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PROJECT DOCUMENT
UNDP IRAQ

Project Title: Catalytic climate action in Iraq

Project ID: 00139778

Implementing Partner: UNDP

Start Date: 04/01/2022 **End Date:** 31/03/2024

PAC Meeting date:

Brief Description

Due to its geographic location, Iraq is among the most vulnerable countries to the impact of climate change. The temperatures are expected to rise to 3.5 degrees by year 2100 and rains will be reduced significantly. Together, the increasing temperatures and reduced rainfalls will lead to massive reductions in Iraq's water resources and would lead to growing desertification, droughts, heatwaves, and sand and dust-storms, thereby severely affecting the social, economic and environmental sustainability and development. Growing water scarcity, which is also driven by reduction in downstream flows to the Tigris, Euphrates and Shatt Al-Arab rivers from the upper riparian countries, has and would seriously harm health, agriculture, ecosystems, biodiversity and food security among others. The chronic water scarcity coupled with periodic droughts would lead to rural to urban displacement by destroying cultivable lands and livelihoods of rural, marshland and coastal communities.

Since Iraq is heavily reliant upon fossil fuel-based energy supply therefore it also wants to shift its energy strategy in order to meet commitment towards the Paris Agreement, which it signed in January 2021. Following the signing of Paris Agreement, Iraq has designed the Nationally Determined Contributions (NDC) to set a national vision for mitigation and adaptation for different sectors. However, it lacks the essential instruments to operationalize the NDC.

The Project aims to facilitate national efforts for climate change adaptation and mitigation by supporting the formulation of a framework for NDC implementation based upon fiscal modelling and also by supporting the Nationally Appropriate Mitigation Actions (NAMA) process. Furthermore, the Project will provide advisory support to assess current approach to energy management and devise a financially prudent and climate friendly energy framework and help Iraq towards integration of renewable energy in the national grid. On the adaptation front, the Project will provide advisory support for effective management of water resources through enhanced transboundary cooperation, management of national level water conflicts and by promoting drought preparedness and risk reduction.

The Project in its interventions where feasible will prioritize the most vulnerable geographic regions, sectors and social segments. The involvement of civil society including academia, media, youth and women groups would be encouraged in order to raise awareness and create a social momentum in favour of climate friendly policies and for effective management of water resources and natural hazards. Given the predominantly patriarchal nature of Iraqi society, the Project will make pertinent efforts towards promoting gender equality, and women empowerment through its various activities. Participation of women will be encouraged in different type of activities. The project would also apply a gender-lens to the formulation of frameworks, technical guidelines and analyses. Women organizations will be closely engaged in different processes and activities, especially with the participation of the Women Empowerment Council of the COMSEC in the Project Board.

Contributing Outcome (UNSDCF, CPD, RPD):
4.1. Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters.
Indicative Output(s) with gender marker[1]:
Output 1: Government of Iraq is supported to facilitate energy transition in Iraq, GEN Marker: 1 Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations, GEN Marker: 2 Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq, GEN Marker 2

Total Programme resources required:		6,834,143 US$
Total Levy:		68,310 US$
Total resources allocated:		
	UNDP TRAC:	
	UK	US$ 5,671,053[2]
	UK Levy	US$ 56,710 [3]
	Canada	US$ 1,163,090[4]
	Canada Levy	US$ 11,600[5]
	Government in Kind:	
Unfunded:		

Agreed by (signatures)[6]:

UNDP
Zena Ali Ahmad, Resident Representative
Date: 14 April, 2022

[1]. The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[2]. GBP 4,207,921 calculated at .742 UN exchange rate of US$ to GBP in January 2022, when the agreement was signed.

[3]. GBP 42,079 calculated at .742 UN exchange rate of US$ to GBP in January 2022, when the agreement was signed

[4]. CA$ 1,485,149 calculated at 1.277 UN exchange rate of CA$ to US$ in March 2022, when the agreement was signed

[5].CA$ 14,851 calculated at 1.277 UN exchange rate of CA$ to US$ in March 2022, when the agreement was signed

[6]. Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

Due to its geographical location within the arid and semi-arid regions Iraq is one of the most vulnerable countries to the impact of climate change. Projections based on national numerical climate models indicate a steady increase in temperature ranging from (0.9°C) since 2007 to an expected (3.5°C) in the year 2100, which present a critical situation in a country where the current average temperature rises above (50°C) on a number of summer days of the year.

The annual rates of precipitation have witnessed a decrease and are expected to experience further significant and continuous decrease, which may be reduced by more than 30% by the year 2100 from the rainfall rates during the period 1938-1978, according to forecasts of the Iraqi General Authority for Meteorology and Seismic Monitoring.

Surface water, consisting upon flows in the Tigris and Euphrates rivers and their tributaries and Shatt al-Arab is the main source of water in Iraq. Climate change has exacerbated the problem of water scarcity in the Tigris and Euphrates rivers and their tributaries, as estimates of the World Bank in 2011 indicated a significant shortage and scarcity of water in Iraq compared to the actual need during the period from 2000 to 2009, while it is expected that the shortage will reach 37% between 2020 - 2030, which will increase to 51% between 2040 – 2050, since the upper riparian countries driven by pressures of climate change, population explosion, urbanization and industrialization are engaged in building more and more dams and reservoirs by diverting water from the catchments of the Tigris, Euphrates and Shatt Al-Arab.

The diversion of water by upper riparian countries has serious consequences for water availability in Iraq. Dam and hydropower project constructions on the Tigris and Euphrates rivers are estimated to have cut water to Iraq by 80 percent since 1975. For example, the flow in Iraq was about 30.6 BCM in Hit (west of Iraq) before 1974, which is now down to 4 BCM. The reduction in river flows has jeopardized agriculture, and natural habitats and Iraq is losing an estimated 25,000 hectares of arable land annually, mostly in the south.

Iraq has sought since 1964 to reach agreements to determine water share of each riparian country; however, due to lack of knowledge of relevant issues, and weak negotiation skills and negotiating position vis à vis the powerful neighbours, success has eluded such initiatives. Modest progress has been however made towards this end with signing of different protocols on the river basins between Iraq and Turkey, Iraq and Syria and Syria and Turkey. In order for Iraq to conduct successful negotiations, Iraq needs to address its weaknesses; i) lack of technical knowledge, ii) negotiation skills, iii) political positioning etc.

The increase in acidity and temperature of seawater is another issue of great importance to Iraq, as the sea level rise could threaten the southern region, especially the Basra province, the economic powerhouse of Iraq. The growing temperature and acidity of seawater could affect biodiversity in marine environment and coral reefs as well as tourism prospects of the area.

The unprecedented decrease in rainfall, declining water levels in lakes and rivers, and increasing temperatures by more than double the global average have led to substantial increase in the occurrence of extreme events such as heat waves, droughts, and heavy rainfall. Protracted drought events lead to acceleration of desertification, which contributes to greater incidences of dust and dust-storms. The dust

storms in return severely affect different aspects of life; i.e. air travel suspension, road accidents, agricultural losses, increase in asthma and other diseases. Desertification also harms ecosystems and a variety of endemic plants.

Iraq has experienced droughts in 2000, 2001, 2008, 2009, 2012, 2014, 2018 and 2020-2021. The frequency, severity and duration of droughts is growing due to consistent rain failures over more than one years. A drought year has a significant impact upon overall water supply, especially for the agriculture sector, since 30 % of Iraq's water needs are met from the rainwater and 70 % from river flows. Geographically, northern Iraq (Ninewa, Diyala, Salah Al-Din, Kirkuk), the breadbasket of Iraq is primarily rainfed, along the Kurdistan region and relies heavily on winter rains for farming and livestock.

The agricultural sector is critical both for its vulnerability to climate change and droughts, as well as for the bottlenecks it creates in a context of growing water scarcity. It is one of the most water consuming sectors in Iraq with an estimated consumption of about 25 billion cubic meters/year or about 80-90 % of the available water. For this reason, it has suffered an unprecedented collapse due to reduced rains, protracted droughts, and downstream flows from the upper riparian countries. The collapse in agricultural sector has had severe adverse effects upon economy, ecosystems, biodiversity, vegetation cover, coastal areas and the sustainability of historic southern marshlands.

