UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
IRAQ

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Project Title: Support to the Government of Iraq for the implementation and monitoring of SDGs

Project Number:

Implementing Partner: Ministry of Planning

Start Date: August 2018   **End Date:** December 2023   **PAC Meeting date:** May 24ᵗʰ 2018

Brief Description
This initiative builds on the findings of a concertation with Iraqi stakeholders exploring pathways in advancing the Agenda 2030 and its Sustainable Development Goals as prioritized in the National Development Plan (2018-2022). The project addresses a specific request from the Government of Iraq to be accompanied while addressing the mainstreaming, implementation and monitoring challenges of the Agenda 2030 and the SDGs in an integrated manner. As such this project aims to improve national technical and institutional capacities for the planning, implementation and monitoring of the SDGs within Government central line ministries, local governments and CSOs. Project results will drive from the following lines of support (i) Coordination and advisory support to the Ministry of Planning and the National Committee on Sustainable Development (NCSD) on mainstreaming of the SDGs and targets and indicators in the NDP and other national strategic frameworks in line with national priorities; ii) supporting the government with the localization of the SDGs (iii) Promoting integrated approaches to SDG implementation starting with the mainstreaming gender equality and women's empowerment and environmental, as well as governance, inclusion & peace-building issues and related SDGs in national planning and monitoring frameworks, building capacities for integrated, inter-sectoral approaches to SDG based planning; iv) reinforcing SDG data collection, management and dissemination capacities and supporting an integrated monitoring and reporting framework for the SDGs/NDP, incl. support to the preparation of its national report and four governorate level reports as policy platforms for promoting the SDGs and the NDP.

Contributing Outcome UNSDCF (2020-2024) • **CPD Outcome 3:** Strengthened institutions and systems deliver people-centered, evidence and needs-based equitable and inclusive gender and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women's leadership in decision-making processes	**Total resources required:**		USD 1,989,313.87
Applicable Key Result Area/Output (from 2018-2021 Strategic Plan): • **Outcome 1:** Advance Poverty Eradication in all its forms and dimensions (to be confirmed through Results Linking exercise)	**Total resources allocated:**		
CPD Output (s) 2020-2024: • **Output 3.1:** Innovative, digital and data-driven solutions for developing evidence-based policies and systems for planning, budgeting and monitoring public services designed and implemented.		**UNDP TRAC**	178,000.00
Indicative Output(s): **Key Result Area 1:** Institutional and analytical capacity for aligning national planning and monitoring frameworks with SDGs strengthened		**UNDP 11888 Fund:**	947,01600
Key Result Area 2: Analytical capacities for integrated approaches to SDG based planning (with focus on mainstreaming of gender, Environmental sustainability, Governance and peace) strengthened		**30000**	218,000
Key Result Area 3: Capacity development for SDG localization strengthened		**TRAC2**	169,879.00
Key Result Area 4: Capacities for integrated SDG Monitoring and Reporting at national and provincial levels and informed policy making strengthened	**Unfunded:**		

Agreed by (signatures):

Government	UNDP	Implementing Partner
Dr. Maher Johan Deputy Minister	Zena Ali Ahmad Resident Representative	
Date: 20 October 2022	Date: 20 October 2022	Date:

I.   DEVELOPMENT CHALLENGE

Country Context: The National Development Plan (2018-2022) of Iraq acknowledges that Iraq is faced with various institutional, economic, social and environmental challenges, which cannot be addressed through business as usual approach and demands effective integration (horizontal as well as vertical) and coordination. Economically, Iraq is heavily dependent on oil revenue. The oil sector contributes to more than 90 per cent of government revenue and 80 per cent of foreign exchange earnings) (CPD Iraq, 2016-2020). Due to various challenges Iraq faced over the past decades, real GDP growth remained volatile. The dependence on oil, has created a rentier economy dominated by the oil sector, inhibiting the emergence of a strong private sector and exposing Iraq to oil price shocks. This has hampered job creation for a rapidly growing youth population. According to IMF (2017) report, real GDP increased by 11 percent in 2016 owing to a 25 percent increase in oil production and it was estimated to have declined by 0.4% in 2017 and projected to increase by 2.9 % in 2018. The same source indicates that GDP per capita is estimated to have declined from $7,021 in 2013 to $4,533 (2016); and projected to have slightly picked up in 2017 ($4,958) and $5,091 in 2018. (IMF, 2017)[1]. Combined with low international oil prices and a poorly diversified economy, vulnerable security situation and political instability continue to slow economic growth and divert government expenditures for social and economic services to defence, thus negatively affecting the sustainable development agenda that the Government is committed to pursue.

The security situation in Iraq and the security dynamics in the neighbouring countries have affected the social, economic and environmental progress in Iraq.Many interconnected structural problems underpin these challenges at the community, governorate and national levels. Notable among these are complex regional political dynamics; a majoritarian democracy; a highly centralized government, with limited room for participatory approaches in decision-making and weak engagement with civil society; a dysfunctional legal system; and erosion of the social fabric, resulting in the alienation of large segments of the population from state institutions and politics. The conflict has contributed to significant internal displacement of the population and influx of refugees from Syria. "More than 4 million Iraqis have been displaced by the country's various conflicts (World Bank, 2017). According to IMF (2017), the conflict has hurt the economy through displacement and impoverishment of millions of people, and destruction of infrastructure and assets. The conflict with ISIS has caused the internally displacement of 3.0 million and the number of people in need of humanitarian assistance to 11 million (29 percent of the population), including over 241,000 Syrian refugees. (IMF, 2017) This makes implementation of SDG 16 is highly relevant to the reality of Iraq.

The conflict has reversed the development gains realized before the conflict and is believed to have aggravate the regional and gender disparities in development outcomes. Based on 2012 data, Iraq's UNDAF (2015-2019) states that population living under poverty line was 18.9%, with significant disparity between rural (30.7%) and urban (13.5%) areas. The level of poverty has declined only marginally (3.5%) from its level in 2007, despite 40% growth of Iraq's GDP grew at a cumulative rate of over 40 percent (World Bank, 2017)[2]. The World Bank report also states that poverty and welfare are geographically differentiated, and the conflict has led to more pronounced spatial divergences not only in poverty but also in the delivery of services.

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[1] IMF (2017). Country Report No. 17/251. Iraq: Staff Report for the 2017 Article IV Consultation (https://www.imf.org/en/Publications/CR/Issues/2017/08/09/Iraq-2017-Article-IV-Consultation-and-Second-Review-under-the-Three-Year-Standby-45174)

[2] World Bank (2017) Iraq: Systematic Country Diagnostic; http://documents.worldbank.org/curated/en/542811487277729890/pdf/IRAQ-SCD-FINAL-cleared-02132017.pdf

Conflict over the past three decades and continued fragility has resulted in massive loss of human capital in Iraq and has undermined the prospect for Iraq's economy (World Bank, 2017). The quality of education and health services have fallen from being top of the MENA regional in the 1970s to near the bottom today and achievements in illiteracy eradication and reducing gender disparities have been erased (World Bank, 2017). According to the report, although some progress has been made in increasing primary enrolment and gender parity at the primary level and improving maternal health, much remains to be done in order to ensure equity. As with the education services, health sector depicts similar picture. Access and quality of health services is limited with significant spatial disparities. Iraq used to have one of the best health services in the region. However, the war and protracted conflict and political instability have severely undermined health outcomes. According to World Bank data from 2015, Iraq has higher under-5 mortality rates than the rest of MENA (34 per 1,000 compared with a MENA average of 25.5 per 1000) and infant mortality rates (27 per 1,000 compared with 21 per 1,000). The substantial number of internally displaced persons (IDPs) as well as refugees have exacerbated the challenges faced by the health sector (World Bank 2017). While progresses were made in ensuring security after the defeat of ISIS, the security situation remains vulnerable owing to dynamic, governorate specific, contexts and dampen the progress towards sustainable development.

The institutional challenges are also manifested in the form of inefficient institutional performance due to weak administrative system and low staff productivity, and financial and administrative corruption. The weak institutional capacity has in turn contributed to inability to address the development constraints facing the country [3]. Weak institutional performance is partly the result of the protracted conflict in Iraq. Among the underlying causes are endemic corruption, which siphons funds away from development and security priorities, and mismanagement of national assets and resources. Politically driven distribution of oil revenues and the national budget has created poorly prioritized, inequitable delivery systems for goods and services, crippled by chronically inadequate capacity and resources. The inability of the state to resolve sources of conflict, aggravated by exclusionary politics, a sectarian quota system, and 'cleansing' of religious and/or ethnic minorities in several provinces, have prolonged war and destruction.

At the broadest level, the transition of Iraq from a centralized state to a functioning democracy has been distorted and remains incomplete. Regaining control of liberated areas which had been outside government control over prolonged periods has demonstrated a significant shift and improvement of the context in Iraq; the governance architecture remains fragile and so is the security situation in many parts throughout the country; poor accessibility, limited coverage and sub-standard quality of basic services (social, economic and rule of law); massive population displacement; and a severe lack of public trust and confidence in the state.

Iraq is also faced with serious environmental challenges, with the effects of the challenge going beyond environmental issues. Water resource management poses a complex development challenge in Iraq. While the quantity is diminishing, the quality of water is also rapidly deteriorating. Water security will remain a top priority for Iraq in its efforts to promote sustainable development, with reduction of surface water by as much as 33% in recent years, and forecasts for even greater reductions by 2030. Iraq will be close to a water crisis by 2025 (according to UN definition of 'water stress').

