						1	1	1	1	1	1	1	1	1									
3.2	Activity 3.2						1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
3.3	Activity 3.3						1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
3.4	Activity 3.4											1	1	1	1	1	1	1	1	1	1	1	1	
4	Output 4																							
4.1	Activity 1						1	1	1	1	1	1	1	1	1									
4.2	Activity 2						1	1	1	1						1	1	1	1					
4.3	Activity 3						1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
4.4	Activity 4						1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	

Annex 1.4: Peace and Conflict (incl. FCV matrix)

Fragility, Conflict and Violence Matrix (Template)

Central aspects of FCV-context	**Project context**	**Intended positive impacts (optional[1])**	**Unintended negative impacts and risks**	**Measures to deal with potential negative impacts and risks**
Key conflict issues, forms of violence, dimensions of state fragility relevant to the programme	*Key elements of project design, e.g. goal and objectives, beneficiaries, partner organisations, activities, implementation, geographical region, staffing (corresponds to project proposal)*	*Intended positive impact on beneficiaries and other groups for peace-building*	*Possible unintended negative impact on beneficiaries and other groups, project risks related to the context of conflict, fragility and violence*	*Planned activities to avoid, monitor and/or mitigate negative impact and deal with risks*
Conflict Line: Tensions between different groups/communities over access to services and limited resources -including financial and natural resources, and the potential for increase in existing tensions between people that will directly receive support from the Project, and those who will not				
Tensions among different groups/communities (including returnees) over access to limited basic services and resources, and/or receiving support from the Project	Create short-term employment opportunities; Provide skills development support; Support SMEs with training, coaching, in-kind support and/or grants; Community infrastructure rehabilitated for SME growth and infrastructure rehabilitated for agriculture development.	Increased access to income generating opportunities, enables boosting economic activity in the target communities and can have wider community benefits. Improved infrastructure can also benefit wider community and contribute to boost economic activity.	Support may benefit some groups or communities over others.	Effective communication will be adopted to communicate the objectives of the project, and thereby contain community expections. The project will mainstream inclusive and participatory approach throughout the design and implementation stages. It will also apply transparent and accountable procedures, including in the process of selecting the beneficiaries. The project also aims to ensure to extent possible the project support is provided in support the different ethnic, religious

[1] Only for project working on conflict, i.e. peace building as primary or secondary objective

				and tribal communities, and aiming to reach returnees, displaced and host communities as relevant, in keeping with the principle of do no harm. The project will aim to ensure that programming is undertaken in consultation with relevant stakeholders, including Government and communities, and also informing prioritization based on the findings of markets and needs assessments. Mechanisms will also be in place to obtain complaints with regards to targeting and beneficiary selection. An updated conflict analysis will also be used when planning the design, implementation and monitoring in order to be able to identify specific strategies that need to be adopted to mitigate the creation/exacerbation of tensions.
Conflict Line: An increasing trend in SGBV/GBV in the target locations				
Women and girls face increased risks of violence, particularly due to and during the COVID-19 pandemic.	Create short-term employment opportunities, provide skills development support, and support SMEs with training, coaching, in-kind support and/or grants, with a focus on supporting women. Cash grants for the women-headed households.	Increased economic empowerment of women. Increased employability/increased skills/capacities of women.	Negative perceptions of women within their community for having an improved skills and increased opportunities for engagement in economic activity. Women maybe reluctant to engage with the project activities.	Conduct specialized awareness sessions to address family and gender-based violence, targeting not only the women, but also men including community leaders. Ensure assessments and community engagement exercises are designed with a view to encourage equal representation of women in all consultative