Furthermore, energy sector has a crucial role with regards to Iraq's efforts towards climate change mitigation. The energy sector is integral to the broader economy. Oil and gas account for almost 60% of the gross domestic product (GDP), 99% of export earnings and 90% of government revenues. The Iraqi economy is one of the most oil-dependent in the world. Electricity supply is a standard by which progress across Iraq can be measured. Significant additions to the generation fleet have been made recently, with available capacity expanding by 8 gigawatts (GW) (or 90%) between 2012 and 2018. Increasing generation capacity alone however cannot solve the problem of power shortages. Power cuts are frequent and reflect the poor state of transmission and distribution networks. This is the source of significant frustration in summer when demand peaks. Indeed, power outages are commonly cited as being among the most important causes of protests.

A number of pathways are available for the future of electricity supply in Iraq, but the most affordable, reliable and sustainable approach requires cutting network losses, strengthening regional interconnections, putting captured gas to use in efficient power plants, and increasing the share of renewables in the mix.

A step towards a brighter electricity future in Iraq would be to emphasise the development of renewable energy power generation technologies. The development of 21 GW of solar PV and 5 GW of wind power by 2030 would improve the affordability, reliability and sustainability of electricity supply. It would also make oil and gas resources available for use in domestic industries (particularly gas) or for export. Deploying this level of solar PV and wind power would increase the share of renewables to 30% of electricity supply in 2030 as planned.

In view of the serious impact that climate change has on socio-economic and environmental aspects, Iraq is committed to combat climate change and transition towards green economy. It has ratified the Paris Agreement on Climate Change on January 14, 2021 and formulated the Nationally Determined Contributions (NDC) in order to meet its commitment towards the Paris Agreement.

The priorities for adaptation and mitigation efforts for different sectors have been defined in the Nationally Determined Contributions (NDC) of Iraq. The synergistic relationships between sectors suggest that the implementation of an action plan for adaptation measures in each of the main sectors and within the framework of relevant national and sectoral strategies; (i.e. the national water strategy, the national

strategy for agriculture, the national biodiversity strategy and the national framework for integrated management of drought risks), will lead to strengthening the national capacity to face the effects of climate change.

In this context, the Project intends to facilitate the national climate change adaptation and mitigation efforts generally by supporting the fiscal modelling of the NDC to develop a framework for its implementation and support to NAMA implementation, while specifically focusing on renewable energy and water resources management, which are the two most important natural resources which if managed well could play a pivotal role in mitigation and adaptation to climate change. In the water resources sector, the Project will prioritize transboundary water resources cooperation and drought preparedness.

The impact of power cuts, water scarcity and drought incidents is differential across the different regions, development sectors and social segments. The project will therefore aim to prioritize the geographic hotspots and most vulnerable sectoral and socially most at-risk segments in its analysis and interventions wherever feasible.

II. STRATEGY

The project will contribute to numerous SDGs, but especially to the SDG 13 (Take urgent action to combat climate change and its impacts), the SDG 15 (Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss), SDG 6 (Ensure availability and sustainable management of water and sanitation for all), SDG 7 (ensure access to affordable, reliable, sustainable modern energy for all), SDG 11 (make cities and human settlements inclusive, safe, resilient and sustainable).

The Project is in alignment with three of the Signature Solutions of the UNDP's Strategic Plan (2022-2025); i) Resilience - Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics; ii) Environment - Putting nature and environment at the heart of national economies and planning; helping governments protect, manage and value their natural assets, and iii) Energy - Increasing energy access for those furthest behind and accelerating the transition to renew-able energy.

The Project will contribute to different sectoral development objectives of the National Development Plan of Iraq (2018-2022), especially to 4.2. Agriculture and Water, 4.3. Energy and Transformative Industries, 4.6. Water and Sewage, and 4.10. Environmental Sustainability. The Project is in line with priorities of The National Environment Strategy and Action Plan for Iraq (2013-2017) and especially to Strategic Objective 2: Protect and improve water quality, Strategic Objective 3: Control land degradation and combat desertification, Strategic Objective 5: Protection and Sustainable use of biodiversity.

The project will facilitate the implementation process of the Nationally Determined Contributions (NDC), the national climate policy of Iraq which has been submitted to the UN Framework Convention on Climate Change (UNFCCC), and it describes the visions for mitigation and adaptation. In addition to its support to operationalization of the NDC, the Project especially contribute to Priority 1: Water Resources Sector, Priority 7. Climate, recurring and slow-onset events and risks from climate change, and Priority 8: Energy Sector.

The Project aims to strengthen Iraq's capacity to systematically pursue climate change adaption and mitigation and build resilience by effectively managing natural resources, developing renewable resources, and increasing resilience to climate-induced hazards.

The Project activities are targeted at gaps that can deliver systemic change within GoI, and by doing so, significantly increase and help deliver their climate ambitions. The Project will focus on technical assistance, capacity building and operational support to GoI on NDC implementation, with sectoral deep dives into energy, transboundary water resources, and drought preparedness.

To facilitate the operationalization of NDC, the Project will i) generate reliable costing estimate of climate change interventions underpinned by macroeconomic analysis in order to improve decision making for optimizing economic benefits and mitigating risks from climate change; ii) support a strategic planning process for climate change, which should embody the aspirations and plans for enhancing climate resilience; iii) formulate an energy transition framework to help Iraq systematically move towards climate mitigation by shifting from fossil fuel based energy to efficient, reliable and renewable energy and iv) carryout assessment to define grid needs for adding renewable energy.

In the water resources sector, the Project will strengthen Iraq's capacity for resolution of international and national conflicts and facilitate stakeholder exchanges and technical advisory to address issues of water supply/quantity, quality and access by different regions, sectors and social segments. The Project interventions will include; i) producing evidence on Iraq's water needs, supply, gaps/shortage, impact and costs of scarcity and lost opportunity, ii) awareness raising of Iraqi stakeholders about water related challenges, iii) training of Iraq officials on transboundary water negotiations, iv) facilitating accession of Iraq to global water conventions and legal and technical resources, v) support Iraq to hold consultations with upper riparian countries to cooperate on transboundary water sources, and vi) support to consultations with national stakeholders to resolve water conflicts within Iraq. This may for example include exchange between federal and KRI governments and between the Basra, Dhi-Qar and Missan governorates. The Project will also support Iraq with the development of necessary laws, policies, guidelines and tools to address issues of water supply, quality, and access within Iraq, and for sustainable management of river basins within its territory.

The strengthening of resilience to climate change will focus upon drought preparedness and risk reduction capacities. Due to high vulnerability of agriculture, water resources and environment sectors, and their key role in wellbeing of at-risk communities, the project will focus upon these three sectors. The intervention will target the rainfed northern governorates of Ninewa, Diyala, Salah Al-Din, Kirkuk, Erbil and Sulaiymaniyah. The activities will be implemented with a capacity development approach to facilitate transfer of technology from global institutions and best practices to Iraq. Key areas of interventions would include: early warning systems, contingency planning, community awareness and preparedness.

The primary beneficiaries of the Project would include federal ministries and departments, provincial governments and civil society professionals, private sector entities, and selected at-risk communities who will benefit from participation in project activities. The Project will aim to transfer global best practices to Iraq by partnering with relevant UN agencies, global scientific and technical organizations, centres of excellence and individual experts. Teams of global and national experts will be formed to ensure adaptation of global best practices to Iraq's in alignment with national systems, capacity and culture.

The project will build upon its existing cooperation of UNDP with the Ministry of Environment, the Ministry of Water Resources and other national and provincial governments and stakeholders. The lead national partner of the Project will be the Ministry of Environment (MoEnv). The Ministry of Water Resources (MoWR), the Ministry of Agriculture, Ministry of Foreign Affairs (MoFA), the Ministry of Transport (Iraq Meteorological Service), Ministry of Electricity, Ministry of Finance and Ministry of Planning will be key beneficiaries. Other beneficiaries entities would include the National High Committee on Water, the Prime Minister's Advisory Commission (PMAC), the Water, Agriculture and Marshlands Committee of the Council of Representatives, the Women Empowerment Council of the COMSEC, and the governorates of Ninewa, Diyala, Salah Al Din, Kirkuk, Erbil and Sulaimaniyah, Basra, Dhi-Qar and Missan. The PMNOC, JCMC and IRCS will be other key stakeholders. The civil society beneficiaries would include academia, media, youth and women groups. Furthermore, the possibility of engaging other key stakeholders, i.e. the Ministry of Oil, Ministry of Industries, Ministry of Trade, private sector and important social/religious platforms and personalities will also be explored for different activities.