[3] Iraq UNDAF (2015-2019)

Large waves of drought also led to an increase in desertification, which resulted in the increase in cases of dust and dust storms during the year. This is believed to have contributed to marked increase in health problems in Iraqi society, especially among children and the elderly and the spread of diseases and cancers
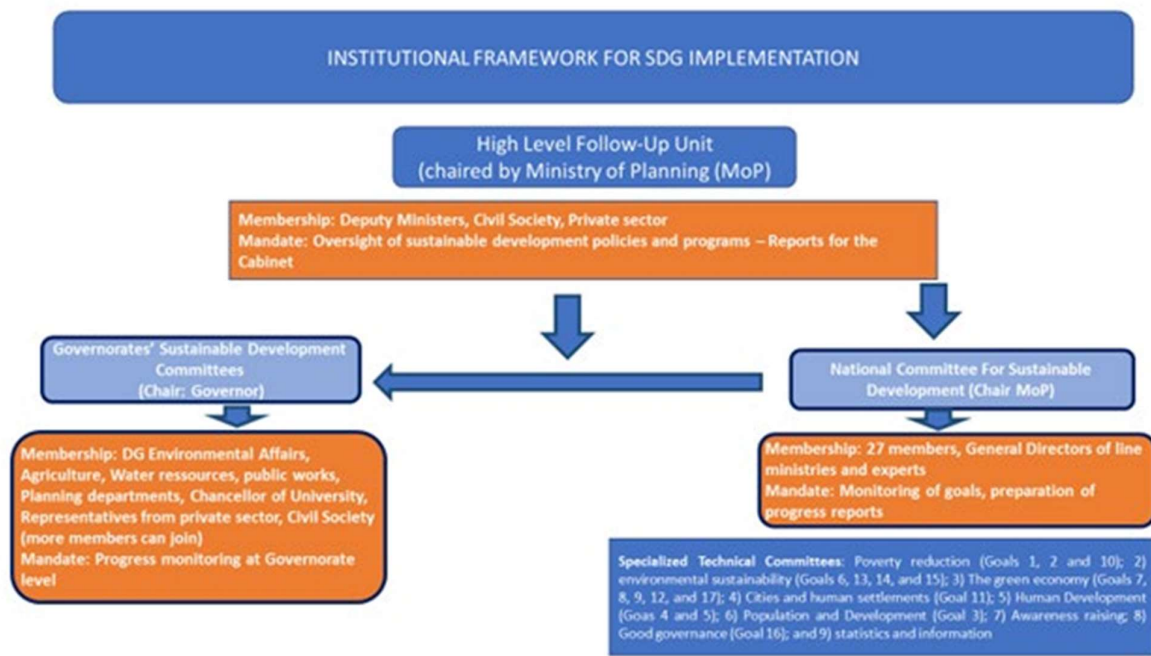
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significantly in recent years. More frequent and severe waves of drought, water insecurity and other climatic disruptions have had serious consequences on social and ecological fragility in Iraq. The drought has also resulted in a major collapse in the agricultural sector, which has had a clear negative impact on the level of agricultural production, natural systems and biodiversity. The recent waves of drought have triggered an increasing trend of rural displacement, and socio-ecological vulnerability in Iraq. The reduction of water flow of Tigris River, and drought have accelerated land degradation and salinity of agriculture lands while also disrupted the ecosystems of Mesopotamian Marshlands which led to loss of livelihoods, expansion of poverty and social vulnerability. Also, fragile pastoralism-based livelihoods in western desert of Iraq have been facing steady loss of ecosystem being increasingly exacerbated by climate disruption leading to growing social vulnerability and massive displacements.

Iraq stands as one of the Arab region's most vulnerable countries to climate change impacts, with devastating impacts already seen from more frequent and severe flood events, expanding deserts and sandstorms, exacerbation of water insecurity, and reduced productivity of agriculture. Climate change threatens marine coastal areas bordering the Gulf, especially in the province of Basra in southern Iraq, due to sea level rise, increasing acidity, coral reefs and biodiversity in the marine environment and the loss of coastal areas. Climate change will continue to be a 'risk multiplier' of conflict, insecurity and fragility unless it is effectively embedded into the management of risk and building of resilience.

Iraq receives over 3,000 hours of bright sunshine per year, making it one of the sunniest places on Earth. Renewable energy (RE) offers very promising option in meeting the energy demands in Iraq. It promotes energy security through diversification of energy resources and helps keep natural gas and oil as strategic reserve. It mitigates the environmental impact of existing energy systems and acts as strong catalysts and a force-multiplier for the SDGs. It generates opportunities for green business and green jobs that may potentially lead to the development pathway that is economically viable and environmentally sustainable. National policies and regulatory frameworks are seen critical in creating the conditions necessary for renewable energy to contribute to achieving SDG targets.

Advances and Constraints on the effective implementation of the 2030 Agenda and the SDGs in Iraq

The numerous social, economic, political and environmental challenges faced by Iraq and their vivid effects on human development makes the 2030 Agenda for Sustainable Development highly relevant for the **country. Cognizant of these economic, social, institutional and environmental challenges, the Government of Iraq has adopted and embarked on the implementation of 2030 Agenda and the SDGs**.

INSTITUTIONAL FRAMEWORK FOR SDG IMPLEMENTATION

High Level Follow-Up Unit
(chaired by Ministry of Planning (MoP))

Membership: Deputy Ministers, Civil Society, Private sector
Mandate: Oversight of sustainable development policies and programs – Reports for the Cabinet

Governorates' Sustainable Development Committees
(Chair: Governor)

Membership: DG Environmental Affairs, Agriculture, Water ressources, public works, Planning departments, Chancellor of University, Representatives from private sector, Civil Society (more members can join)
Mandate: Progress monitoring at Governorate level

National Committee For Sustainable Development (Chair MoP)

Membership: 27 members, General Directors of line ministries and experts
Mandate: Monitoring of goals, preparation of progress reports

Specialized Technical Committees: Poverty reduction (Goals 1, 2 and 10); 2) environmental sustainability (Goals 6, 13, 14, and 15); 3) The green economy (Goals 7, 8, 9, 12, and 17); 4) Cities and human settlements (Goal 11); 5) Human Development (Goas 4 and 5); 6) Population and Development (Goal 3); 7) Awareness raising; 8) Good governance (Goal 16); and 9) statistics and information

The Government has made major efforts towards integrating the SDGs in the National Development Plan (2018-2022). Furthermore, the government has put in place structures to facilitate implementation of SDGs. A National Committee on Sustainable Development (NCSD), chaired by the Minister of Planning, monitors progress on the SDGs and prepares national reports on this progress and submits such reports to the high level follow-up group for their consideration and guidance. There are a number of specialized technical interministerial committees that are supporting the NCSD including in such areas as 1) Poverty reduction (Goals 1, 2 and 10); 2) environmental sustainability (Goals 6, 13, 14, and 15); 3) The green economy (Goals 7, 8, 9, 12, and 17); 4) Cities and human settlements (Goal 11); 5) Human Development (Goals 4 and 5); 6) Population and Development (Goal 3); 7) Awareness raising; 8) Good governance (Goal 16); and 9) statistics and information. The National Committee for Sustainable Development (NCSD) is also supported by a Committee on Sustainable Development at the level of each governorate. The Governorate Level Committees on Sustainable Development (GSDC) are chaired by the governors and are comprised of representatives of line ministries at the local level. GSDC monitor progress on the SDGs at the governorate level and submit their reports to the NCSD (See Figure above).

Despite commitment and notable advances, there are number of gaps and inter-related institutional and technical capacity challenges that need to be addressed for an effective implementation of the SDGs in Iraq in a way that "leaves no one behind", alongside continuous SDG awareness-raising across all segments of the Iraqi society.

a) **Variable alignment of national development frameworks and strategies with SDGs**: Some efforts have been made to link the strategic goals of the NDP and the SDGs. However, these linkages - essentially at the Goal level remain quite tenuous and the Ministry of Planning acknowledges the need to support further integration and alignment in the current and following cycles. With support of partners, efforts have also been made to explicitly integrate the SDGs (target level) in NDP supportive strategies, such as the National Strategy for Poverty Reduction (2018-2022), the National Reproductive, Maternal, Newborn, Child and Adolescent Health Strategy (RMNCAH) 2018–2020). However, these efforts remain scattered. There is significant scope to strengthen the level of integration and alignment (ideally at the target and indicator level), and there is an obvious need to streamline SDG mainstreaming approaches

in planning and strategy development processes. Particularly, more work needs to be done concerning the identification of priority SDG goals, targets and the associated indicators within national planning process consistent with national development challenges and priorities – not only at the level of Ministry of Planning, but also at the level of the specialized line ministries.

b) **Limited capacities for integrated approaches to SDG planning and implementation both at the national and local levels**. In Iraq, as elsewhere, the coordinated planning, implementation and monitoring of the SDGs requires an effective culture and mechanism of inter-institutional collaboration to identify SDG priorities whilst managing trade-offs and building synergies between sectors and institutions within the state, and between government agencies, legislative and judiciary bodies, and other non-state stakeholders. The establishment of inter-ministerial technical committees at national and local level and the work initiated around the SDGs by some of these are important steps forward. However, capacities vary sensibly across committees and locations. Here again, there is a need to streamline, build upon and harmonize current efforts and approaches. Thus, some of the technical committees that support the NCSD - specifically the technical committee on environmental SDG goals as well as the technical committee on SDG 16 - have initiated SDG 'target-indicator' review and prioritization exercise but the process appears to have been delinked from the work of other committees and, critically from the overall NDP (2018-2022) formulation process. Likewise, the work around SDG 5 (gender equality and women's empowerment), which is critical to the achievement of all SDGs, is subsumed under the technical committee on Human Development and there are limited capacities to address/monitor gender and women's empowerment outcomes across all relevant SDGs and targets, and related sector plans and monitoring frameworks. The lack of disaggregated data specially gender disaggregated data compounds this challenge.

c) **Limited capacities for mainstreaming, implementation and monitoring of the SDGs at the local level** (*SDG localization)* is believed to be a crucial process in accelerating the implementation of SDG in a way that "leaves no one behind" in Iraq and elsewhere. Indeed, it brings SDGs, across their economic, social, governance, environmental dimensions, closer to the people on the ground and in turn brings out their voices to be heard. The localization of the SDGs implies that actors and institutions (government and non-government at the sub- national level) have the fundamental role to play in the formulation, implementation, and monitoring of the SDGs at their respective level. Its bottom-up approach, i.e. implementation of SDGs at the local level, increases the ownership of local governments in taking a firm grip on SDGs while tapping into the existing networks of communities, civil societies, private sectors, academia and the public in the society. Through this approach, if successfully applied, there emerges a linkage connecting the central authority and local authorities to work together for sustainable development, along with empowered local actors taking active roles in the process. In this regard, the drive towards decentralization that the country has embarked on is a step in the right direction for accelerating the process. The initiation of the decentralization process has established the guiding framework for the scope of SDG localization, for instance the establishment of Sustainable Development Committees at the governorate level is an important institutional step forward. UNDP Iraq has been providing support to building capacity for effective planning and implementation of local development strategies through the Local Area Development Programme (LADP), funded by the European Union, targeting 12 Governorates: Anbar, Basra, Diyala, Duhok, Erbil, Kirkuk, Missan, Muthana, Ninewah, Qadisiya, Salah al-Din, and Sulaimaniyah. UNDP supported Basra and Karbala governorates in budget execution and formulation of development plans, and the formulation of Provincial Development Strategies in Sulaimaniyah, Erbil and Duhok has also been launched. However, a number of challenges potentially constrain the localization process and hinder local SDG implementation, monitoring and

reporting include: limited SDG awareness among members of local SD committees and a broader range of local stakeholders, including civil society organizations, private sector, and academia; lack of methodological guidance on the localization of SDGs targets and indicators, mainstreaming into local development/reconstruction plans; absence of legal frameworks; low level of technical capacity at national and sub-national levels; inability of provincial officials to exercise their authority to decide on issues that are under jurisdiction; limited financial capacity; and, lack of data disaggregated at provincial level.

d) **Lack of an effective framework for SDG Data, Monitoring, Dissemination and Reporting linked to national development priorities and for informed policy making**: In addition to the observed need for a greater alignment between SDGs and NDP and other strategies at the level of targets and indicators, there is a strong need for developing a results-oriented Monitoring & Evaluation framework for the Plan (departing from input/activity focused indicators). The monitoring and evaluation system of the National Development Plan and SDGs is not well developed. Notable challenges in this regard are related to lack of data and lack of integrated statistical system at national and provincial levels. In terms of SDG indicators, only 62 indicators (out of 242) are currently readily available, with 33 indicators produced by the Central Bureau of Statistics and another 29 indicators produced by other national sources. The availability of SDG indicators is very limited for energy and environmental goals.