				processes and the perspectives of women are given equal weight in decision making. Where relevant community consultations will adopt specific measures to engage with women, including if required having separate consultations where they feel comfortable to express their views. The project aims to support men and women (including youth). The project will mainstream inclusive and participatory approach throughout the design and implementation stages. It will also apply transparent and accountable procedures, including in the process of selecting the beneficiaries.
Conflict Line: Increased vulnerability of at-risk- youth to violent extremism				
High levels of unemployment among youth which already existed in Iraq is heightened also as an impact of COVID-19, and limited access to opportunities for skills development.	Create short-term employment opportunities, provide skills development support, and support SMEs with training, coaching, in-kind support and/or grants.	Reduce the risk of vulnerability for youth in the target locations.	Increased frustrations among youth that do not have an opportunity to engage in project activities/ receive support.	Effective communication will be adopted to communicate the objectives of the project, and thereby contain community expections. The project will mainstream inclusive and participatory approach throughout the design and implementation stages. It will also apply transparent and accountable procedures, including in the process of selecting the beneficiaries An updated conflict analysis will also be used when planning the design, implementation and

				monitoring in order to be able to identify specific strategies that need to be adopted to mitigate the creation/exacerbation of tensions.
Conflict Line: The increased levels of economic vulnerability across all communities as a result of COVID-19, leading to an increase in social tensions.				
Economic vulnerability levels increased across all groups in society due to the COVID-19 pandemic. However, this has also resulted in vulnerable and marginalized groups being even more vulnerable. Women's incomes and livelihoods are more affected by coronavirus prevention measures than those of men.	Create short-term employment opportunities, provide skills development support, and support SMEs with training, coaching, in-kind support and/or grants, including with a focus on supporting women. Cash grants for the women-headed households. Community infrastructure rehabilitated for SME growth and infrastructure rehabilitated for agriculture development.	Immediate cash injection, and Increased access to income generating opportunities, enables boosting economic activity in the target communities and can have wider community benefits. WHHs are able to meet immediate needs. Improved infrastructure can also benefit wider community and contribute to boost economic activity.	Support may benefit some groups and communities over others.	The project will mainstream inclusive and participatory approach throughout the design and implementation stages. It will also apply transparent and accountable procedures, including in the process of selecting the beneficiaries. The project will aim to inform prioritization based on the findings of markets and needs assessments. The project also aims to ensure to extent possible the project support is provided in support the different ethnic, religious and tribal communities, and aiming to reach returnees, displaced and host communities as relevant, in keeping with the principle of do no harm. Mechanisms will also be in place to obtain complaints with regards to targeting and beneficiary selection.

Sources:

Please list all the sources of information on which the FCV matrix is based and provide access to them upon request. Please mention if a source is not accessible for KfW staff and state the reason, e.g. confidential.

1- Iraq Political Economy Analysis - Promoting Social Cohesion, Peaceful Coexistence and Community Reconciliation at central level in Iraq. December 2019 / and updated on June 2020 Done First call partners upon request of the Danish Government and with support from UNDP
2- Three conflict briefing notes done by UNAMI on Kirkuk
3- Impact of COVID 19 on food security in Iraq done by WB-FOA-WFP June 2020
4- Conflict Analysis / Sinjar and Hawija at Ninewa governorate / done by Save the Children 2019
5- Gender analysis of the covid-19 pandemic in Iraq Conducted by OXFAM in Kirkuk, Diyala and Sulaimaniyah governorates-June 2020
6- Improved Social Cohesion, but Iraqis Remain Dissatisfied with Government – National Survey-done by NDI – July 2019
7- The Forgotten Iraq/ Policy Paper / Middle East Institute /March 2020
8- Shirqat District, Salah Al Din Governorate Preliminary Assessment of Community and Conflict Dynamics, IOM-March 2020
9- Tension Mapping Tool report / Elicitive Peace and Conflict Monitoring Pilot Study in Iraq (finalized in May 2020) and it covers Baghdad, Mosul, Anbar, and Tikrit.
10- Iraq Stabilization Forecast / IOM-UNDP-UN-Habitat/ May 2020
11- Conflict assessment on local policing in Iraq, which focused on Anbar and Ninewa-June 2020

Annex 1.5 Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Strengthening Resilience and Socio-economic Inclusion through Employment Creation in Crisis-affected Communities of Iraq
2. Project Number	2020 40 525
3. Location (Global/Region/Country)	Iraq