Both men and women form 50% of energy and water users in general. Also women are among the most vulnerable groups to natural hazards such as droughts and displacement induced by climate change and droughts. Given the high vulnerability of women and the patriarchal nature of Iraqi society, the Project will make pertinent efforts to promote gender equality and women empowerment through its different interventions; i.e. the series of analytical outputs, the design of frameworks, and plans, the participation in consultations, training and meetings and awareness raising etc. The Project will also engage important women bodies and civil society groups in different activities and processes, i.e., the Women's Empowerment Council in the Secretariat General of the Council of Ministers (WEC-COMSEC), the Women for Safe and Green Iraq, and others.

III. RESULTS AND PARTNERSHIPS

Expected Results

Outcome (CPD 2020-2024):

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

OUTPUT 1: GOVERNMENT OF IRAQ IS SUPPORTED TO FACILITATE ENERGY TRANSITION IN IRAQ

This output intends to create enabling environment for implementation of the Nationally Determined Contributions (NDC) by addressing essential policy reform and improving understanding of the economic, financial and infrastructural implications of the NDC implementation. A long-term climate policy framework will be developed and requirements for boosting renewable energy will be analysed.

1.1. NDC fiscal modelling

A reliable cost estimate of climate change interventions underpinned by macroeconomic analysis is required to facilitate implementation of the NDC. This could improve decision making with regards to climate change agenda and help to optimize economic benefits from the strategies for climate change mitigation and adaptation. Costing offers a more precise idea of the financial resources required to

implement the interventions for both conditional and unconditional mitigation targets, the feasibility within macro-fiscal constraints, and a strong basis for budget allocation negotiations. Costing is a process that can help identify which NDC activities can be paid for by the public sector and which may require private sector partnerships or international assistance. An NDC implementation plan underpinned by strong financial analysis would also be useful in the determination of any associated and perceived financial risks.

The project will collaborate with the Ministry of Finance (MoF) to develop the fiscal analysis for NDC implementation. The sub-activities would include:

- Undertake macro-fiscal assessment: The objective of this macroeconomic assessment is to help understand whether the implementation of Iraq's NDC targets would spur economic growth, boost development, or would somehow threaten the economy. Additionally, it will calculate marginal abatement costs to refine mitigation options and apply different scenarios to assess the impacts on GDP forecast. The assessment will help the government to develop a good understanding of the costs and benefits associated with the implementation of NDC and help to determine what could and couldn't be achieved within the current economic realities. The exercise will help in translating the NDC from a vision into a reality. The findings are expected to have knock on effects such as developing an expenditure framework to be incorporated into the budget cycle. The macro-fiscal analysis shall apply a gender lens and suggest incentives that could be provided by public and private sectors and international development partners to encourage active participation of women and men and other civil society actors in implementation of the NDC.
- Build capabilities of the MoF's personnel in undertaking NDC fiscal modelling. This will help to continue investing in capacity, include developing technical skills to assess the cost of inaction, financial flows, adaption and to incorporate macroeconomic analysis on a more permanent basis within the Ministry of Finance.

1.2. NAMA project development

This activity will help the Government of Iraq to develop its first priority registered NAMA project under the UNFCCC for potential funding by the Green Climate Fund (GCF), NAMA facility, or others. The inputs will include:

- Extensive consultations with government counterparts and civil society actors (including women organizations, green NGOs, youth groups etc) to identify the top priority NAMA intervention in Iraq
- Select the top priority project and undertake economic and technical feasibilities.
- Develop a NAMA project proposal for potential funding targeting GCF and/or NAMA facility. This includes the application documents required by the funding agencies. The Project must consider and suggest ways of encouraging participation of civil society actors (women and youth organizations, NGOs) in the implementation of project interventions.

1.3. Energy Transition Policy framework

Long-term energy and climate policy formulation and planning pose many complex challenges. Policy makers and investors must make strategic, forward-looking energy decisions that consider new trends and uncertainties in technology, markets and policies.

Long-term energy scenarios, which have been used for many decades as a vital planning tool for governments, can also serve to guide the transition to a clean, sustainable and increasingly renewable-based energy system. To this end, the project will deliver the following activities:

- Define long-term energy scenarios which explore socio-technical pathways for 20+ years to facilitate productive national policy debates. Such scenarios and debates shall allow the government to articulate informed long-term vision and associated energy policies and strategies.
- Develop energy modelling tools to support the development and analysis of long-term energy scenarios and assist in quantifying the implications of different technological pathways and will improve the understanding of complexities and interdependencies within an energy system, as well as their connections to other sectors.
- Assess macro-economic and social implications of different scenarios to inform the selection of most effective policy framework. The social implications analysis must look at the energy scenarios for poor, low-income and remote communities, as well as the gender dimensions of energy supply and the impact of scarcity.
- Develop national energy transition policy framework that defines the future path of energy sector with clear targets aligned to the NDC and the 2030 vision targets.

The forward-looking policy should consider key elements of efficiency improvement including reduction of gas flaring and energy efficiency in building/appliances/processes/etc, and should also consider sustainable energy solutions such as renewable energy and cleaner power generation methods. Consultations with stakeholders from public and private sectors, and academia and civil society actors (including women and youth organizations) shall be conducted to seek their inputs on energy transition goals and approaches and determine their priorities and role in this regard.

1.4. Enhance understanding of the grid needs to integrate renewable energy in Iraq

This activity will help to understand the linkages between the NDC and 2030 vision renewable energy targets and grid absorption capacity and operation model with following inputs:

- Undertake scenario analysis of the renewable energy technologies and geographical distribution to meet Iraq's targets
- Define the best mix of off-grid and in-grid solutions for Iraq given the grid circumstances
- Assess the implication on the grid operation, identify grid needs to accommodate the renewable energy growth in Iraq; and
- Define technically and financially feasible solutions to overcome the challenges, the variable Renewable Energy potentially poses to the Grid (both off-grid and on-grid). This understanding will create greater confidence of both Government and private sector to drive investment in renewables.
- Identify opportunities for regional cooperation approach in grid management with neighbouring countries.

OUTPUT 2: IMPROVED KNOWLEDGE AND CAPACITY OF IRAQ FOR TRANSBOUNDARY WATER NEGOTIATIONS

2.1. Gender-sensitive multisectoral analysis on Iraq's water needs, availability, gaps and the impact of water scarcity

A multisectoral analysis of water needs, supply, gaps and impact would be conducted with futuristic scenarios based upon climate change effects. It will equip Iraq's negotiation team with sufficient knowledge so that it could present evidence during negotiations to strengthen Iraq's case for increased share of downstream flows in the Tigris, Euphrates and Shat Al-Arab rivers. In addition to the overall assessment, the analysis will zero in on the following sectors ; i) drinking water supply, ii) sanitation/health, iii) agriculture (both rainfed and irrigated), iv) food security, v) environment, ecosystems, and biodiversity, vi) marshlands, vi) and industrial sectors. . Also, the desertification trends for different water supply scenarios will be studied.

Furthermore, as part of the agriculture, food security and desertification analysis, the trends of displacement and rural to urban migration will be analysed among the rural, predominantly agrarian communities both in the northern Iraq and in the south.

The analysis will assess the status of current water availability including from ground water, rainfall, and transboundary sources. Historical changes in flows in the Tigris and Euphrates rivers will be studied and assessment will be provided on water inflows essential to meet the overall needs. Based upon hydrological modelling the analysis will generate scenarios of changing rainfall patterns, water availability, scarcity, and impact in Iraq. The scenarios will be produced for the next twenty-years period. The availability of this futuristic picture would put Iraq's negotiators on even stronger footing to present their case to the upper riparian countries. An estimate of the costs of water scarcity related losses to different sectors will be prepared to highlight the loss of opportunity, damage to natural environment, or the extra costs for basic necessities, good and services. The assessment shall include current losses and expected future losses.

Furthermore, the analysis will assess current water management practices in Iraq and identify areas of improvement and make recommendations to improve water governance, including by using modern technologies and approaches, and addressing the bottlenecks.

Analysis will apply a gender lens and especially the impact of water scarcity will be studied in a gender-sensitive manner so as to offer nuanced recommendations. The analytical team shall include a gender and development specialist to generate evidence on how water scarcity effects men and women differently and what gender specific policies and strategies could be adopted to address these differential effects.