The challenges with respect to data is not only its unavailability but lack of disaggregation[4] at all levels (national/sub-national). In the context of Iraq, the importance of *disaggregated data* at various levels and by different socio-economic characteristics cannot be over emphasized. The availability of disaggregated data on men and women, boys and girls and along other dimensions (e.g., ethnicity, age, income-level, disability, location, migration status, etc.) to better understand exactly which most disadvantaged are will be essential to ensure that SDG policies and programs are "Leaving No One Behind" (LNOB). The lack of provincially disaggregated data also hampers the localization of SDGs at provincial levels and monitoring and reporting on local development plans and SDGs.

Other challenges include lack of an integrated statistical system coordination mechanisms among data producers, development of common technical criteria, management of information flows, collection and analysis of data coming from various sectors and tiers of government, lack of common databases. Last but not least, the dissemination and delivery of SDG data faster, more efficiently and at low levels of disaggregation will be key to advancing sustainable development and effectively respond to the calls of *leaving no one behind* in Iraq.

Owing to its central role for peace and development in Iraq, the Government has also prioritized ensuring good governance and identified a comprehensive set of governance related priorities, namely, decentralization, private sector engagement and development, public participation, public services, egovernance, anti-corruption, rule of law, human rights and access to justice. Whilst supporting national efforts in these areas is beyond the scope of the proposed initiative. SDG 16 is however of special relevance in advancing peacebuilding efforts and peaceful transformations and thus creates an opportunity to connect the sustainable development agenda with other recent national strategic frameworks such as the National framework for reconstruction and development (2018-2027), the National Security Strategy including Prevention of Violent Extremism, and National Reconciliation process. The specialized thematic

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[4] As per the 2030 Agenda, sound follow-up and review would require "…data which is high-quality, accessible, timely, reliable and **disaggregated** by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts…" [para 74(g)].

committee on "good governance" (and SDG 16) has explicitly requested support on SDG 16 monitoring and reporting, in a context of very limited availability of indicators and data for the monitoring of the 23 indicators tied to the 10 SDG 16 SDG targets.

II.   STRATEGY

The UN Development Assistance Framework (2015-2019) for Iraq identifies "**Improving the performance and responsiveness of targeted national and sub-national institutions"** as one of the two priorities that would allow the UN system's strategic support to Iraq during the UNDAF period, and that would contribute to "…building social cohesion and improving the lives of the people of Iraq"—the overall goal toward which the UN community in Iraq jointly contributes. Two outcomes identified under the first priority that are relevant to this project include:

> *(a) Outcome A.1: Targeted government institutions capacities strengthened for accountability, transparency and provision of equitable and quality services.*

UNDAF states that, the UN will seek to remove policy constraints to local government performance and indicated commitment to promote greater allocation of resources to those sectors that address the needs of the vulnerable and deprived, especially women and youth.

> *(b) Outcome A.2: Government capacity at national and subnational levels enhanced for evidencebased decision-making*

Iraq's UNDAF states that Iraq has a well-respected capacity for data collection and analysis, but, these capacities are not used optimally in policymaking, and consequently the allocation of resources and the design of services are often not targeted properly to address greatest need and achieve greatest impact. UNDAF highlights the commitment of the UN to ensure data is collected, analysed and used systematically for evidence-based decision-making and to support the government to put in place and/or strengthen the legal and policy framework to enable the Government of Iraq produce and disseminate data and enhance technical capacity for evidence-based decision-making.

The Country Programme Document (CPD) (2016-2020) of UNDP Iraq has among other things identified institutional reform, focusing on key national institutions and the general population, with significant benefits for women and girls affected by sexual and gender-based violence; and devolution of administrative and fiscal powers to governorates, emphasizing on eight governorates across Iraq. This project also in line with the findings of the 2013 Assessment of Development Result which stressed the need for sensitivity to the difficult delivery environment, and the need for customizing UNDP programme models and approaches to the local context and culture (CPD, para 10).

Theory of Change

Iraq is moving into preliminary steps of national reconciliation with recent difficult elections indicating the fragility in which the overall country is currently in. In an environment still dominated by humanitarian and short-term solutions, a key challenge for Iraq is to work on and engage all stakeholders, including the most vulnerable Iraqi, in the development and implementation of structural long-term and coherent policy responses to address the numerous social, economic, political and environmental challenges facing the country, in a sustainable manner. The adoption of the 2030 Agenda and the SDGs by the Government of Iraq

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provides an opportunity to do so, and the Government of Iraq has already initiated some long-term structural thinking, including through the formulation of the National Development Plan 2018-2022

The solution pathway followed by the project is thus to assist the Iraqi government in the formulation of structural policy responses that can be inclusive, participatory and transparent in line with the Agenda 2030 principles and using the SDGs as a guiding framework for addressing Iraq sustainable development challenges. Therefore, this project is focusing on strengthening institutional and analytical capacity of relevant Iraqi institutions to align national planning and monitoring frameworks and SDGs.

The underlying assumption is that capacity development activities undertaken under the project towards integrated, inclusive, gender-responsive and evidence-based SDG planning, implementation and monitoring at both national and local levels will contribute to creating an enabling environment for Iraqi's to develop and design responses to address the country's main development challenges and achieve the SDGs within a fragile national reconciliation context.

This project will contribute to the achievement of UNDAF and Country Programme outcomes by strengthening institutional and analytical capacity of relevant Iraqi institutions to align national planning and monitoring frameworks and SDGs; Strengthening analytical capacities for mainstreaming cross cutting issues (gender, environment and governance) through the implementation of integrated approaches to SDG based planning; Deepening SDG localization by strengthening provincial capacity to enhance the implementation of SDGs and the achievement of targets at local level; and by strengthening capacities for integrated SDG Monitoring and Reporting at national and local levels.

Capacity development activities undertaken under the project will contribute to creating an enabling environment for the realization of UNDP new strategic plan's vision to help "*countries eradicate poverty in all its forms, accelerate structural transformation for sustainable development and build resilience*" in Iraq. Across its 3 outcomes[5], UNDP new strategic plan emphasizes developing capacities of the whole of government and other development stakeholders, to promote evidence-based policy making and policy coherence to break structural causes of multidimensional poverty and social, economic, environmental and other vulnerabilities. The project is fully consistent with UNDP Strategic Plan "**Output 1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions**";

The project was formulated through an extensive consultation process with the Ministry of Planning and the members of various technical committees under the NCSD. The formulation also benefited from the discussions held as part of a multi-stakeholder workshop organized in early March to take stock of and discuss Iraq progress and challenges with SDG mainstreaming and monitoring at national and local levels, as well as to raise awareness, share global knowledge on international experiences and available tools. The event was attended by over 100 representatives from the Ministry of Planning, line ministries, the Bureau of Statistics, representatives from the academia and Iraq governorates, as well as representative of some UN

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[5] Eradicate Poverty in all its forms and dimensions; Accelerate Structural Transformation for Sustainable Development; and build resilience to shocks and crisis.

agencies. In a context were development planning remains 'siloed", the workshop also contributed to raise awareness and advocate for integrated approaches to SDG based planning, monitoring & reporting.

Building on this momentum and consist with the overall TOC for the project (see above), the overall strategy of the project is to support the government of Iraq in making use of the SDGs Agenda 2030 and the SDGs to strengthen national institutional capacities to plan, implement, monitor and evaluate development policies and strategies and to effectively manage the implementation and monitoring of the 2030 Agenda and the SDGs at the national, regional and local/governorate levels. In so doing, it will contribute in several ways to the achievement of the above UNDAF and Country Programme outcomes. Using the SDGs Agenda 2030 as a framework for Iraq's development planning and monitoring processes, as initiated through the National Development Plan and the establishment of national and local sustainable development technical committees, present significant opportunities. First, it allows adoption of a systematic monitoring and evaluation framework that is based on SDGs, is rigorous and internationally consistent. Second, it provides an enabling environment to promote integrated and forward-looking approaches to SDG implementation. This will also allow Iraq, as a post-conflict country, to exchange experiences with and to learn from other countries in similar contexts.

The project will build upon existing structures and on-going SDG mainstreaming efforts at national level and local levels. Project results will drive from the following lines of support : (i) Coordination and advisory support to the Ministry of Planning and the National Committee on Sustainable Development (NCSD) on aligning the NDP and other strategic frameworks with the SDGs in line with national priorities; ii) Supporting the government with the localization of the SDGs (iii) Promoting integrated approaches to SDG implementation starting with the mainstreaming gender equality and women's empowerment, environmental, as well as governance, inclusion & peace-building issues and related SDGs in national planning and monitoring frameworks, and building capacities for integrated, inter-sectoral approaches to SDG based planning iv) reinforcing SDG data collection, management and dissemination capacities and supporting an integrated monitoring and reporting framework for the SDGs/NDP, including support to the preparation of its national report and four governorate level reports as policy platforms for promoting the SDGs and the NDP.

The National Development Plan is the guiding framework which outlines national priority and a primary mechanism through which SDGs are implemented. While there is significant overlap at the level of goals, institutional capacity building will be needed to ensure further integration of the SDGs at the level of goals, targets, and indicators. Enhancing awareness on the SDGs, assessing the level of alignment between SDGs and national development goals as a first step, building and strengthening SDG institutional coordination mechanisms for implementation of NDP and SDGs at national and provincial levels are crucial for integration of SDGs in national as well as sub-national development planning frameworks. Adaptation of the SDGs to fit local realities into such frameworks and plans will be especially critical to ensure that the national development priorities will be achieved at both national and sub-national levels, given also the wide situational and development disparities across provinces. This is also in line with UNDP Iraq Country Programme' efforts to sustain development results through its support for the development of policy and legal frameworks and close collaboration with stakeholders at provincial level to put in place capacity for planning and implementation of national and provincial development plans (CPD, para 11).

Building on the lessons learnt from the Local Area Development Programme (LADP), this project will deepen and expand support to the other governorates in localization of SDGs through formulation of SDG-based local

development plans and capacity building. Particularly, it will deepen localization of SDGs at provincial level encompassing from awareness-raising, advocacy, implementation, to monitoring. At the stage of raising awareness, empowerment of people to participate in the achievement of the SDGs in their daily lives should be accompanied, beyond merely letting them know about the goals. Advocacy entails promoting local ownership of national strategies by ensuring bottom-up approach and calling for enabling environment for localization of the SDGs. Prioritization and forming synergies and links at all level of government become integral at the implementation stage, in which ad-hoc SDG plans can be created, or the respective arrangement can be aligned with the existing development plans and carried out simultaneously. In the monitoring stage, it is essential to ensure collecting data at the subnational level, develop appropriate local indicators and analyse them accordingly. The results need to be communicated at national level, feeding into the Monitoring and Evaluation of the SDGs in the country and engaging stakeholders. Project support to localization efforts will initially target 4 governorates facing different development challenges, namely – Al Anbar, Basra, Karbala and Erbil. Effective localization requires sound legal framework for allocation of responsibilities and revenue assignment. Drawing from the lessons that UNDP has drawn from its technical support to decentralization and local governance reform so far and other best practices, legal and policy advisory support will continue to be provided so that the localization process will be based on sound legal framework that empowers local authorities to deliver services and promote provincial revenue mobilization capacity.