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
Overall this programme aims at *strengthening economic resilience and decreasing vulnerabilities through supporting sustainable livelihood creation for the most vulnerable groups in the governorates of Anbar, Diyala, Salah-al-Din, Kirkuk and Ninewah*. To do this, UNDP will adopt the sustainable livelihoods approach (SLA) to rebuild durable livelihood systems and implement strategies that are essential for the recovery of livelihoods in Iraq. This project will uphold human rights principles and support Iraq's most vulnerable population in realising their rights, in particular social, cultural and economic rights and the right for economic participation. The project directly addresses the realisation of Article 6 and Article 7 of the International Covenant on Economic, Social and Cultural rights which outline the right to work and the enjoyment of just and favourable working conditions. Additionally, the project supports the right to adequate housing, as a component of an adequate standard of living and indirectly supports the improvement of aspects of environment and industrial hygiene through productive infrastructure rehabilitation. Furthermore, the project will mainstream the human rights-based approach to programming in the following ways: • Strict adherence to do-no-harm principles in assessing needs, designing solutions, implementing and monitoring activities. • Commitment to mainstreaming and promoting gender equality, and the empowerment of women and girls through the project design and implementation mechanisms. • Adopting a transparent and participatory approach to community consultation and implementation inclusive of populations with heightened vulnerabilities such as disability. • Contribution to durable physical capital (i.e. housing, productive infrastructure, agricultural/produce infrastructure) that supports rights holders to realise an adequate standard of living and improved opportunities for physical and mental well-being. • Ensuring safeguards are in place to monitor compliance with international labour standards and national laws, to protect the right to work in just and favourable conditions and ensuring no child labour in the project implementation. • Application of coordination, advocacy platforms and feedback mechanisms to raise concerns relating to any human rights violations that are identified through the projects' monitoring activities/brought to the project's attention through partners/beneficiaries.

- Put in place a complaint handling mechanism through which beneficiaries can share concerns/complaints- particularly for beneficiaries receiving livelihood support
- Upholding UNDP's zero-tolerance policy on sexual and gender-based violence, and abuse of authority

Finally, resilience strengthening is at the core of UNDP Iraq's livelihood programming. By enhancing the human, physical, financial and social capital of vulnerable Iraqis, through coordinated diverse interventions, the project will improve beneficiary capacity to withstand the effects of economic downturn which can erode the opportunity for vulnerable Iraqi's to fully realise and enjoy their basic human rights.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

UNDP is committed to the UN Resolution 1325, which recognizes the importance of empowering women to help achieve peace and security, through engagement in recovery and development processes. Iraq is a context, deemed conservative in many parts of the country, limiting the opportunities for women to engage in many socio-economic spaces. Therefore, in promoting gender equality and women's empowerment during a crisis situation, and during a recovery process such as recovery from COVID-19, a cautious and measured approach is required, to ensure the Project does no harm.

The Project will strive to improve gender equality and women's empowerment in the following ways:

- Undertake a gender analysis to inform programming with the understanding of specific gender dynamics in the Project target areas/communities.
- Ensure project objectives account for an understanding of the specific needs and challenges facing women and girls in Iraq.
- Formulate a gender strategy and work plan dedicated to guide gender mainstreaming within this programme.
- Ensure balanced representation of women and men across the Project management and operations support teams.
- Placement of gender advisory support for the Project to mainstream gender in all stages of project implementation.
- Conduct sensitization sessions and trainings for the Project staff, including dedicated sessions for associated field and monitoring teams, for increased capacities in gender mainstreaming.
- Ensure assessments and community engagement exercises are designed with a view to encourage equal representation of women in all consultative processes and the perspectives of women are given equal weight in decision making. Where relevant community consultations will adopt specific measures to engage with women, including if required having separate consultations where they feel comfortable to express their views.
- Provide opportunities for qualified women to take more active role in the decision making, implementation (e.g., women engineers) and monitoring process of rehabilitation works while creating a safe working environment.
- Actively identify opportunities, and design livelihood activities that will create a greater space for women's engagement.
- In implementing livelihood activities to promote engagement of women, take into consideration the times at which the activities are implemented taking into consideration social and familial norms in Iraq (i.e. looking after their children, preparation of food etc,) and cultural considerations (i.e. ability to travel long distances by themselves etc.)
- Conduct specialized awareness sessions to address family and gender-based violence, targeting not only the women, but also men including community leaders.
- Monitor progress using gender-disaggregated targets and data, to ensure evidence-based decision making and Project management.
- Design communications products (i.e. case stories) which highlight gender equality and women's empowerment needs, support received and change.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project recognizes that environmental sustainability is an important consideration and therefore;