2.2. Raise awareness of national stakeholders and civil society about the multisectoral analysis

Findings of the multisectoral analysis will be presented to stakeholders in order to educate them about the findings and how they could use the analysis for negotiations. They may include the transboundary negotiations team, parliamentarians, ministers, senior officials at national and provincial levels. Furthermore, the findings will be shared with key civil society stakeholders; media, academia, NGOs, youth and women groups, as well as the general public in order to enhance their understanding of the challenges Iraq is facing regarding water supply, quality, scarcity, impact and futuristic scenarios. Different media platforms; i.e. social media and electronic media will be deployed to ensure outreach to men and women across Iraq.

The project will ensure that awareness raising activities target both men and women The Women Empowerment Council in the Secretariat General of the Council of Ministers (WEC-COMSEC) will be closely involved to ensure outreach to women.

2.3. Country-specific negotiation guidelines for meetings between Iraq-Turkey, Iraq-Syria and Iraq-Iran

Based upon analysis of economic, political, social/cultural, and hydro dynamics between Iraq and the upper riparian countries (Iran, Syria, Turkey), country specific guidelines will be prepared for the Iraqi negotiations team to conduct productive dialogue with each country. Guidelines will also be informed by the multisectoral analysis of water needs, availability (including climate change based futuristic scenarios), gaps and impact. These will include analysis of Iraq's position vis-a-vis each country and information about historical flows in shared rivers and riverbasin management issues on both sides. Most importantly they will include analysis of political, economic, and cultural/ religious dynamics between the two countries and how Iraq could leverage these to its benefit. For example, Iraq has strong trade ties with both Iran and Turkey and Iraqi and Iranian clergy also enjoy strong bonding, which could be a positive lever.

2.4. Training on advanced negotiations skills

Based upon a needs assessment, training will be conducted for the National High Committee for Water and the negotiations team. One course will focus on negotiation skills, while the other on global conventions on transboundary water resources and international customary principles, and the agreements signed between Iraq and other riparian countries. Training will be conducted by international experts, who have specialized knowledge and skills in transboundary water basins and negotiation issues. Women's Empowerment Council (WEC) would be invited to nominate staff/representatives to join the training.

2.5: **Participation of Iraq in global platforms on transboundary water cooperation**

Participation of Iraq in global platforms on transboundary water negotiations will be facilitated in order to learn from global best practices and benefit from legal and technical resources available. Iraq is about to accede to the UN Water Convention. In this regard, any required technical support will be provided. Following the accession, participation of Iraq's delegation in the Meeting of Parties (MoP) to the Convention will be facilitated. The other forums to which participation of Iraq might be supported would include the International Water Resources Management (IWRM) Working Group, a visit to the Sava River Commission Secretariat, and participation in the World Water Forum in Dakar etc.

The project will encourage the participation of representatives of the Women's Empowerment Council (WEC) in these forums in order to capture women's perspective, and also to enhance understanding of the WEC about global resources and opportunities on transboundary water management.

2.6. Improve Water Resources Management in Iraq

Together with the diplomacy on transboundary water resources, a key intervention of the Project will be on improvement of water resources management capacities and systems in Iraq. Different regions of Iraq are experiencing differential impact of water scarcity and water pollution. Tensions exist between the different levels of government including between federal, regional and provincial governments, among different provinces and among different sectors. The Project will facilitate stakeholder dialogue at federal, regional and province levels to define these issues and identify solutions to them, as well as to support capacity development to address water resources management issues in Iraq. The support may include technical advisory to prepare laws, policies, guidelines, and tools to improvement water governance in Iraq by addressing issues of supply/quantity, quality (pollution control, recycling etc) and access to different regions, social segments, and sectors. The instruments may cover issues of the protection of transboundary water basins, ensuring the right to safe drinking water and sanitation for all, prevention of displacement, protection of biodiversity, preservation of marshes, efficient technologies for irrigation, recycling, pollution control among others. The areas of support will be identified based upon consultation with the Iraqi stakeholders, the beneficiary departments, governorate offices and civil society.

The different laws, policies or guidelines will be prepared in a gender sensitive manner. UNDP gender expert will be closely involved in providing inputs and feedback to the technical team to ensure gender

equality and women empowerment aspects are addressed in the relevant instruments. Also, the Women's Empowerment Council (WEC) will be engaged in providing inputs and feedback on the instruments. The WEC will be invited to participate in the consultation processes leading to the design of the different instruments.

Technical advisory will be provided to federal, regional and provincial authorities to identify and develop projects to address the water resources management issues within Iraq.

2.7. Meetings between Iraq and other riparian countries

This activity aims to support engagement and cooperation between Iraq and the upper riparian countries. While the Ministry of Water Resources (MoWR) in coordination with the Prime Minister's office will take the lead to organize meetings, the Project will provide required technical advisory.

UNAMI and UNDP will work with the National High Committee for Water to support the meetings in order to review the existing cooperation treaties on the river-basins, the challenges that each country faces, and identify solutions towards a judicious and equitable share of water for the downstream countries. The project will propose to the MoWR and relevant stakeholders to at least include 1 representative of the Women's Empowerment Council (WEC) in the bilateral meetings between the riparian countries.

OUTPUT 3: DROUGHT PREPAREDNESS AND RISK REDUCTION CAPACITIES STRENGTHENED IN IRAQ

3.1.: Train the Iraq Meteorological Service official to produce high-quality drought forecasts and early warning.

Drought forecasting and early warning is critical to drought preparedness and risk reduction, however, often this is the weak link. Since either the relevant warning centers lack capacity for generating high quality long and medium-term forecasts, or such forecasts are not shared with the communities and other users in a timely manner. In order to address this gap, the project will:

- Train the Iraq Meteorological Service experts on modern technologies for drought forecasting and production of user friendly and action-oriented warning messages for different users.
- Upgrade technical equipment, softwares and analytical tools of the Iraq Meteorological Service to strengthen its inhouse capacity for more effective drought monitoring and forecasting
- Facilitate institutional cooperation between the Iraq Meteorological Service and global centers of excellence on drought risk management

Data on participation of men and women experts in the training will be maintained.

3.2. Establish national early warning committee for dissemination of warning

Under this activity, the project will support Iraq to develop a system for development of user-friendly warning early warning system by designing simple user-specific messages and disseminating them

through multiple mediums to ensure reach-out. Key inputs will include:

- Set-up a national drought warning and response committee to serve as a joint waring and planning forum on droughts and other environmental hazards
- Train on drought early warning and weather forecasting
- Train on effective dissemination of warning messages using different existing sources

The drought early warning committee will include as its member the Women Empowerment Council of the COMSEC, so that the perspectives on outreach to women across Iraq could be taken into consideration concerning the dissemination of drought early warning.

3.3. Prepare provincial and sectoral drought contingency plans

The project will work with the provincial governments of the target governorates to prepare drought contingency plans in order to deal with droughts. The activity is aimed for both capacity building in contingency planning and also to help deal with an actual drought in case an event is experienced during the Project implementation. The interventions will include:

- Analysis of existing drought contingency planning system (if any) with regards to droughts and identification of gaps.
- Preparation of sectoral and provincial drought contingency plans based upon weather forecasts for a potential drought event
- Implementation of the drought contingency plans by relevant departments.
- Review of the drought contingency planning experience and identification of lessons learnt

The drought contingency plans will be formulated in gender sensitive manner and they would include interventions to ensure that the differential nature of risks to women and men from is captured and measures to address them are included. Relevant provincial stakeholders would be consulted to ensure gender sensitive planning.

3.4. Farmers trained and supported in at-risk areas on drought resilient technologies.

Agriculture sector and farming communities are the most at-risk from droughts in the short term. In case of rain failures, the farmers lose the chance for sowing of crops which leads to loss of livelihoods and food security. Also, the livestock may suffer severe losses and thereby further add to woes of the farmers. Thirdly communities might suffer from water borne disease due to poor quality of available water for drinking and cooking etc. In the medium to longer term, drought could lead to growing poverty. Environment is also severely affected by droughts in terms of loss of biodiversity and desertification. The project will carryout pilot activities to raise awareness of farmers about drought risks and improve community-based drought preparedness. Between four to six communities will be selected in total for pilot projects in the Erbil, Sulaiymaniyah, Ninewa, Salah Al Din, Kirkuk and Diyala governorates. Using the exposure and vulnerability criteria, the target communities will be selected through stakeholder consultations, literature review on drought losses. The key interventions at community levels may include:

- Set up of farmer schools in small groups of 20-50 in target governorates
- Awareness raising of farmers about climate change and drought risks. The project would exploit different media platforms; i.e. electronic, social and other indigenous means to reach out to at-risk communities in general in the target governorates
- Training of farmers on drought preparedness and mitigation

- Support to community-based interventions on drought mitigation; i.e. distribution of drought resilient crop seeds, setting up rainwater harvesting structures, community-based water recycling, introduction of efficient irrigation technologies, plantation for desertification control, livestock and human health care inputs, etc.