This project will thus support efforts to address vertical (i.e. include both national, governorate and local levels) and horizontal coordination and policy coherence (i.e. ensuring inter-sectoral presence as well as representation of key actors like the parliament, national human rights institutions, civil society, academia, private sector, etc.) in cases where they are established, and support the establishment of such mechanisms in those governorates where such mechanisms are yet to be established.

Alongside efforts to support the strengthening of coordination mechanisms, *the project will focus on strengthening technical capacities for integrated approaches of SDG planning, implementation, monitoring and reporting*. Given the close interactions between political, economic, social and environmental challenges in Iraq and the intrinsic interconnectivity among SDG goals and targets, the adoption of integrated approaches of SDG-based planning, including SDG prioritization in Iraq is paramount for the sustainability of effectiveness and sustainability of development results. In this area, the project will adopt a *phased in, flexible approach*. In the first stage, a special emphasis will be placed on SDG thematic areas that have a clear cross-cutting impact on the achievement of the SDGs rather than those that have narrow sectoral level impact, and which can best be supported through targeted sectoral interventions. In this regard, the emphasis will initially be placed on the integration of gender equality and women's empowerment, environment and governance and peace-building issues, which are all crucial areas for achievement of all SDGs in Iraq and cannot be treated in silos. At a later stage, the project will seek to build technical capacities for integrated SDG-based planning and prioritization, using available tools, including integrated modelling.

Critically, the project will contribute to the establishment of an effective, agile, and transparent SDG Monitoring, evaluation and Reporting System linked to national and local plans and priorities, that shall contribute to informed SDG-based decision making in addition to providing support for data collection, management and analysis, the project will facilitate public access to and public use of SDG data through the creation of national and subnational dissemination platforms (portals), drawing upon regional and global best practices. In collaboration with other relevant UN partners, specific support will also be provided to strengthening monitoring capacities for gender equality and women's empowerment and environmental goals.

Building-up on previous experiences in other countries, the project will also strengthen capacities for inclusive and innovative monitoring and reporting of SDG 16 "*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*" engaging in the process key governance institutions like the Parliament, the national Human Rights Commission as well as civil society actors.

The support will ultimately contribute to integrate national monitoring, reporting and broader communication efforts on the implementation of the SDGs and the implementation of national and subnational priorities. In line with 2030 Agenda and the Addis Ababa Action Agenda, which both call for leveraging existing mechanisms, aligning and integrating national M&E systems with the SDG indicator framework (to the extent possible) would enable Iraq to focus, in the first place, on implementing and monitoring its national priorities, whilst meeting its global reporting requirements.

The reconciliation process in Iraq will be a difficult one and therefore will likely influence the Agenda 2030 and the implementation of the SDGs. Hence the project will build on analysis through other projects in order to understand the dynamics in the country and adjust its implementation when and where possible. Additionally, the analysis and understanding of the context will allow the project to provide conflict sensitive advice to the Ministry and other stakeholders to address the strategic issues, work with the strategic partners and tap into the strategic processes.

III.   RESULTS AND PARTNERSHIPS

Expected Results: The project will strive to achieve the following four **interrelated** key results-Output areas

Ker Result Area 1: Strengthening institutional and analytical capacity for aligning national planning and monitoring frameworks and the SDGs (SDG Mainstreaming). As a starting point, the project will support an assessment of the level of alignment between the National Development Plan (2018-2022) priorities and the SDGs at goal, target, and indicator level, adapting(The Rapid Integrated Assessment Tool)methodology, using both desk review and participatory approaches. The assessment will to the extent possible also cover other national and sectoral strategies that are key to the implementation of the NDP. The exercise would help identify areas of alignment (i.e national SDG priority targets, as embedded in the plans) and potential gaps that would need to be addressed. It is expected that the findings will feed into the production of a revised version of the NDP that further integrates the SDGs and targets and in the development of a monitoring framework for the NDP that would incorporate SDG (global) and complementary national tailored indicators. The exercise will also guide priorities for SDG data production and would also provide substantive inputs to SDG and VNR reporting[6] (**see KRA 4**). In this process, the project will support the *development and implementation of NDP-SDG communication strategy* and action plan, taking into consideration thematic issues, social inclusion and spatial disparities, and strengthening institutional capacity for communication.

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[6] In many countries, the results of the RIA fed into first VNR reports to the HLPF

Key Result Area 2: *Strengthening analytical capacities for integrated approaches of SDG based planning (focusing on mainstreaming of gender, environmental sustainability, governance & peace building in*

national plans) No SDG stands alone and integration is crucial for the achievement of SDGs. The adoption of integrated approaches of SDG-based planning, including SDG prioritization in Iraq is paramount for the sustainability of effectiveness and sustainability of development results. As a starting point, the project will focus *on a set of SDG thematic issues that have a cross-cutting impact on the achievement of the SDGs in whole*. In this regard, it will seek to strengthen capacities to address gender and women's empowerment outcomes under SDG5 and across all relevant SDGs and targets, and related sector plans and monitoring frameworks. To realize this, the project will support the production of national guideline for integrating gender perspective on planning, implementation, monitoring, evaluation and reporting; produce analytical report on SDG 5 implementation and gender mainstreaming that could serve as input to Iraq first national SDG (or VNR) report (cf. **KRA4**). To foster advocacy and policy dialogue on gender equality and 'leaving noone behind' and enhance awareness on gender and SDGs among national and local stakeholders, the project will also support the organization of broad based, multi-stakeholder consultations on SDG 5 implementation and monitoring as well as gender mainstreaming at national and governorate levels. Likewise, the project will raise awareness and build capacities to analyse the interaction between environment and SDGs and mainstreaming environmental concerns. Members of the technical committee on environmental sustainability will be further capacitated on the prioritization of environmental SDG targets and indicators through technical support and guidance on the multicriteria methodology of the regional Implementation Framework of Environmental Dimensions of SDGs, and considering potential trade-offs and synergies with other SDGs <u>as additional criteria for prioritization </u>within broader national planning efforts.

The project will notably support the documentation and production of a report on best practices in Iraq with nexus approaches that deliver SDG co-benefits including water, energy, food security, ecosystem conservation, climate resilience, poverty reduction to help scale-up, Broad-based, multi-stakeholder, awareness raising event on the importance of achieving environmental SDGs in Iraq for progress and sustainability of progress on other SDGs (e.g. poverty, food security, peace and security) and, the nexus between SDG 6, 7, 13 and the other SDGs will be organized. Effective communication and information sharing mechanisms among the focal persons of the technical committee for Environmental SDGs in Iraq will be setup to facilitate effective mainstreaming of environment SDGs in the national development plans. An analytical paper reviewing synergies between the implementation plans of environmental SDGs in Iraq, the Paris Agreement and the Sendai Framework for Actions will be produced. Project support to the mainstreaming of gender and environmental issues, will also be supported by the identification of relevant SDG data & monitoring gaps (**cf. KRA4**).

Similarly, building upon UNDP's global experience in supporting such efforts, the project will extend targeted support to the Ministry of Planning for the assessment of extent to which SDG 16 is mainstreamed the national and provincial development planning frameworks and raising awareness the catalytical drive of SDG 16 – related issues vis-à-vis other SDGs (1, 4, 5, 8, 10, 11 and 17). Awareness-raising sessions among national and local government and non-government stakeholders on the linkages between SDG 16 and other SDGs will be organized. Guidelines for integrating governance and peace building issues into national/sub-national planning and monitoring processes will be produced. Complementing the assessment under **KRA1**, through this project, UNDP will accompany the technical committee on SDG 16 to be a lead and integrating platform on how the SDG 16 agenda can re-enforce the connections between the National Reconciliation strategy, and other national peace-building strategy, including the National Framework for Reconstruction and development and wider SDG implementation.

In a second stage, building upon the work initiated with the environmental sustainability group, the project will seek to further build capacities across the government towards a more systematic use of integrated

approaches to SDG based planning/prioritization[6], tailored to the national context, using available tools, including integrated modelling tools. In this regard, the project will notably explore partnership with institutions that have the expertise on integrated SDGs modelling tools such as the International Futures (IFs) Tool[7] and aim to put the necessary conditions for building such models for Iraq.

At this moment the Ministry of Planning is playing a solid role in the institutional coordination of the Agenda 2030. Experiences learns that such coordination might require adjustment over time to ensure all key players are being listened to and have a voice in the shaping and designing of the National Development policies. Hence, that through this project UNDP will inform the Ministry of Planning through south-south cooperation on different institutional coordination models. UNDP can further accompany the Ministry in further refining the coordination model to ensure an inclusive enough participation both horizontally (national level among ministries, national parliament, human rights institution, academia, etc) and vertically (have the local levels like governorates and local civil society organizations).

Key Result Area 3: *Capacity development for SDG localization.* At sub-national (provincial/governorate level), the project will strive to strengthen capacity to enhance the implementation of SDGs and monitor the achievement of targets. To deepen localization, this project will enhance awareness on SDGs at provincial level, produce guidelines on the localization of SDGs targets and indicators, mainstreaming into local development/reconstruction plans, support the preparation of local development plans and support the production of provincial SDG reports and annual status report on implementation of provincial development plan. In this regard, governorate SD committees (LCSD—Local committees for Sustainable Development) will be capacitated on the mainstreaming/ adaptation/localization of SDGs and targets in local/provincial development plans, adapting the RIA methodology to local planning processes. The implementation of this activity will follow a phased approach and start with Al Anbar, Basra, Erbil (and Karbala), where UNDP has already been engaging through its local development programme. This will enable the governorates to fully understand what localization of SDGs means and entails, assess the local development plans accordingly and enable them to mainstream and monitor the progress of SDGs in their respective local development plans based on data gathered at the local level, feeding into achievement of SDGs at the national level. In this

process, a linkage between the central authority and the governorates will be gradually formulated, allowing the latter to bring in the voices of people to the decision- making dialogues.