- An environmental screening will be conducted for the livelihood projects to be supported. For the livelihood projects which involve working with waste materials, landscaping, or ecology (inclusive of agricultural) will adhere to the minimum standards of environmental safeguarding, be subjected to monitoring practices with a specific environmental focus and will incorporate training/capacity building of participants and/or project teams as required.
- Infrastructure rehabilitation projects will adhere to latest international standards, ensuring use of building materials, water and sewerage management and the implementation of civil works are undertaken with respect to environmental protection and sustainability.
- Market assessments and community consultations will take into consideration relevant environmental considerations, including the availability of natural resources in the target locations.
- Promote livelihoods and SMEs that are environmentally and climate friendly
- Explore innovative environmental solutions where suitable, such as solar-powered water pumps, and environmentally friendly practices to develop agriculture
- Explore options where relevant, communications and visibility strategy/products which have minimal damage to the environment.
- Explore options as part of its Project management process, to improve efficiency in the use of resources to minimize wastage.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*		**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Outbreak of COVID 19 cases within UNDP project teams, resulting in reduced available personnel to support delivery of agreed activities.	P -2 I-4	*Moderate*	All UNDP personnel including field teams to be equipped with PPE and receive guidance on correct use of PPE. UNDP field teams to receive clear guidance on social distancing and hand hygiene protocols while in the field and working with implementing partners. Onsite meetings/close interactions between UNDP personnel and field teams to be kept to a minimum. Online meetings and joint calls to be relied upon in lieu of on-site gatherings whenever possible.

			Reporting of suspected or confirmed COVID 19 cases within the teams of implementing partners such as contractors or NGO teams to be applied. Quarantine protocols in-place for any UNDP project of field teams who may have been in close contact with confirmed COVID 19 cases within implementing partner teams. All UNDP personnel and field teams to adhere to national and localised movement restrictions, curfews and other state safeguards against COVID 19 infection.
Risk 2: Outbreak of COVID 19 cases within UNDP implementing partner teams, resulting in reduced capacity of partners to deliver along agreed timelines.	P-2 I-4	Moderate	PPE and social distancing measures to be enforced by all UNDP project partners with close monitoring undertaken by UNDP. Project partners encouraged to employ a two-team system, to mitigate against entire-team exposure should there be a confirmed COVID 19 case. Project partners to adhere to national and localised movement restrictions, curfews and other state safeguards against COVID 19 infection.
Risk 3: Risk of natural hazards affecting timely programme implementation	P – 2 I- 2	**Low**	Apply existing early warning, contingency planning mechanisms into programme design and natural hazard risk information in the design of farming sector activities
Risk 4: A lack of livelihood opportunities outside of the liberated governorates, gives rise to tensions and grievances causing a new wave of instability affecting Iraq as a whole.	P-3 I-3	Moderate	Conflict-sensitive approach in project planning, implementation, monitoring and communication to ensure that there is no harm caused by projects in the mandated locations of the liberated governorates. The project will also conduct market assessments and value chain analyses to inform the most promising economic sector for employment and jobs creation. Share UNDP experience and technical expertise with other actors working on related activities (livelihood support, etc.) outside the liberated areas, to support stability across the country.
Risk 5: Risk of tension being created / increased between communities which will receive direct support through the Project and others (i.e. immediate surrounding- communities). Risk of project support not meeting the priority needs of the target communities.	P- 2 I- 3	Moderate	The project will mainstream inclusive and participatory approach throughout the design and implementation stages. It will also apply transparent and accountable procedures, including in the process of selecting the beneficiaries and payment of different cash support modalities. The project aims to ensure that programming is undertaken in consultation with relevant stakeholders, including Government and communities, and also informing prioritization based on the findings of markets and needs assessments. Mechanisms will also be in place to obtain complaints with regards to targeting and beneficiary selection.