Community level beneficiaries would include at least 500 men and women. In case there are women farmers in the target communities, they would be involved in the project activities as beneficiaries. In case women don't take lead in farming practices but perform supporting roles, they would be engaged in the relevant awareness and preparedness activities. An ideal situation requires a fifty percent (50%) distribution of men and women beneficiaries, however at the minimum 30 % beneficiaries must be women.

Resources Required to Achieve the Expected Results

The project is estimated to require US$ 7 million over a period of twenty-seven months (04 January 2022 to 31st March 2024) to achieve the defined results. The Project will be managed under the Energy, Environment and Climate Change Pillar in UNDP Iraq. A Portfolio-based approach will be adopted to manage and maximise synergy and achieve efficiency by mobilizing technical support from different teams of the EECC pillar and other units of UNDP Iraq, as required.

The Project will be managed by a dedicated Project Manager, with the help of qualified national and international experts. The operations support will be provided by the EECC operations management team. UNDP Iraq's Country Office Operations team (including the Service Center) will provide support on procurement of good and services. Programme quality assurance will be provided by the EECC Pillar, with the guidance and support from the Programme Management Support Unit (PMSU).

Partnerships

The Project will promote partnerships at multiple levels, including international, national, province and civil society. Coordination, cooperation and partnerships will be facilitated between numerous national entities dealing with different aspects of climate change adaptation and mitigation and with crisis management, such as the following:

- Ministry of Environment (MoEnv)
- Ministry of Water Resources (MoWR)
- Ministry of Electricity (MoElc)
- Ministry of Agriculture (MoA)
- Ministry of Finance (MoF)
- Ministry of Planning (MoP)
- Iraqi General Authority for Meteorology and Seismic Monitoring
- Prime Minister's National Operations Centre (PMNOC)
- Civil Defence (Ministry of Interior)
- Joint Crisis Coordination Centre (JCC/KRG)
- Iraqi Red Crescent Society (IRCS)
- Women's Empowerment Council of the Secretariat General of the Council of Ministers

The Proect will also facilitate coordination, information sharing and cooperation between the provincial governments of target governorates; incuidng Ninewa, Diyala, Salah Al-Din, Kirkuk, Erbil and Sulaiymaniyah with regards to drought preparedness and risk reduction. Also, engagement between different southern

governorates, including Basra, Dhi-Qar and Missan will be promoted to discuss water share of different governorates, the issues of quality and access, and to promote cooperation on climate change and water resources management between governorates.

Exchange and cooperation between academia, ministries, youth groups, women groups, farmer associations and media (electronic, print, social as feasible) will be facilitate over climate change, nationally determined contributions (NDC), energy needs and renewable energy options, water resources management and drought preparendess. These exchanges will help to i) develop a broadbased understanding around threats of climate change, water scarcity, disasters such as drought, ii) identify opportunities and resources, and iii) build consensus around solutions.

Global research/resource centres with expertise in climate change, energy, transboundary water resources negotiations, early warning and drought preparedness will be engaged to develop capacities of Iraqi counterparts. These partnerships will play a crucial role in providing skills training and advisory on certain subjects and facilitating networking and long-term cooperation. Some of the global centres may include, IRENA, RIMES, Geneva Water Hub, University of Newcastle among others.

Risks and Assumptions

The Project is based on the following key assumptions:

- The Government of Iraq is committed to climate change adaptation and mitigation agenda;
- Government counterparts including the Ministry of Environment, the Ministry of Water Resources and others appreciate the grave threats presented by climate change to social, economic and environmental sustainability and development in Iraq, and they are keen to find solutions to address climate change and its adverse consequences especially in the areas of energy, water and natural hazards etc;
- The engagement of broader civil society including academia, media, youth groups, women groups, farmers, communities is critical to formulate a broad-based consensus on threats posed by climate change, identify commonly agreeable solutions and develop a social dynamism around the climate change agenda.
- Technical advisory and sharing of global best practices can play an instrumental role in enabling Government counterparts and the Government of Iraq in general to develop workable solutions on climate change mitigation and adaption, including on transboundary water resources management, internal water conflicts and natural hazard management;
- UNDP has significant experience and technical capacity in supporting the climate change agenda of countries and it can leverage customized support to the government counterparts in Iraq;
- Based upon the successful past cooperation between UNDP and Iraq on the subject matter, a goodwill exists among government counterparts and within the Iraqi government to receive technical advisory support from UNDP on climate change, transboundary water resources and disaster management;
- UNDP can mobilize the necessary political support for successful implementation of the Project and achieving of targets;

- Adequate resources are available to achieve project results.

The main anticipated risks are described together with mitigation measures in Annex 2: Risk Matrix.

Stakeholder Engagement

The Primary stakeholders of the Project are the people of Iraq whose lives, livelihoods and environment are threatened by climate change and who will benefit from implementation of the climate change agenda. The secondary stakeholder is the government of Iraq and its ministries/departments/entities which are accountable to the people of Iraq by performing their duty and functions effectively in order to ensure a safe, resilient and sustainable future.

The Direct beneficiaries of the Project will include both the government officials, civil society members, and selected community members.

An estimated 500 officials and civil society members will benefit from participating in different training, workshop, consultation and awareness raising activities from the below listed ministries, departments, entities and social groups. The participation of certain persons might be repeated in different events and therefore the 500 figure represents the total figure including those who will be double-counted.

- Ministry of Environment (MoEnv)
- Ministry of Water Resources (MoWR)
- Ministry of Agriculture (MoA)
- Ministry of Electricity (MoElc)
- Ministry of Finance (MoF)
- Ministry of Planning (MoP)
- Ministry of Foreign Affairs (MoFA)
- Ministry of Transport (Iraq Meteorological Service)
- Prime Minister's National Operations Centre (PMNOC)
- Joint Coordination and Monitoring Center (JCMC)
- Iraqi Red Crescent Society (IRCS)
- Women Empowerment Council of the Secretariat General of the Council of Ministers (WEC-COMSEC)
- Governorate officials of Ninewa, Diyala, Salah Al-Din, Kirkuk, Erbil, Sulaiymaniyah, Basra, Dhi-Qar and Missan
- Academia
- Media
- Youth groups
- Women groups
- Private sector
- United Nations agencies

UNDP will closely coordinate with the UN agencies through the PWG 4 for Environment and Climate Change (established to monitor the implementation of the UN Sustainable Development Cooperation Framework (UNSDCF). UNDP will regularly share the progress on project implementation with the UN

agencies in order to facilitate their inputs and participation in the relevant processes and activities, such as the NDC fiscal modelling, Energy Transition Framework, NAMA project design, transboundary water diplomacy and drought preparedness.

Community members, including farmers and others will also include among the direct beneficiaries who will benefit from numerous community level inputs of the project, especially under the drought preparedness and risk reduction output. It is estimated that at least about 500 farmers (men and women) would benefit from a range of inputs and activities.

The population of Iraq will be the indirect beneficiary of the project as well as all government entities, who are expected to benefit from the implementation of climate change agenda and its positive consequences upon society, economy and environment.

The Project Board will serve as the primary platform for stakeholder engagement by maintaining a direct coordination with government counterparts of the participating entities and to ensure that expectations of government and civil society stakeholders are regularly identified and met. Additionally, the Project Manager will maintain regular communication with focal points of beneficiary entities to identify any complaints and address them in a timely manner.

A Complaint Handling System will be established and disseminated to all stakeholders; i.e. the government ministries, civil society members and community level beneficiaries. This may include various feedback mechanisms in order to ensure that in case of any complaints from the project services, the stakeholders can provide feedback to the Project team. It may entail an Email Account and a Wahtsapp/telephone line which will be shared with beneficiary through the Project Website, during the different events (workshops, training, meetings, consultations) and through the communication products/awareness raising materials produced by the project in order to reach out to the communities. The Complaint Handling System will be supervised by the Monitoring and Evaluation Officer of the EECC Pillar and any complaints and suggestions received will be shared with the EECC Pillar lead, the Project Manager and the UNDP senior leadership as required.