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[6] It is important to note that SDG goals and targets being intertwined, there is no 'defined' way to prioritize them. However, based on current practices, key prioritization criteria may include: (i) Relevance/applicability to the national/local context; (ii) Size of the gap to bridge between the current status and the 2030 target (with priority being placed on targets where the country lags most behind, based on trend, baseline or benchmark assessment); (iii)The significance of a target (or an intervention) for the achievement of other SDGs and targets through knock-on impacts (with the idea to give more weight to targets (and related interventions) that can enable progress across multiple SDGs at the same time in the country context; (iv) the particular significance of a target from an "inclusion"/Leaving No One Behind perspective [contribution to gender, social and geographical inclusion etc…]; (v) The significance of the target in terms of addressing more than one dimension of sustainable development (integration perspective) – linkages of the targets with other global processes; (vi) Feasibility of intervening on the assessed SDG targets [fiscal, financial, managerial, institutional, data and other capacity constraints). However, prioritization should not be rigidly bound by current short-term constraints; a longer-term perspective is needed, whereby efforts are expected to unlock the binding resource and other capacity constraints. Furthermore, "universal enablers" or accelerators such as gender equality and women's empowerment (SDG5) -- as much as targets working towards the empowerment of the youth, as well as SDG 16 would require more systematic priority attention. The prioritization of SDG targets should then drive the prioritization of SDG indicators (global, national, "proxy") for followup (and/or) for data production (if not yet available).

[7] International Futures (IFs) software is a tool developed by the Frederick S. Pardee Center under the University of Denver. The IFs forecasting tool allows for thinking about long-term policies at national, regional and global levels. IFs integrate forecasts across different sub-models, including: population, economy, agriculture, education, energy, socio-political, international political, environment, technology, infrastructure, and health. As the sub-models are dynamically connected, the model simulates how changes in one system lead to changes across all other systems. In collaboration with UNDP the Pardee Center has put together an extension of the IFs model for analysing past trends and future possibilities of SDGs

UNDP will provide support in strengthening sub-national capacity to improve effectiveness of the project. In addition, the project will support SDG awareness raising initiatives not only for governorates' SD committees, but also for other local stakeholders, including civil society and private sector; organize experience sharing with countries with best practices on SDG localization; conduct local SDG data gap assessment (based on availability as well as disaggregation) will be undertaken as part of the overall data ecosystem mapping exercise. Furthermore, UNDP will provide support for producing four pilot provincial level SDG Reports, for those governorates to which UNDP has provided support in the preparation of local development plan.

Key Result Area 4: *Strengthened capacities for integrated SDG Monitoring and Reporting at national and local levels, and informed policy-making:* The project will contribute to enhance the capacity of the Office of Statistics to produce and disseminating SDG data, and to ensure that the Government of Iraq has strengthened statistical capacity at the national, regional and local levels for monitoring SDGs implementation, in line with national priorities (cf.**KRA 1 & 2**). To promote evidence based decision making, the project will among other things support data availability assessment and produce data ecosystem report[8].. The assessment will look at SDG data availability and disaggregation gaps and needs (looking at both sex disaggregation and other disaggregation needs (age, location, ethnicity, migration, …status) to foster advocacy and policy dialogue and 'leaving no-one behind' issues in Iraq. As part of this exercise, a comprehensive stand-alone review of SDG gender data disaggregation gaps and needs will feed and support SDG5 and gender mainstreaming efforts under **KRA2**. Likewise, a comprehensive data gap analysis of priority environmental SDG target/indicators will be undertaken, whilst the project will also support environmental data collection, analysis and interpretation for decision-making processes will be built.

Whilst efforts have been made by the CSO to assess the availability of SDG data and indicators, this exercise would contribute to further ascertain what data, including disaggregated data is currently available to measure the SDGs across the statistical system, whilst assessing the capacity and institutional upgrading required at the national and subnational levels to track SDG progress, including infrastructure requirements for improved collection, including use of new technologies, dissemination and use of data, legal and policy frameworks in place for open data. The results of the data ecosystem assessment will feed into the development of National Strategy for Development of Statistics tailored to SDG progress monitoring requirements at a later stage.

Drawing upon the resources and expertise of UNDP Global initiative on SDG 16 monitoring[9] (located at the UNDP Oslo Governance Center) and good practices of pilot countries, including Tunisia[10], the project will support inclusive monitoring and reporting capacity for SDG 16.

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[8] Piloted by UNDP in 6 countries (Bangladesh, Moldova, Mongolia, Senegal, Swaziland, Trinidad and Tobago), the Data Ecosystem mapping project assessed key areas of support for NSOs, including capacity building, infrastructure development, modernization of legislative frameworks, data collection, dissemination and use. Key recommendations from the project include opening up national statistical systems to non-official stakeholders and innovative data approaches, providing incentives for government institutions to share untapped existing administrative data that might be useful for the SDGs (same for the private sector), paying attention to infrastructure requirements such as ICT, and coordinating donors' assistance on data and statistics, and strengthening collaborative partnershipshttp://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/data-ecosystems-for-sustainabledevelopment.html

[9] To respond to the opportunity presented by reporting on SDG16, UNDP with funding from USAID has been supporting countries (El Salvador, Georgia, Indonesia, Mexico, South Africa,Tunisia, and Uruguay) in an analytically robust, inclusive and participatory process that engages actors throughout state and society.

[10] The first phase of the initiative in Tunisia led to the definition of a Tunisian Governance Goal (TGG) based on the initial proposal of

Critically, support will also be provided to establish national/local monitoring & reporting 'platforms' for informed SDG policy making and to foster accountability over development results. In particular, the project will support the establishment of an on-line SDG monitoring/tracking platform (Portal) for Iraq, through the development of customized version of the Arab Development Portal Data visualization and SDG tracking tool and revamping of the CSO website design/content if possible). [12] Opportunities for establishing such digital SDG tracking systems at subnational levels will also be explored and pilot-tested. The project will also ensure linkages with other national open digital platforms, such as the platforms foreseen to be used for the monitoring of the National Framework for Reconstruction and Development (2018-2027). [11]

Support will also be provided for the roll-out of the UNDP SIGOB initiative on SDG dashboard, building on relevant experiences[12] .

Building upon the above activities and outputs, strategic guidance and technical support (in collaboration with other agencies) will notably be provided to produce a first VNR report on 2019[13], and SDG Report in the last year of the project.

Resources Required to Achieve the Expected Results

The implementation of this project will require about USD 3.74 million (please refer the detailed Multi-Year Work Plan below). UNDP will mobilize resources for the implementation of this project. The country office will allocate staff for the management of the project. A project management unit will be established within the Ministry of Planning for the day to day implementation of the project. The country office will draw on the support from the Regional Bureau for sharing of best practices in the integration of SDGs in national and

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SDG16. During the second phase, initiated in 2016, the focus has been on the elaboration of a Baseline Study, which includes a participatory assessment of the three pillars of the TGG and a preliminary "policy gap analysis" that reviews existing national strategies and plans against the different targets of the TGG; the fourth contains a preliminary review of the linkages between the TGG and other SDGs (SDG 16+ model)

[12] The ADP SDG tracking tool includes (1) a quantitative analysis and data visualization facility that offers multi-country comparison and automatically shows benchmark and target values/years (if available) (2) a report builder that generates three types of automated reports. An important aspect of this tool is that not only does it monitor the status of countries with respect to UNSD's international list of 244 indicators (or 232 if we omit the duplicates), but it also looks into "country-specific" indicators, i.e. indicators which countries have officially identified as KPIs under their respective 2030 national strategies. This opens the opportunity to explore developing national platforms in partnership with country offices.

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[11] The Monitoring section of the Framework states that the "*Government has built on the several digital platforms that already exist and has embarked on developing an Open Digital Platform with four interlinked objectives: i) track, monitor and share progress on important national and subnational reforms needed to promote intergovernmental relations; ii) provide information on specific activities and programs in both directly and indirectly affected areas, i.e. what is being built, the time frame, who is providing funding, and how the project will be managed and maintained; iii) enable the population to engage in a dialogue and feedback loop related to reforms and implementation; and vi) improve accountability for results through collecting data and information needed to assess whether the implementation of relevant activities contributes to the overall objectives of promoting reconciliation, trust in public institutions, and sustaining peace*" see: http://kicri.gov.kw/media/iraq_reconstruction_part1_v2.pdf

[12] The Panama dashboard is of particular interest. The platform aggregates data that combines data from on-going initiatives that contribute to the delivery of the SDGs, and results indicators from official statistics. The development of the platform involved an alignment exercise of government programs and projects to the SDGs and SDG targets allowing to account for interconnectedness as each initiative may contribute to more than one goal and target. Each initiative was georeferenced by municipality, also tagged by whether the initiative incorporates a gender approach, and vulnerable group(s) which are targeted. The platform also captures information on multi-annual public investment budgets, and the public and private institutions involved in the delivery of the initiative. The platform has also a capacity to produce automated reports.

[13] The 2019 HLPF is placed under the overarching theme of "Empowering people and ensuring inclusiveness and equality", with a special focus on SDG4, 8, 10, 13, 16 (and 17) --, which is clearly of special significance for Iraq.

provincial development planning frameworks, mainstreaming gender in SDGs, measuring governance targets at national and provincial level and environmental statistics. The project will draw on the expertise of the Arab Knowledge Project (UNDP RBAS Regional programme) in producing and disseminating data on SDGs. In the areas where local expertise is not present, international consultants will be recruited. Experience sharing is also another resource that can be utilized during the implementation of the project.

Partnerships

UNDP will work with the following institutions during the implementation of this project. The Ministry of Planning will be the key institution responsible for the implementation of this project. UNDP will work with UN-Habitat in implementing the SDG localization component. The World Bank will also be a key partner in the implementation of localization component, specifically concerning support to the development of legal frameworks for decentralization. The World Bank will also be a key partner in knowledge management aspect of the project.

UNEP will be the critical UN partner on works related to measurement of environmental SDGs and supporting the mainstreaming of environmental SDGs in other SDGs. UNDP will draw on the expertise of UN women in gender mainstreaming, and development of guidelines for gender mainstreaming.

UNDP will actively seek to engage civil society organizations and the private sector, fostering multistakeholder dialogue with national and local government partners, in all activities, including on enhancing awareness of SDGs at national and provincial levels, and in SDG monitoring and reporting support activities UNDP will also engage key governance institutions like the Parliament of Iraq, the national Human Rights Commission, in implementing and integrating SDG 16.

UNDP will partner with UNFPA, UNICEF and ESCWA in strengthening statistical capacity of Iraq, particularly concerning capacity development the Bureau of Central Statistics, given the level of engagement of these institutions in strengthening the statistical capacity of Iraq.

Risks and Assumptions

The key risks that can threaten the achievement of results are mainly governance related. CPD (para 25) identifies escalation of conflicts, co-optation of reforms by vested interests, partisan politics and deterioration of capacity of implementing institutions (due to high staff turnover, and restrictions imposed by the security environment), as possible risks that could hamper successful implementation of the country programmes. These sources of risk continue to be important. The Country Office will continuously monitor the development of the risk through the establishment/strengthening of conflict early warning system

Meaningful localization also depends on deepening of decentralization, taking into consideration the differential conditions and capacities in the country. This process may be hampered due to slow process of decentralization, resistance to lose of power by federal (national) authorities and further weakening of administrative capacity at provincial levels. Delay in finalization of legal framework for decentralization may also hamper localization of SDGs. Decentralization not only promote effective localization, but it is also seen as one solution for addressing ethnic and sectarian conflict and ensuring political and social sustainability, and to reverse the decline in service delivery and accountability, thus reducing the magnitude and impact of the political risks.