			The project also aims to ensure to extent possible the project support is provided in support the different ethnic, religious and tribal communities, and aiming to reach returnees, displaced and host communities as relevant, in keeping with the principle of do no harm. An updated conflict analysis will also be used when planning the design, implementation and monitoring in order to be able to identify specific strategies that need to be adopted to mitigate the creation/exacerbation of tensions.
Risk 6: Sexual and gender-based violence experienced by women participating in project activities and/or as UNDP contractors/ staff, during project implementation	P-2 I-3	Moderate	• All UNDP staff members are trained on the prevention of sexual harassment, exploitation and assault through a suite of mandatory courses required by the UN and UNDP. • All field staff (3rd party contractors) are sensitized to gender related issues and on risk mitigation measures. • The project will ensure a mechanism with the required safeguards for confidentiality is in place for receiving complaints with regards to s/gbv, sexual exploitation and/or abuse of authority. • Ensure beneficiaries, field staff and UNDP staff are aware of the available reporting mechanisms.
Risk 7: Safety and security of those involved in construction related projects/ risk to communities from construction related projects.	P-2 I-3	Moderate	Ensuring safety and security of the community members/beneficiaries and workers during renovation/rehabilitation of infrastructure projects is of significant importance to the Project. The project will: a) Rely on the lead technical work done by UNMAS with regards to assessing the risks associated with IED/EH (i.e. UNMAS coordinating with international de-mining actors and contracting of commercial companies for IED/EH clearance in the aftermath of fulfilling Non-Technical Survey NTS and separate but complementary Technical Survey TS, in addition to the training of national capacities. In parallel, ISF, civil defense, police and the mine action authority including the Directorate of Mine Action DMA are engaged in IED/EH detection and clearance of IED/EH in areas where FFS are active.) b) With the support of UNMAS provide mine/IED/EH risk education for construction workers, engaged in project activities, returnees surrounding the project location and beneficiaries engaged in livelihood activities linked with the infrastructure work. c) Livelihood beneficiaries involved with construction will be required to have the minimum required safety equipment when undertaking activities.

			d) Conduct a training on the occupational health and safety in the construction sector. e) Conduct occupational health guidelines and processes to prevent violation of labor laws and principles, order to support security and safety of individuals and properties. Implementation of regulations is monitored by UNDP, third party, and government entities. f) Training and communication will be conducted to ensure awareness and promote understanding of labor principles among employees, particularly in units or among those whose jobs are liable to hazards and violations. g) Health and Safety plan is one of main requirements for such projects, and safety instructions and regulations will be followed for minimizing the risks. h) Proper management of workers in such cases along with provision of personal protective equipment to every worker will lower the risks. i) Personal fall arrest system, safety net system or guard rails will be used during the work at elevated sites. The workers should be oriented about precautions related to leading edge work. j) A multi-layered and mixed (i.e. mix of technical expertise) monitoring team including a team of engineers, health and safety officers and field monitoring specialists will be on the ground to monitor implementation of activities, and ensure construction related activities are undertaken to meet the required quality standards so that communities are not at risk when using the completed infrastructure.
Risk 8: Risk of the violation of labour laws and lack of safeguards to ensure the health, safety and working conditions for workers	P-2 I-5	High	All project partners including contractors are required to abide by UNDP global rules and regulations regarding labor rights as per the contractual General Rules and Regulations. Violation of these regulations may result in termination of the contract and penalties inflicted upon the company. A field monitoring mechanism will monitor safeguard standards of health, safety and working conditions in all project locations, as undertaken by a team of monitoring staff, inclusive of site-safety and health and safety officers. Extra safeguards have also been introduced in response to the COVID 19 crisis which will apply to all project activities The project will conduct an awareness session on labour rights in collaboration with the Ministry of Labour and Social Affairs (MoLSA).