South-South and Triangular Cooperation (SSC/TrC)

The Project aims to leverage global best-practices to facilitate technical support to the Government of Iraq. Hence, the Project will engage global technical experts and institutions with experience in the area of crisis management, early warning and disaster preparedness/risk reduction. The Project will engage numerous regional and global centers of excellence and academic institutions to facilitate exchange of experiences, best practices and knowledge. Partnership with Universities, such as the Newcastle university or others will be explored for capacity building on climate change science. UNDP will also mobilize support from numerous global institutions including the Regional Multi-Hazard Early Warning System (RIMES), and the Geneva Water Hub at the University of Geneva.

Finally, UNDP will leverage expertise from its own organizational network, including the Regional Hub Amman, Regional Center Bangkok, Regional Centre Istanbul and HQ as required. The UNDP experts would share experiences and best practices from across the globe with the Iraqi institutions.

Digital Solutions

UNDP Iraq gained very valuable experience during the COVID-19 period between March 2020 and December 2021 about the use of digital technologies to reach-out to beneficiaries and government stakeholders and implement activities. For example, under the Mosul Dam Emergency Preparedness in Iraq project, 4 million beneficiaries were reached through SMS messaging on flood risk awareness and another 3.7 million were engaged via the Facebook, Twitter and Instagram. Also, the Project produced numerous informative videos, where were telecasted through eight different TV channels and also online. The Project had also upgraded capacity of sixteen government offices to engage in online conferencing and meetings, which facilitated the conduct of virtual training.

Building upon this experience the Project has plans to utilize social media and electronic media to reach - out to maximum stakeholders, civil society representatives and at-risk communities. Facebook is the most popular medium in Iraq, then Instagram and Twitter. The Project will use these mediums with messages on water scarcity, quality and access issues, as well as on drought preparedness and climate change. The Project also has a plan to engage the representatives of media and social media influencers in the different awareness raising workshops so that they could champion the Project vision and message. The Project will aim to produce short video clips which will be played on TV for general community awareness.

Knowledge

The Project will produce a number of technical documents and knowledge products, including the following:

- NDC Fiscal Modelling
- Energy Transition Framework
- Multi-disciplinary analysis on water resources in Iraq
- Technical guidelines on water resources management in Iraq

These Products will be produced in line with global best practices with technical inputs from international and national experts. Beneficiary entities and national stakeholders will be closely engaged in the consultation and design of materials. The knowledge products will be circulated among national stakeholders, civil society and global partners through various medium, including print, social media, electronic media etc.

The project will setup a system to track, document and disseminate lessons learnt on programmatic and technical matters. The experiences and lessons learnt will be shared with the national stakeholders during the Project Board meetings and at UNDP's global platforms; i.e Intranet etc.

Sustainability and Scaling Up

The sustainability of Project results is crucial for Iraq to comply with the goals of the Paris Agreement on Climate Change as elaborated in the Nationally Determined Contributions (NDC). The successful implementation of the NDC requires that Iraq develop policies, frameworks, tools and technical and financial capacities to mainstream climate change mitigation and adaptation into different sectors.

It is assumed that Project inputs on climate change, transboundary water and drought preparedness will in addition to social and environmental benefits bring financial rewards for Iraq, especially from materializing of renewable energy, effective water resources management and drought migration. Therefore, among

others the Ministry of Finance and the Ministry of Planning of Iraq shall have a keen interest in continuity of the Project results. Since the Project will play an instrumental role in designing necessary instruments for implementation of the NDC, therefore the Ministry of Environment and other key stakeholders concerned with the impact of climate change should have a strong interest in the continuity of Project results; i.e. the Ministry of Environment, the Ministry of Water Resources, the Ministry of Electricity, the Ministry of Agriculture among others.

The Project will pursue a range of interventions to ensure sustainability of results and scaling up. The most important among them is the production of a commonly agreed NDC Fiscal Framework to define the costs, opportunities, benefits and risks for implementation of the NDC. Consultations around the document would help to achieve consensus among national stakeholders on the way forward for climate change adaptation and mitigation in Iraq and the continuation of interventions in this regard. The materialization of the NAMA project will be another instrumental intervention to facilitate continuity of climate change adaptation agenda in Iraq, so will be the Renewable Energy Framework.

The Project will enhance technical knowledge and capacities of different existing institutions and entities to be able to continue the Project results. This will be achieved through training, sharing of global best practices and development of technical tools, guidelines and policies etc. Furthermore, the Project will also create specific structures for continuity of different interventions, such as the national early warning committee on drought management.

The engagement of civil society actors including academia, media, youth and women groups and farmers associations etc will help to internalize the issue of climate change and its related threats; including on water resources and natural hazards. The involvement of civil society shall proliferate indigenous demand for climate services from the duty bearers; i.e. the government of Iraq and its different entities.

The Project team will prepare a sustainability plan which shall be presented at the first Project Board meeting for agreement between the key national stakeholders on continuity of Project results and elaboration of roles and responsibilities in this regards. This Plan shall set-up benchmarks to be achieved in terms of creating necessary capacities at the relevant national counterparts to facilitate sustainability of Project results. The Project shall provide support during its implementation to put in place those capacities. The Project Board would review in its meetings, the actions taken by the Project counterparts and beneficiaries with regards to the sustainability.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will use portfolio approach to improve cost efficiency by leveraging activities and partnerships with other initiatives and projects of the Energy Environment and Climate Change team of UNDP. A minimalist approach will be taken with regards to the Project team for day-to-day Project Management, which would be comprised upon an international Project Manager and an Administration and Finance Officer. In order to deliver on various inputs, internal and external experts will be mobilized on as needed basis. The EECC Pillar lead and Project Manager through deliberations will decide the need for either mobilizing internal experts from UNDP (Iraq, Amman Regional Hub, Istanbul Regional Centre etc) or for recruiting national or international consultants. Whenever feasible a combination of national and

international experts will be engaged in order i) to ensure adaptation of global best practices, ii) draw upon Iraqi context knowledge, and iii) develop Iraqi capacities in the subject matter.

Quality Assurance support will be provided by the Programme Associate of the EECC Pillar. The procurement of goods and services and the programmatic engagement of responsible parties would be carried out with the help of the UNDP Operations Team.

The implementation methodologies for different activities and participation in the activities will be adopted based upon a value for money approach, for example in-person events vs online platforms, virtual meetings, number of invited participants, the number of project team members joining an event, use of printed items vs social media and online platforms etc. Where feasible the team will opt for virtual meetings, conferencing etc and use of social media or electronic media instead of the printing of materials both in order to reduce costs and expand the outreach.

Generally, the programme is expected to deliver high VfM. Economy is maximised through UNDP as the implementing partner, using existing staff, offices. Policies, procedures and resources. The efficiency and effectiveness aspects are delivered by targeting increased technical capacities within the GoI, and leverage from access to finance and scale-up of climate commitments. The programme will also promote equity in tackling climate change, which most negatively impacts the most vulnerable, who have limited or no coping mechanisms.

Project Management

The Project will be directly implemented (DIM) by UNDP Iraq and accordingly it will be accountable for the overall management of the Project activities and achievement of results. Funds are managed in keeping with UNDP's Financial Rules and Regulations, and with alignment with the Donor Contribution Agreement(s).

The project team will be integrated within UNDP Iraq's Environment, Energy and Climate Change Programme Pillar. The Pillar Lead will provide overall technical oversight, while overall management responsibility will rest with the Deputy Resident Representative- Programme. The Programme Associate of the EECC team will provide quality assurance with support from the Programme Management Support Unit (PMSU). The Project procurements and recruitments will be carried out in compliance with the UNDP policies and procedures, as described in the Programme Operations, Policies and Procedures manual.

Direct project costs (DPC) will be applied to the Project for the support services provided by the UNDP Iraq Country Office. DPC are organizational costs incurred in implementation of project activities or/ and services that can be directly traced and, attributed to that activity and/ or service. These costs therefore are included in the project budget and charged directly to the project budget.

The EECC Pillar will maintain a dedicated monitoring capacity in order to oversee the project progress, identify challenges and threats to implementation and results and address beneficiary and stakeholder complaints. The monitoring officer will also ensure that gender disaggregated and accurate project data is maintained and progress reporting is carried out according to the UNDP Project Management guidelines.

A final evaluation will be conducted for the project as per UNDP corporate requirements/guidelines. The Project will be audited as per UNDP's Rules and Regulations and in accordance with the audit plans of the UNDP Office of Audit and Investigations.

RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework (2020-2024)

Outcome 4.1. Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters. CPD output 4.1. National capacities improved for climate change adaptation and mitigation.