The other source of risk is related to human resources. Staff turnover could affect the success of the project, as it will take more time for new comers to internalize the objectives. The impact could be higher if the change involves senior officials who are committed to push the agenda forward. To address these challenges, the project would produce guidance notes and readymade training materials which can assist the new staff in reducing the take-off time. The project will focus on continuous strengthening the capacity of SDG thematic groups so that a critical mass would be created, and the risk of attrition is minimized.

Stakeholder Engagement

The primary stakeholder is national and provincial government, who are primarily responsible for the implementation of the projects. The Ministry of Planning and the Bureau of Central Statistics are the implementing partners. The project will work with the media, Civil Society Organizations and private sector organization in enhancing awareness. The Academia will be critical partners in conducting analytical works and production of knowledge products.

South-South and Triangular Cooperation (SSC/TrC)

The project will facilitate experience sharing with countries that have best practices in integrating SDGs with national development frameworks in conflict and post conflict situations. In addition, Iraq can draw lessons from other countries in the preparation of VNR Reports for HLPF 2019 and SDG reports in conflict and postconflict contexts. The VNR process could benefit from the experience of first movers among fragile countries, like Sudan, which will present its VNR to the HLPF 2018. SDG localization is one area where SSC would be useful. The project will facilitate South-South knowledge sharing and cooperation on SDG localization, bringing expertise for "first movers' on localization (e.g Pakistan, Colombia) – whilst raising awareness and access to existing global platform. UNDP could draw upon the resources and expertise of its Global initiative on SDG 16 monitoring (located at the Oslo Governance Center) and good practices of pilot countries such as Tunisia, Indonesia, Georgia and Uruguay.

Knowledge

As part of the project monitoring and evaluation system, the project aims to generate, use and disseminate knowledge. Thematic level, analytical reports will be produced. Support will be provided for the preparation of analytical paper reviewing synergies between the implementation plans of environmental SDGs in Iraq, the Paris Agreement and the Sendai Framework for Actions. The project will support the production of Annual Progress Report on the implementation of NDP and SDG reports at national and provincial levels. Support will also be provided for the preparation of SDG Voluntary National Review (VNR) Report for presentation at High Level Political Forum (HLPF) 2019. The knowledge products will be disseminated internally and externally to ensure wider dissemination of the delivery of project results.

Sustainability and Scaling Up

The project is based on the expressed need of the stakeholders and respond to the priority of the country. The stakeholders will be involved at all stages of the cycle (during implementation and project implementation review) and reflection of their priority needs will be ensured. The project prioritizes institutional capacity building so that national counterparts can sustain gains realized through this project.

The gains that the project realized could vanish if the risks mentioned above, specially conflicts, are not managed. The project will develop an early warning system and develop early action plans so that the development gains are not reversed.

IV.   PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will ensure efficiency and effectiveness by leveraging on existing partnership that UNDP has developed with the implementing partners and by building on existing support for implementation of SDGs in Iraq. UNDP will work with specialized agencies to ensure efficiency in implementation of the project. Procurement actions will be consolidated; assessing value for money; identifying cost drivers, and regular analysis of expenditures to ensure quality results being achieved at reasonable costs etc. Sound risk management strategy will ensure timely implementation of projects activities. UNDP will work with Civil Society Organizations in deepening awareness on SDGs. Development of sound results-based management system will ensure accountability for delivery of results.

Project Management

This project does not entail the development of new project management unit. It will piggy-back on exiting arrangement for projects that are implemented by the Ministry of Planning. The project will be implemented at National level and provincial level. At the national level, the primary counterparts are the Ministry of Planning, Central Bureau of Statistics, and Ministry of Environment and Health. The project will be implemented in all governorates. Audit arrangements will follow the existing arrangement between the UN Country Team and the Government of Iraq, as per UNDAF commitments. Monitoring of the project will be conducted jointly (UNDP, partner UN agencies, and the MoP. Direct Project Costing will be applied in line with the UNDP rules and regulations.

V.		RESULTS FRAMEWORK INTENDED OUTCOME AS STATED IN THE UNSDCF/COUNTRY PROGRAMME RESULTS AND RESOURCE FRAMEWORK: **UNSDCF 2020-2024 Outcome 3.1** Strengthened institutions and systems deliver people-centered, evidence and needs-based equitable and inclusive gender and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women's leadership in decision-making processes.
		Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: **CPD Outcome-3-** Strengthened institutions and systems deliver people-centered, evidence and needs-based equitable and inclusive gender and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women's leadership in decision-making processes **Outcome Indicator: Indicator 3.1.** Proportion of the population satisfied with the delivery of improved public services, disaggregated by sex, age, disability, type of service and governorates. **Baseline (2019)**: 5.8% **Target (2024)**: 2% increase every two years **Output 3.1.** Innovative, digital and data-driven solutions for developing evidence-based policies and systems for planning, budgeting and monitoring public services designed and implemented. **Output Indicator 3.1.2.** Number of analytical reports produced on progress towards achieving the Goals, disaggregated by national and subnational levels. **Baseline (2019):** 1 (national); 3 (subnational) **Target (2024):** 5 (national); 16 (subnational) **Source:** Ministry of Planning; governorate offices

<table>
<tr><td colspan="2"></td><td colspan="9">Applicable Output(s) from the UNDP Strategic Plan 2021-2025:

3.1.2. Number of analytical reports produced on progress towards achieving the Goals, disaggregated by national and subnational levels. Baseline (2019): 1 (national); 3 (subnational) Target (2024): 5 (national); 16 (subnational) Source: Ministry of Planning; governorate offices</td></tr>
<tr><td colspan="2"></td><td colspan="9">Project title and Atlas Project Number: Support to the Government of Iraq for the implementation and monitoring of SDGs; Atlas Project Number: 00111226</td></tr>
<tr><td rowspan="2">EXPECTED OUTPUTS</td><td rowspan="2">OUTPUT INDICATORS</td><td rowspan="2">DATA SOURCE</td><td colspan="2">BASELINE</td><td colspan="3"></td><td colspan="3">TARGETS (by frequency of data collection)</td><td rowspan="2">DATA COLLECTION METHODS & RISKS</td></tr>
<tr><td>Value</td><td>Year</td><td>Year 2018</td><td>Year 2019</td><td>Year 2020</td><td>Year 2021</td><td>Year 2022</td><td>Year 2023</td><td>FINAL</td></tr>
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Output 1 Institutional and analytical capacity for aligning national planning and monitoring frameworks with SDGs strengthened	1.1 # of Iraqi stakeholders from national and local governments, civil society, academia participate in and benefit of Iraqi National SDGs Forum (disaggregated by Gender)	UNDP; Ministry of Planning (MoP)	One national level Awareness raising workshops was conducted at national level in March 2018	2018	200 (80F/120M)	500 (200F/300M)	900 (350F/550M)	1000 (400F/600M)	2600 (1130F/1470M)		2600 (1130F/1470M)	Training evaluation reports review, pre and post training assessments, endline survey
Gender Marker: 2	1.2 SDG and National Development Plan (NDP) communications strategy is in place for implementation	UNDP	No communications strategy is available	2018	-	-	SDG and NDP Communication strategy is developed and implemented	-	(NDP) communications strategy is in place for implementation		SDG and NDP Communication strategy is developed and implemented	reviewing communication strategy and following up on online platforms and offline materials

	1.3 A revised version of the NDP (2018 - 2022) that integrates nationalized SDGs and indicators is available	Ministry of Planning	No systematic alignment exercise undertaken	2017	National and local government stakeholders trained on the Rapid Integrated Assessment (RIA); RIA of the NDP is completed	The revised NDP 2018-2022 is ready for dissemination			The revised version of the NDP (2018 - 2022) that integrates nationalized SDGs and indicators is available		The revised NDP 20182022 is aligned with SDGs targets and indicators and ready for dissemination	reviewing the submitted progress reports by MOP andTraining evaluation reports review , pre and post training assessments,

Output 2: Analytical capacities for integrated approaches to SDG based planning (*with focus on mainstreaming of gender equality and women empowerment , Environmental sustainability and Governance and peace)*	; # of consultations and capacity developmen t sessions organized (for the broad based multistakeholder government , civil society, private sector, academia) on Gender, environmen t mainstreami ng ,Governanc e and Peace Building issues (At least one consultation on each of the three themes)	UNDP	Not available	2017	1	3	3	3	10 multistakeholder government, civil society, private sector, academia) consultations and capacity development sessions on Gender, Governance and Peace Building and environment mainstreaming issues were organized.		10 multi-stakeholder government, civil society, private sector, academia) consultations and capacity development sessions on Gender, Governance and Peace Building and environment mainstreaming issues were organized.	Training evaluation reports review , pre and post training assessments, endline survey

| strengthened

Gender Marker 3	; # of workshop organized on analytical capacity development for Integrating of environmental SDGs in Iraq (for progress and sustainability of progress on other SDGs, particularly on the nexus between SDG 6,7, 13 and implications of environmental goals for other the SDGs)	UNDP; MoEH	A technical group has been established to facilitate coordinated support to implement environmental SDGs in Iraq	2017	One Technical workshop organized for Integrating of environmental SDGs in Iraq context and to identify the environmental SDGs dimensions for the country	-	-	-	One technical workshop organized for Integrating environmental SDGs dimensions in Iraq context		One technical workshop organized for Integrating environmental SDGs dimensions in Iraq context	Training evaluation reports review , pre and post training assessments, endline survey

	2.3 # of analytical report on SDG 5 and gender mainstreaming guidelines is available	UNDP	No analytical report on SDG 5 is available	2017	Drafting the analytical report on SDG 5	Analyti cal report on SDG 5: gender equalit y and wome n's empo werme nt in Iraq is availab le	Gender mainstre aming guideline s prepared	-	An analytical report on SDG 5 and gender mainstreaming guidelines is available		An analytical report on SDG 5 and gender mainstreaming guidelines is available and ready for dissemination	reviewing the progress reports Submitted by MOP
	2.4 Governance and peacebuilding SDG mainstreaming guidelines is available and ready for dissemination	UNDP; MoP	No governance and peacebuilding SDG mainstreaming guidelines is available	2017	-	govern ance and peacebuildin g SDG mainst reamin g guideli nes develo ped	-	-	Governance and peacebuilding SDG mainstreaming guidelines is available and ready for dissemination		Governance and peace-building SDG mainstreaming guidelines is available and ready for dissemination	reviewing the progress reports submitted by MOP and UNDP