Risk 9: Child labour	P-1 I-5	High	UNDP maintains a zero-tolerance policy on the use of or supporting child labour. The project will develop eligibility criteria for participation in this project; it will stipulate the age of 18 years as the minimum age for applying to this project. Implementation of labour laws to be done in compliance with UN and ILO labour laws. The project will communicate UNDP's values and zero-tolerance policy to its contractors and educate contractor staff on the issue. Safeguards and requirements will be in place to do a check on the age of workers where relevant to minimize the risk of child labour. The Project's monitoring mechanism will include checks relating to suspected/reported underage workers associated with any project activities.
Risk 10: Risk to the environment/natural habitat, and possible pollution from construction work that will be undertaken.	P-2 I-3	Low	The Project will undertake elements of infrastructure renovation/rehabilitation projects as part of the overall support to building resilience through employment generation. Larger projects in target locations will undertake individual SES to identify potential risks to the environment/natural resources, and identify the required/relevant mitigation measures prior to initiating implementation. Where relevant, ESIA or SESA will be undertaken. The project's monitoring practices will included targeted oversight of environmental safeguarding and protection efforts.
Risk 11: Lack of waste management systems (liquid waste, solid waste landfills and dumps, solid waste treatment plants, hazardous waste)	P-2 I-5	Moderate	Where relevant, an SES will be undertaken to assess the specific levels of risks in relation to waste management. For example, this can relate to the inside and outside environment of a infrastructure projects which could be impacted by liquid waste, solid waste and hazardous waste without proper waste management system in place.
Risk 12: Increased depredation of natural resources through promotion of agriculture development	P-2 I-3	Moderate	The project proposes to provide agriculture extension training, which will focus on soil management, crop rotation and better farming techniques, which are proposed to overall promote agriculture development with increased understanding of the impact on natural resources.
Risk 13: Risk to the environment/natural habitat and possible pollution as a result of income generation opportunities promoted/livelihoods supported.	P-2 I-3	Moderate	The project will take into account environmental considerations when it designs and supports livelihood/income generating opportunities. The project will also expressly support innovative and environmentally friendly businesses/ income generation opportunities. The project will promote UNDP corporate values related to the non-single use of plastic, wherever possible.

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)	**Comments**	
	Low Risk	☐	
	Moderate Risk	X	
	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply	**Comments**	
	Principle 1: Human Rights	x	
	Principle 2: Gender Equality and Women's Empowerment	x	UNDP's commitment to gender equality and women's empowerment has been mainstreamed into the proposed activities associated with this project. The challenges for women and girls in the context of post-conflict Iraq are significant. The ambitious goals of UNDP in supporting gender equality through our project interventions requires significant safeguarding measures to ensure the protection and comfort of female project beneficiaries and project partners. UNDP has a legacy of practice in this area and the lessons learned from our engagement in Iraq with both FFS and ICRRP will also be applied to the delivery mechanisms for this project.
	1. Biodiversity Conservation and Natural Resource Management	☐	
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	x	Given the objective of the project in supporting resilience through employment generation, the health, safety and working conditions of beneficiaries of the project and project partners alike is of paramount importance.
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	***Date***

QA Assessor	
QA Approver	

Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [1]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

[1] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[2] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes

[2] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No[3]
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	Yes
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[4]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No

[3] To be reviewed through Project monitoring, particularly to assess the risk of activity susceptibility to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions.

[4] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No[5]
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

[5] The use of GoI approved pesticides are already being used in Iraq however the Project anticipates that with the agriculture extension training, with soil management, crop rotation and better farming techniques the need for pesticides will be reduced.

Annex 1.6 Reporting requirements for Project implementation

Last Updated:	Summary of changes since last update:

UNDP is required to regularly provide information about the Project progress to KfW. The following table shows an overview of required reporting documents from UNDP to KfW.