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

Outcome Indicator 4.1.1.2 Number of gender-responsive policies or frameworks developed or updated for conservation, sustainable use, and equitable access to and benefit-sharing of natural resources, biodiversity and ecosystems.

Indicator 4.1.2. Number of initiatives on renewable projects supported

Indicator 4.1. Adopted and implemented national disaster risk reduction (DRR) strategies in line with Sendai Framework for DRR, 2015-2030.

Applicable Directions of change from the UNDP Strategic Plan:

Building resilience: strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate and social and economic shocks.

Project title and Atlas Project Number: Catalytic Climate Action in Iraq: Nationally Determined Contributions (NDC), Energy, Water and Drought Management

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3 (30th March 2024)	Final	
Output 1: GoI is supported to facilitate energy transition in Iraq Gender Marker: 1	Indicator 1.1: # of national energy transition frameworks analyzed, debated and agreed by GoI.	Energy transition modelling. Energy transition framework.	0	2021	0 Energy transition modelling is complete	1 Energy transition framework is drafted	0 Energy transition framework is endorsed	1 Energy transition framework is endorsed	Data collection methods: Review of the Energy transition modelling & Energy transition framework Risks: lack of availability of energy data. The Government approves the proposed policy changes but lacks the ability to effectively implement them.

	Indicator 1.2: # of NDC-aligned fiscal frameworks for Iraq analyzed and approved by GoI	NDC-based fiscal modelling. NDC fiscal framework.	0	2021	0 NDC-based fiscal modelling is complete	0 NDC fiscal framework drafted	1 NDC fiscal framework endorsed	1 NDC fiscal framework endorsed	Data collection methods: Review of the NDC-based fiscal modelling & NDC fiscal framework Risks: lack of availability of energy data. The Government approves to the proposed policy changes but lacks the ability to effectively implement them
	Indicator 1.3: # of grid-wide assessments completed on renewable energy (RE) absorption capacities	Grid assessment report	0	2021	0 Research and data collection	1 Grid assessment report completed	0 Assessment findings are integrated into energy transition modelling	1 Grid Assessment Report completed	Data collection methods: Review of the Grid assessment report Risks: lack of availability of grid data
	Indicator 1.4: # of NAMA finance-ready projects developed for Iraq	NAMA finance-ready project for Iraq	0	2021	0 Research and data collection (concept note)	0 Economic and technical feasibilities	1 NAMA finance-ready project for Iraq	1 NAMA finance-ready project for Iraq	Data collection methods: NAMA finance-ready projects for Iraq Risks: not meeting international funding requirements including co-funding
Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations Gender	Indicator 2.1: # of multi-sectoral analysis conducted on Iraqi water needs, availability/supply and impact of water scarcity	The Multi-sectoral Analysis Report	0	2021	1 multisectoral analysis conducted with a gender sensitive lens	Multisectoral Analysis Report published		1 Multisectoral Analysis conducted with a gender sensitive lens and published	Data collection methods: Review of the analysis report Risks: lack of availability of sectoral data
	Indicator 2.2. # of country specific guidelines produced to guide Iraqi negotiations team	The Guideline documents	0	2021	1 set of guidelines produced	2 sets of guidelines produced		3 set of guidelines produced	Data collection methods: Review of the guidelines documents Risks: None

Marker: 2	Indicator 2.3: # of Iraqi officials trained on a) negotiation skills and b) laws and treaties on transboundary water basins management	Training Attendance Sheet Training Report, including trainee feedback analysis	0	2021	25 officers trained in the 2 courses	-		25 officers trained in the 2 courses	Data collection methods Post training survey/interview with trainees
	Indicator 2.4. # of global platforms on transboundary water to which Iraq's participation is facilitated	UNDP	0	2021	1 Platform-IWRM Working Group facilitated	-	1 Platform-IWRM Working Group facilitated	1 Platform-IWRM Working Group facilitated	Data collection methods Report on the participation of Iraqi delegation to meetings of the IWRM WG and global water forum Risks: None
	Indicator 2.5: # of legal framework/instruments developed to improve water resources management in Iraq	Copy of the legal frameworks/instruments developed. Post implementation monitoring visit reports containing feedback from Iraq Officials	0	2021	-		2 sets of legal frameworks/ instruments developed	2 sets of legal frameworks/ instruments developed	Data collection methods: Interview of the beneficiary officials from the target departments Risks: Lack of will by GoI partners to develop the legal framework

	Indicator 2.6: # of meetings held between Iraq and other riparian countries to review existing transboundary water treaties	MoWR and MoFA	0	2021	1 meeting held between Iraq and other riparian countries to review existing transboundary water treaties	1 meetings held between Iraq and other riparian countries to review existing transboundary water treaties	1 meetings held between Iraq and other riparian countries to review existing transboundary water treaties	three bilateral meetings held between Iraq and other upper riparian countries (1 each between Iraq, Iran, Syria and Turkey)	Data collection methods: Interview MoWR, MoFA officials, Report of the Meetings Risks: Lack of willingness by other riparian countries to join the negotiations
Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq Gender Marker: 2	Indicator 3.1: # of Iraq Meteorological Service officials trained and to make better forecasts and early warning (Data to be gender disaggregated)	Training needs assessment report. Training curriculum. Training Report, including trainee feedback analysis.	0	2021	0 officers trained. Training needs assessment completed. Training curriculum developed.	25 officers trained Data to be gender disaggregated	25 officers trained Data to be gender disaggregated	50 officers trained. Data to be gender disaggregated	Data collection methods Post training survey/interview with trainees
	Indicator 3.2: National committee of early warning centers and user departments established and operationalized for dissemination of drought warning using multiple channels.	Committee meeting minutes Committee ToR	No National Committee is in place.	2021	Committee established	Committee supported and trained	Committee is operationalized and effectively meets	Early warning committee is operationalized and effectively meets	Data collection methods Committee meeting minutes
	Indicator 3.3: # of sectoral and provincial drought contingency plans based upon weather forecasts for a potential drought event	Drought contingency plans	0	2021	0 plans developed	3 plans developed	3 plans developed	6 provincial drought continency plans developed	Data collection methods: Review of the drought contingency plans

	Indicator 3.4: # of farmers trained in/equipped for drought resilient technologies to minimize the impact on their livelihoods	Farmers Report, including trainee feedback analysis	0	2021		200 farmers trained	300 farmers trained	500 farmers trained.	Data collection methods Training Report, including trainee feedback analysis

V. MONITORING AND EVALUATION

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	Slower than expected progress will be addressed by project management.	UNDP	40,000
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.	UNDP	10,000
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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	15,000
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.	UNDP	20,000
Review and Make	Internal review of data and evidence from all	At least annually	Performance data, risks, lessons		10,000

Course Corrections	monitoring actions to inform decision making.		and quality will be discussed by the project board and used to make course corrections.	UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project 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)		UNDP	5,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP	30,000
Project (DIM) Audit	Audit Commissioned by the Office of Audit an investigation for Directly Implementation Modality in keeping with UNDP's Rules and Regulations.	End of Project			15,000
Spot Checks for Responsible Parties	Within the Harmonized Approach to Cash Transfer (HACT) framework, spot-checks conducted by a Third-Party Service Provider on Responsible Party Expenditure. Spot-checks to be completed in accordance with the Assurance	Twice a year			10,000

	Plan developed for each Responsible Party.				
Audit for Responsible Parties	Within the Harmonized Approach to Cash Transfer (HACT) framework, annual audit of Responsible Party Expenditure.	Twice in the Project			20,000

Evaluation Plan[7]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	UNDP	3.3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote	4.1. Strengthened and resourced policies and frameworks are implemented for using and managing natural resources (including transboundary issues), developing renewable resources and increasing resilience to climate change,	09/2023	UNDP, UK, Canada MoWR, MoEnv and other Project Board members	50,000

[7] Optional, if needed

		peaceful, just and inclusive societies.	environmental stress and natural hazards, and man-made and natural disasters			