			Baseline		Targets						Final target	Means of verification / Risks
	2.5 # of Relevant NDP/SDG Technical Working Groups (TWGs) capacitated in the respective SDG area (gender, environment and Governance and peace building) per year)	UNDP	Limited expertise of relevant NDP/SDG TWGs capacitated in the respective SDG area	2017	Two relevant NDP/SDG TWGs capacitated in the respective SDG area	Four relevant NDP/SDG TWGs capacitated in the respective SDGs area	Six relevant NDP/SDG TWGs capacitated in the respective SDGs area	Ten relevant NDP/SDG TWGs capacitated in the respective SDGs area	Ten relevant NDP/SDG TWGs capacitated in the respective SDGs area		Ten relevant NDP/SDG TWGs capacitated in the respective SDGs area	reviewing the progress reports submitted by MOP,UNDP and Training evaluation reports review, pre and post training assessments, endline survey
Output 3: Capacity development for SDG localization strengthened Gender Marker: 2	3.1 # of provinces with local development plans, developed their SDGs vision which aligned with the 2030 agenda and the Iraq Vision 2030	UNDP; MoP	Four provinces have either developed or in the process of developing Local Development Plan (LDP)	2017	-	Three pilot local governorates have developed their SDGs vision which aligned with the 2030 agenda and the Iraq Vision	-	One pilot local governorates have developed their SDGs vision which aligned with the 2030 agenda and the Iraq Vision 2030	Four pilot provinces have developed their SDGs vision which aligned with the 2030 agenda and the Iraq Vision 2030		Four pilot local governorates have developed their SDGs vision which aligned with the 2030 agenda and the Iraq Vision 2030	reviewing the providences progress reports Resurgence of conflicts, staff turnover (including change of leadership)

						2030						
	3.2 # of Local Committees for Sustainable Development (LCSD) capacitated on collecting data on localization of SDGs in national and sub-national plans	UNDP; MoP	Limited experience on MDGs related data collection is available	2017	-	-	LCSDs' capacities are developed in the data collection and analysis with regard to the respective SDG areas	-	8 LCSD capacitated on collecting data on localization of SDGs in national and sub-national plans.		Eight LCSDs' capacities are developed in the data collection and analysis with regard to the respective SDG areas	reviewing the progress reports submitted by MOP,UNDP and Training evaluation reports review, pre and post training assessments, endline survey

	Indicator	Source	Baseline	Year							Target	Means of Verification / Assumptions
	3.3 # of pilot provincial SDG Reports are available	UNDP; MoP	No provincial SDG Report is available	2017			Three pilot provincial SDG reports are available for dissemination	One pilot provincial SDG report are available for dissemination	4 pilot provincial SDG Reports are available		Four pilot provincial SDG reports	reviewing the progress reports submitted by MOP,UNDP and Training evaluation reports review , pre and post training assessments, endline survey
Output 4: Capacities for integrated SDG Monitoring and Reporting at national and local levels strengthened	4.1 SDGs data gap assessment exercise is undertaken, and ecosystem mapping report exists	UNDP; CBOS	No SDGs data gap assessment report is available	2017	-	-	SDGs data gap assessment exercise is undertaken, and ecosystem mapping report exists is in place for dissemination	-	SDGs data gap assessment exercise is undertaken, and ecosystem mapping report exists for dissemination		SDGs data gap assessment exercise is undertaken, and ecosystem mapping report exists for dissemination	Reviewing the progress reports that submitted by MOP and UNDP Resurgence of conflicts, staff turnover (including change of leadership; lack of funding

Gender marker 2	4.2 M&E framework for tracking and reporting on the progress of environmental SDGs is available	UNDP; MoP;	GoI's readiness on SDGs are in advance stage	2017	M&E framework for tracking and reporting on the progress of environmental SDGs is available	-	-	-	M&E framework for tracking and reporting on the progress of environmental SDGs is available		M&E framework for tracking and reporting on the progress of environmental SDGs is available	and the progress report submitted by MOP and UNDP
	4.3 An inclusive SDG 16 monitoring and reporting framework is available	UNDP	No SDG 16 monitoring and reporting framework is available	2017	-	SDG 16 monitoring and reporting framework is available	-	-	SDG 16 monitoring and reporting framework is available		SDG 16 monitoring and reporting framework is available	Data and reports submitted by MOP SDG16 team And Training evaluation reports review, pre and post training assessments, endline survey

	MOP; Central Statistics Organization	No SDG online database and tracking system exists	2017	-	-	SDG online database and tracking system is developed and functioning	-	SDG online database and tracking system exists at the national level		SDG online database and tracking system exists at the national level	Reports automatically generated by SDGs platform in MOP website showing number of users and their activities and Reviewing the progress reports that submitted by MOP
4.4 SDG online database and tracking system exists at the national level											
4.5 # of SDG Reports produced at national, regional and sub-national levels	MOP	No SDGs report is available	2017	-	3	4	5	Twelve SDG Reports available at national, regional and sub-national levels		Twelve SDG Reports available at national, regional and subnational levels	reviewing the progress reports submitted by MOP,UNDP and

4.6 Volunteer National Review (VNR) report is developed and submitted to the High Level Political Forum (HLPF)	MOP	No VNR report is available	2017	-	1st VNR is developed and submitted to the HLPF	-	2nd VNR is developed and submitted to the HLPF	Two VNRs have been developed and submitted to the HLPF		Two VNRs have been developed and submitted to the HLPF	reviewing the progress reports submitted by MOP,UNDP

	4.7 Development of Iraq Socioeconomic recovery response plan	MOP	Preliminary paper developed at mid to end of 2020 on the situational analysis of the socioeconomic impact in Iraq during COVID_19	2020	-	-	-		The plan developed and submitted for the Government to be adopted	Iraq Socioeconomic recovery response plan developed		The plan develop be and submitted for Government adopted	reviewing the progress reports submitted by MOP,UNDP
	4. 8 Conducted the SDGs financial gap assessment	MOP	No SDGs financial gap assessment undertaken	2020	-	-	-		SDGs financial gap assessment is available	the SDGs financial gap assessment Conducted		SDGs financial gap assessment is available	reviewing the progress reports submitted by MOP,UNDP
Output 5: Accelerating the SDGs in Iraq	Report published (instead of delivered) by Pardee Centre on adapting and localizing the SDGs Push Scenario for Iraq.	MOP	No SDGs Push Scenario has been developed for Iraq as of 2021	2021	-	-	-	-	; Report published			SDGs Push Scenario report ; Report published is ready for dissemination	reviewing the progress reports submitted by MOP,

	5.2: Development of SDGs data visualization for the data futures platform	MOP	No SDGs data available at the data futures platform as of 2021	2021	-	-	-	-	-	The SDGs Data for Iraq is available at the data futures platform		The SDGs Data for Iraq is available at the data futures platform	Reports automatically generated by the platform showing number of users and their activities Reviewing the progress reports that submitted by MOP and UNDP
	5.3: Updating the Social Accounting Matrix (SAM) for Iraq	MOP	SAM has been updated in 2011	2011	-	-	-	-	-	SAM is updated with most recent available data		SAM is updated with most recent available data	reviewing the reports submitted by the team of (SAM) and the progress report submitted by MOP and UNDP

| Output 6 Support development of third national human development report (NHDR) | 6.1 Developing Iraq third National Human development report | MOP | 2 NHDRs has been developed | 2014 | - | - | - | - | - | Iraq third NHDR has been Developed and Published | Iraq third NHDR has been Developed and Published | Reviewing the progress reports that submitted by MOP |

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, and annually.	Slower than expected progress will be addressed by project management.	MOP; NCSD; GCSD; TWGs; CSO	…
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MOP; Cabinet; CSO	
Learn	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.	Quarterly	Relevant lessons are captured by the project team and used to inform management decisions.	MOP; Academia;	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MOP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		---

	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MOP; NCSD; GCSD; TWGs; CSO	
Project Report					
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Donors; MOP;

Evaluation Plan[16]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final project evaluation: Support to the Government of Iraq for the implementation and monitoring of SDGs		Outcome 1: Advance Poverty Eradication in all its forms and dimensions (to be	Outcome 3: Strengthened institutions and systems deliver people-centered, evidence and needs-based equitable and	November 15, 2022	MOP, Civil Society Organization, Academia	$30,000 (UNDP CO. Office Resource from 11888 fund

		confirmed through Results Linking exercise)	inclusive gender and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women's leadership in decision-making processes			

		VI.	VII.	VIII.	MULTIYEAR WORK PLAN					

EXPECED OUTPUTS	Planned Activities	Planned Budget by Year (US$)							Responsible Party	Planned Budget		
		2018	2019	2020	2021	2022	2023			Funding Source	Budget Description	Amount
Output 1 Institutional and analytical capacity for aligning national planning and monitoring frameworks with SDGs strengthened	1.1: Training technical working groups on Rapid Integrated Assessment (RIA) and conduct RIA of the NDP and related strategies	10,500.00		10,000.00	20,000.00				CoMSEC & National Committee for Sustainable Development	UNDP CO.		40,500.00
Gender marker: 2	1.2: Support the production of revised version of NDP and monitoring framework which is aligned with SDGs	7,300.00								UNDP CO		7,300.00
	1.3: Organize SDG awareness raising events and establish National SDGs Forum	5,000.00	20,000.00	10,000.00	10,000.00					UNDP CO.		45,000.00
	1.4: Develop and implement NDP/SDG communication strategy and communication action plan			5,000.00	15,000.00				National Committee for Sustainable Development	UNDP CO.		20,000.00
	1.5 Supporting the GoI in the development of SDG16+ progress report					18,148.15			UNDP and MoP	UNDP CO.		18,148.15
	1.6 Provide strtgic guidence for the development of the					28,148.15			UNDP and MoP	UNDP CO.		28,148.15

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	SDGs 2030 vision and the national strategy of privet sector.								
	Sub-Total for Output 1	**22,800.00**	**20,000.00**	**25,000.00**	**45,000.00**	46,296.3			**159,096.3**
Output 2: Analytical capacities for integrated approaches to SDG based planning (*including mainstreaming of gender, Environmental sustainability and Governance and peace)* strengthened Gender marker: 2				**2.1.** Capacity for integrated approaches to SDG/gender mainstreaming strengthened					
	2.1.1: Produce an analytical report on SDG-5 and gender mainstreaming efforts		8,000.00				TWG on Human Development & Women Empowerment Department at CoMSEC	UNDP CO.	8,000.00
	2.1.2. Organize a validation session on thematic report on SDG-5 and gender mainstreaming efforts		9,000.00				Women Empowerment Department at CoMSEC, target CSOs & Private Sector	UNDP CO.	9,000.00
	2.1.3. Organize broad based, multi-stakeholder consultations on SDG 5 implementation and monitoring as well as gender mainstreaming at national and governorate levels	10,000.00					Women Empowerment Department at CoMSEC, target CSOs & Private Sector	UNDP CO.	10,000.00
	2.1.4Conducting one day workshop to the SDGs working group to present				40,000.00				40,000.00

the progress had been made in SDGs and 2030 Agenda in Iraq in collaboration with ministry of planning and the High committee of SDGs in Iraq (National conference)										
2.1.5 Capacity building for new elected women and youth to enhance women political participation					30,000.00		Women empowerment directorate/COMS EC and CSO/ MOP			30,000.00
2.1.6 Supporting Women Empowerment Directorate in considering gender equality at the center of solutions for climate change/environment challenges					30,000.00		UNDP And women empowerment directorate/COMS EC And ministry of environment			30,000.00
2.1.7 supporting the Gender SEAL activities					17592.59					17592.59
Sub-total	**10,000.00**	**17,000.00**	**-**		**117,592.59**		**-**		**-**	**144,592.59**
									-	
			2.2. Capacity for integrated approaches to mainstreaming Environment strengthened							