	Update on employment promotion indicators	**Update Report**	**Progress Report**	**Certified Financial Statements including Final Financial Statements**	**Final Report**
Requirement	Obligatory for specific funding lines (KfW PM will inform)	Obligatory	Obligatory	Obligatory	Obligatory
Frequency & Timing	Every two months, beginning with signing of Financing Agreement	Quarterly, to be submitted within 4 weeks of completion of the quarter	Once a year on 28th of February	Standard: Once a year by 30th June Final: By 30th June the year after project completion	Not later than six months after all activities have been implemented
Template	See template "Update on employment indicators"	No fixed template; use template "Update Report" incl. annexes for guidance	See template "Progress Report" incl. obligatory annexes	No template (standard UNDP format)	See template "Progress Report" incl. annexes
Content	Short brief on the specific indicators	Short report on the current status of the project; actual content and level of detail is defined between KfW PM and UNDP CO and depends on the project as well as agreed frequency of reporting (use Update Report template as guidance)	Detailed report on project progress in the previous calendar year; includes information on financial progress based on the updated budget template (uncertified financial information)	Standard Certified Annual Statements for the previous calendar year / Statements for the full Project duration as generated by the UNDP system (HQ)	Last report on the Project; it includes lessons learnt and a detailed project retrospective comparing actual implementation with the original plan and providing explanations for any deviations

Please note: KfW may request additional information ad-hoc on a reasonable basis throughout the year if and as required by BMZ or KfW, e.g. on beneficiariy numbers. It will notify UNDP of such requests.

Annex 1.7: Triggers requiring prior consultations and agreement between UNDP and KfW

Last Updated:
Summary of changes since last update:

In certain situations, there may be unforeseen events that significantly alter the implementation of the Project to such an extent that they require prior consultations and agreement between UNDP and KfW before proceeding with the implementation of the Project. While these are necessarily dependent on the context, including the Project type, the Project design and the circumstances prevailing in the host country, the following provide an illustrative (but not exclusive) list of such possible triggering events that require prior consultations and agreement between UNDP and KfW:

- **Change in the Project's results framework.** These kinds of changes may arise at the output and outcome level in response to emerging evidence on needs and the overall situation. Any changes hereto shall require prior consultations and agreement between UNDP and KfW.
- **Change in strategy**. During Project implementation, changes in strategy may become necessary to achieve the defined outputs. This may occur particularly where the Project is being implemented in a fluid context with uncertainty in the political, economic or security situation. Any changes to the strategy should be based on the new evidence and shall require prior consultations and agreement between UNDP and KfW.
- **Change in the geographic location of the Project**. Situations may arise where a population changes its location, new evidence emerges on their needs and the suitability for proposed interventions (e.g. viability of ground water or other geo-climatic determinants on infrastructure related interventions) or administrative structures and management entities are fundamentally altered (e.g. a district dividing into two or more new districts). Any change to the geographic location of the Project shall require prior consultations and agreement between UNDP and KfW.
- **Change in the target beneficiary group:** Changes in the targeted beneficiaries and /or target number of beneficiaries to be reached via the Project - any changes hereto shall require prior consultations and agreement between UNDP and KfW.
- **Variances in costs.** Events may arise that significantly impact costs, such as, but not limited to the population size/type of beneficiaries changing, based on new arrivals and/or displacement, increased costs of supplies and labour and fluctuations in the exchange rate. Cost variances regarding project input cost of more than 10% at output level (including direct staff costs, which will be budgeted as separate outputs) require the prior consent of KfW. Direct project costs will appear in the budget as a lump-sum. Any increase or decrease in direct project costs, even if below a 10% change, require prior consent of KfW.
- **Extension of the implementation timeline.** Significant changes to the implementation timeline may arise from availability/lead-time for the procurement of supplies, availability of partners/service providers or unforeseen political events. Any changes in the implementation timeline that may affect the implementation of the Project as set out in this Annex 1 within the implementation period defined in the Financing Agreement shall require prior consultations and agreement between UNDP and KfW.

- **Change of local partners**: Any changes in or additional local partners communicated to KfW for compliance reasons (to be checked against EU sanction lists) shall require prior consultations and agreement between UNDP and KfW.
- **Changes related to environmental and Social aspects for Projects that fall into a significant and high risk category:** In case of Projects that fall into a significant or high risk category (B+ or A), any changes to the Project with implications on environmental or social risks require the environmental and social documentation to be updated and adjusted to reflect those changes as appropriate. The complete set of updated E&S safeguard documentation will be shared with KfW for comments and prior consent.