	2.2.1. Conduct awarenessraising sessions at national/subnational level on the importance of achieving environmental SDGs in Iraq for progress and sustainability of progress on other SDGs (e.g poverty, food security, peace and security), particularly on the nexus	10,000.00	10,000.00	5,000.00	10,000.00			MoE & TWG on Environmental Sustainability	UNDP CO.		35,000.00

	between SDG 6,7, 13 and implications of environmental goals for other the SDGs										

	2.2.2. Provide technical guidance and support to members of the technical committee on the prioritization of environmental SDG targets and indicators using the multicriteria methodology of the regional Implementation Framework of Environmental Dimensions of SDGs, and considering impacts and synergies with other SDGs as additional criteria for prioritization;	15,000.00			14,000.00			Ministry of Environment & TWG on Environmental Sustainability	UNDP CO.		29,000.00
	Sub-total	**25,500.00**	**10,000.00**	**5,000.00**	**24,000.00**			**-**	**-**	**-**	**40,000.00**
				2.3. Capacity for integrated approaches to mainstreaming governance and peace-building strengthened							
	2.3.1. Organize awareness raising sessions for national and local stakeholders to accelerate the integration of SDG 16 at national and local levels,		10,000.00	10,000.00	18,000.00			UNDP and MoP the Office of the National Security Adviser (ONSA)	UNDP CO.		38,000.00

	2.3.2. Provide technical support to national stakeholders (including the development of guidelines on integrating Goal 16 into national/sub-national planning and monitoring processes, as part of output 1 on alignment exercise		10,000.00						UNDP	UNDP CO.		10,000.00
	2.3.3. Engaging key governance institutions like the Parliament, the national Human Rights Commission, etc. on SDGs by organizing workshop on the role of Parliament, the national Human Rights Commission, etc. on SDGs.		20,000.00		15,000.00				MoP and parliament	UNDP CO.		35,000.00
	Sub-Total for Output 2.3		**40,000.00**	**10,00).00**	**33,000.00**				**-**		**-**	**-**	**50,000.00**
Output 3: Capacity development for SDG localization strengthened	**3.1** Build capacity of governorate SD committees on the mainstreaming/ adaptation/localization of SDGs and targets in local/provincial development plans, adapting the RIA		25,000.00	5,000.00	17,000.00				UNDP; NCSD; MOP	UNDP CO.		47,000.00

	methodology to local planning processes (starting with Al Anbar, Basra, Erbil (and Karbala).									
	3.2 Supporting local SDG data gap assessment, as part of the proposed data ecosystem mapping exercise (cf activity 4.1)		10,000.00					UNDP CO.		10,000.00
Gender marker: 2	**3.3** Facilitate South-South knowledge sharing and cooperation on SDG localization, bringing expertise for "first movers' on localization (e.g. Colombia, Pakistan)	5,000.00					UNDP; MOP	UNDP CO.		5,000.00
	3.4 Supporting the production pilot local SDG reports (for the same governorates), as inputs to the production of a first national report on NDP/SDG implementation (see output 4)	5,000.00	5,000.00				GLCSD; Provincial office of Planning	UNDP CO.		10,000.00
	3.5 Providing technical support to the regional stakeholders to develop KRI Vision 2030 on SDGs			74,000.00			Regional MOP and line ministries			74,000.00

	3.6 Launching 2030 vision conference					37,222.23		MOP KRI	UNDP CO.		37,222.23

	Training on SDGs localization in KRI										
	3.7 (SDGs and US) / Youth voices compatition , finding Local solutios for SDGs Challenges on local level by Iraqi youth					27,777.8			UNDP CO.		27,777.8
	Sub-Total for Output 3		**35,000.00**	**20,000.00**	**91,000.00**	65,000.03			-	-	-	**211,000.03**
	4.1: Undertake SDG data gap (availability) assessment and produce "Data Ecosystem Report" (assess current statistical systems and mechanisms nationally, regionally and locally while guided by the requirements of 2030 agenda requirements)		35,000.00	5,000.00				Central Statistics Organization (CSO)	UNDP CO.		40,000.00
Output 4: Capacities for integrated SDG Monitoring and Reporting at national	4.2: Capacity development for data collection, analysis and documentation of best practices for the implementation of environment SDGs		5,000.00	5,000.00	8,000.00			Ministry of Environment and target CSOs, Private Sector or Youth Groups	UNDP CO. UNDP CO.		18,000.00

and local levels strengthened Gender marker: 2	4.3. Support the development of inclusive monitoring and reporting capacity for SDG 16		5,000.00	10,000.00	10,000.00			TWG on Good Governance & ONSA	UNDP CO.		25,000.00
	4.4. Establish on-line SDG monitoring/tracking platform for Iraq, through the development of customized version of the Arab Development Portal Data visualization SDG tracking tool and revamping of the CSO website design/content if possible		5,000.00	5,000.00				CSO; UNDP	UNDP CO.		10,000.00
	4.5. Support the development of a data exchange system between the various part of the statistical system (CSO and ministries, and other data providers, including at local level),		5,000.00	35,000.00	5,000.00			MoP, NCSD	UNDP CO.	TA; IT (hardware and software)	45,000.00

	4.6 Provide strategic guidance and technical support for the production of a first/pilot SDG and/or VNR report in 2019 under the overarching theme of "Empowering people and ensuring inclusiveness and equality", with a special focus on SDG4, 8, 10, 13, 16 and 17	8,000.00	20,000.00	-	2,000.00			MoP, NCSD & Line Ministries	UNDP CO.		30,000.00
	4.7 Support to the production of National SDG report				10,000.00			MoP, NCSD & Line Ministries	UNDP CO.		10,000.00
	4.8 Supporting the GoI in the development of Iraq Socio-economic recovery response plan to meet the impacts of the COVID-19 pandemic				121,000.00			MOP & line ministries			121,000.00
	4.9 Provide technical support to national universities to enhance role of academia and raising students' awareness of the SDGs					18,518.52			UNDP CO.		18,518.52
	Sub-Total for Output 4	**8,000.00**	**75,000.00**	**60,000.00**	**156,000.00**	**18,518.52**		-	-	-	**317,518.52**

Output	Activity							Responsible	Implementing		Total
Output 5: Accelerating the SDGs in Iraq	5.1 Adapting and localizing the SDG push scenario for Iraq with Pardee					45,000.00		UNDP HQ			45,000.00
	5.2 Development of SDGs Data Visualization for the data futures platform					30,000.00		UNDP HQ			30,000.00
	5.3 Updating the Social Accounting Matrix (SAM) for Iraq					50,000.00		UNDP HQ			50,000.00
	Sub-Total for Output 5					125,000.00		-	-	-	125,000.00
Output 6 Developing Iraq third National Human development report	**6.1 Developing a concept note including Developing the methodology and roadmap for NHDR**					**10,000**		**UNDP, MOP**	**UNDP CO**		10,000
	6.2 Signing the RPA between UNDP and the non-governmental institution in iraq . Holding sessions on Statistics and Evidence , and on the initial version of NHDR					**155,000**		**UNDP, MOP**	**UNDP CO**		85,000
	6.3 Validation sessions for the report						**35,00**	**UNDP, MOP**	**UNDP CO**		35,000
	6.4 Translating and Printing NHDR						**20,000**	**UNDP, MOP**	**UNDP CO**		20,000
	6.5 Launching Event						**30,000**	**UNDP, MOP**	**UNDP CO**		30,000
	Sub-Total for output 6					**165,000**	**85,000**				250,000

	Total Budget for Activities	65,800.00	197,000.00	120,000.00	367,000.00	372,407.44					1,122,207.44
	Ensure the placement of effective and efficient project management systems, including through the placement of required technical and implementation support human resource capacities	9,000.00	30,730.48	30,730.48	30,730.48	13,500.00			UNDP CO.		114,691.44
Project Management Costs	**DPC for Country Office Support Services**	3,740.00	11,387.00	7,536.5	19,887.5				UNDP CO.		42,551.00
2.1	**General Management Support (8%)**	6,464.00	19,800.00	13,400.00	36,200.00	24,852.89			UNDP CO.		100,716.89
	Final Project Evaluation				30,000.00		30,000.00		UNDP CO.		60,000.00
		85,004.00	258,917.48	171,656.98	483,817.98						788,486.44
Total Project's Budget											

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be executed by UNDP using direct implementation modality under the overall coordination of the project board which will consist of representatives from MoP, UNDP, and the donor. The management and implementation structure will consist of (a) Project Board; and (b) Project management unit under the project manager in addition to external and internal experts, including Gender Advisors.

The role and responsibilities of each entity of the management structure are as follow:

a) Project Board

The Project Board is a decision-making body, responsible for project oversight, including ensuring that appropriate project management milestones are completed, that the project benefits from independent oversight and monitoring, and that the project works closely with all key partners. The PB will be chaired by UNDP Country Director, who also functions as the Senior Executive of the PB and will meet regularly and have a decision-making role.

The Project Board is the group responsible for making management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The decisions of the Project Board would be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In addition, the Project Board has the responsibility of quality assuring UNDP commissioned evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are undertaken quarterly during the implementation of the project, or as necessary when raised by the Project Manager.

Based on the approved multi-year or annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.

The Executive: The role of Executive will be hold by UNDP Country Director. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive must ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

The Senior Beneficiary: The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria

Senior Supplier: UNDP will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

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b) Project Management Team

The Project Management Team is composed of a Project Manager (PM) and national project officer (National UNV). The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in this project document-, to the required standard of quality and within the specified constraints of time and cost. The project manager is also responsible for producing performance report in line with the timeframe set in the Monitoring and Evaluation Plan of the project. The Implementing Partner appoints the Project Manager. The PM will be recruited internationally.

The National Project Officer will be responsible for supporting the implementation of the project in close coordination with the project manager and the consultants recruited in the framework of the project. He/she will be responsible for inter alia, liaising and coordinating between UNDP and national relevant counterparts for the effective implementation of the project, monitoring and reporting on its implementation, or conducting research to assist in the development of concept notes, project documents and policy frameworks as directed by the PM.

c) Project assurance

The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions and ensures appropriate project management milestones are managed and completed. The Country Office will assign a Programme Officer who will perform the project Assurance role.

X.   LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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

RISK MANAGEMENT STANDARD CLAUSES

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

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][17] [UNDP funds received pursuant to the Project Document][18] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

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

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

Special Clauses. In case of government financing through the project, the following should be included:
Please insert the schedule of payments and UNDP bank account details.
1.   The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further

financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.

2.   The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

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3. UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.

4. All financial accounts and statements shall be expressed in United States dollars.

5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The
Government shall use its best endeavours to obtain the additional funds required.

6. If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

7. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to ___%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

8. Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

9. The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

XI.   ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening**

Attached

3. **Risk Analysis**.

Attached

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

To be done by the country office.

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