VI. MULTI-YEAR WORK PLAN [8][9]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR			RESPONSIBLE PARTY	PLANNED BUDGET[10]		
		Year 1	Year 2	Year 3		Funding Source	Budget Description	Amount
	National energy transition framework developed	200,000	230,000		UNDP	United Kingdom	Professional Services	430,000
Output 1: GoI is supported to facilitate energy transition in Iraq Gender Marker: 1	NDC-aligned fiscal frameworks for Iraq developed	300,000	100,000		UNDP	United Kingdom	International Consultant	400,000
	Grid-wide assessments completed on renewable energy (RE) absorption capacities	100,000	70,000		UNDP	United Kingdom	Professional Services	170,000
	NAMA finance-ready project developed	100,000	100,000		UNDP	United Kingdom	International consultant	200,000
	MONITORING	18,000	18,000	4,000	UNDP	United Kingdom	Contractual Services	40,000
	Direct Support Costs for CO support services	28,720	20,720	160	UNDP	United Kingdom	Direct Project Costs	49,600
	SUB-TOTAL	**746,720**	**538,720**	**4,160**				**1,289,600**
Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations Gender Marker: 2	Multi-sectoral analysis on water	150,000			UNDP	United Kingdom	International Consultant	150,000
	GoI stakeholder awareness workshops on multisectoral analysis		35,000	35,000	UNDP	United Kingdom	Training, Workshop, Conferences	70,000
	Civil society awareness workshops for media, academia, NGOs, youth groups and women organizations		140,000	20,000	UNDP	Canada	Training, Workshop, Conferences	160,000
	Social media and electronic media-based public awareness on findings of the multisectoral analysis		25,000	25,000	UNDP	Canada	Professional Services	50,000
	Preparation of country-specific negotiation guidelines for meetings between Iraq-Turkey, Iraq-Syria, and Iraq-Iran		50,000		UNDP	United Kingdom	International Consultant	50,000

[8] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[9] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

[10] Programmable amount: GBP: 4,207,921 (or USD 5,595,639.63 at .752 exchange rate in December 2021)

	Training of officials on advanced negotiation skills		80,000		UNDP	United Kingdom	Training, Workshop, Conferences	80,000
	Meetings of scientists and national policy makers on water issues and transboundary negotiations	15,000	15,000	15,000	UNDP	Canada	Training, Workshop, Conferences	45,000
	Climate Vulnerability Assessment Report of Iraq	100,000	100,000		UNDP	Canada	International Consultants	200,000
	Technical support to accession to UN Water Convention	20,000	-	-	UNDP	United Kingdom	International Consultants	20,000
	Participation of Iraq in global platforms on transboundary water negotiations	65,000	40,000	-	UNDP	United Kingdom	Training, Workshop, conferences	105,000
	Monitoring system for the Tigris, Euphrates, and Shat Al-Arab vulnerable areas in Iraq for climate parameters and water	50,000	75,000	75,000	UNDP	Canada	Professional Services	200,000
	Meetings on transboundary cooperation on water between Iraq and Turkey, Iraq and Syria, Iraq, and Iran	-	20,000	20,000	UNDP	United Kingdom	Training, Workshop, conferences	40,000
	Meeting between the national climate change focal points of Iraq, Iran, Syria, and Turkey on cooperation for CC adaptation/mitigation in the Tigris, Euphrates, and Shat Al-Arab river basins	-	20,000	20,000	UNDP	United Kingdom	Training, Workshop, conferences	40,000
	Advisory support to National High Committee for Water	-	20,000	10,000		Canada	Professional Services	30,000
	Meetings between federal, regional, and provincial governments and other stakeholders to resolve water conflicts in different regions of Iraq	30,000	30,000	30,000		Canada	Training, workshop, Conferences	90,000
	Development of joint projects between different governments and stakeholders on water and climate change adaptation issues		35,000	15,000		Canada	Local Consultant	50,000
	Development of laws, policies, guidelines, tools to address water related conflicts in Iraq and ensure compliance to UN Water convention requirements regarding quantity, quality, and access to water in the Tigris, Euphrates, and Shat Al-Arab river-basins.	30,000	50,000	50,000		United Kingdom	International Consultant	130,000
	MONITORING	23,000	28,000	28,000	UNDP	Canada	Contractual Services	79,000
	Direct Support Costs for CO support services	19,320	30,520	13,720	UNDP	Canada	Direct Project Costs	63,560

	UK: Sub-total	**265,000**	**295,000**	**125,000**				**685,000**
	Canada: Sub-total	**237,320**	**498,520**	**231,720**				**967,560**
	SUB-TOTAL	**502,320**	**793,520**	**356,720**				**1,652,560**
Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq Gender Marker: 2	Assessment and training on early warning systems	200,000	200,000		UNDP	United Kingdom	Professional Services	400,000
	National early warning committee established and activated	30,000	15,000	5,000	UNDP	United Kingdom	Training, workshop, conferences	50,000
	Provincial drought preparedness plans	100,000	100,000		UNDP	United Kingdom	Professional Services	200,000
	Community-based awareness raising on climate change, drought risk and drought preparedness	90,000	100,000	10,000		United Kingdom	Professional Services	200,000
	Training of farmers on drought preparedness and mitigation	100,000	150,000			United Kingdom	Professional Services	250,000
	Distribution of seeds and other agricultural inputs to farmers	30,000	40,000	10,000		United Kingdom	Professional Services	80,000
	Support to model rainwater harvesting projects	150,000	200,000			United Kingdom	Professional Services	350,000
	Support to community-based water recycling projects	120,000	150,000			United Kingdom	Professional Services	270,000
	Support to efficient irrigation technologies	30,000	70,000			United Kingdom	Professional Services	100,000
	Plantation schemes	20,000	25,000	5,000		United Kingdom	Professional Services	50,000
	Monitoring	45,000	45,000	5,000	UNDP	United Kingdom	Contractual Services	95,000
	Direct Support Costs for CO support services	36,600	43,800	1,400	UNDP	United Kingdom	Direct Project Costs	73,800
	SUB-TOTAL	**951,600**	**1,138,800**	**36,400**				**2,126,800**
Sub-Total Programme Costs								
PROGRAMME MANAGEMENT						United Kingdom		
Project Manager		270,000	270,000	60,000	UNDP	United Kingdom	Recurrent Payroll	600,000
Finance and Admin Officer		60,000	60,000	15,000	UNDP	United Kingdom	Contractual Services	135,000
Project Assistant		24,000	24,000	6,000	UNDP	United Kingdom	Contractual Services	54,000
M&E Officer		60,000	60,000	10,000	UNDP	United Kingdom	Contractual Services	130,000

Communications Officer/IUNV		20,000	30,000	9,275	UNDP	Canada	Contractual Services	59,275
Portfolio Manager EECC		60,000	60,000	12,000	UNDP	United Kingdom	Recurrent Payroll	132,000
Evaluation		-	-	50,000	UNDP	United Kingdom	International Consultants	50,000
IT equipment		5100	-	-	UNDP	Canada	Equipment and Furniture	5100
Security		12,000	12,000	12,000	UNDP	Canada	Contributions	36,000
Communication		3000	3000	3000	UNDP	Canada	Communications and Audio-visual equipment	9,000
Travel		10,000	15,000	15,000	UNDP	United Kingdom	Travel	40,000
Miscellaneous		5000	3,575		UNDP	United Kingdom	Miscellaneous Expenses	8,575
UK: Sub-total		489,000	492,575	168,000				1,149,575
Canada: Sub-total		40,100	45,000	24,275				109,375
SUB-TOTAL		**529,100**	**537,575**	**192,275**				**1,258,950**
UNITED KINGDOM- Sub-total Direct Costs (Programme & Project Management & DPC)		2,452,320	2,465,095	333,560				5,250,975
CANADA - Sub-total Direct Costs (Programme & Project Management & DPC)		277,420	543,520	255,995				1,076,935
CUMULATIVE SUB-TOTAL Direct Costs (Programme & Project Management & DPC)		**2,729,740**	**3,008,615**	**589,555**				**6,327,910**
UK- Indirect Cost GMS (8%)		196,185.6	197,207.6	26,684.8				**420,078**
CANADA – Indirect Cost GMS (8%)		22,193.6	43,481.6	20,479.6				86,155
CUMULATIVE SUB-TOTAL – Indirect Cost GMS 8 %		**218,379.2**	**240,689.2**	**47,164.4**				**506,233**
GRAND TOTAL		**2,948,119.2**	**3,249,304.2**	**636,719.4**				**6,834,143**
UK – LEVY (1 %)								**56,710**
CANADA – LEVY (1 %)								**11,600**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project Board serves as the high-level oversight of the project and the approval of key project execution decisions, the Project Board will serve as the overall project governance structure to guide the implementation. The Project Board provides strategic direction and oversight and ensures that the interventions funded through the project are in line with the project objectives and in accordance with Government priorities.

The Project Board will be chaired by UNDP, while the Ministry of Environment (MoEnv) will serve as the Senior Beneficiary. The following ministries and entities will serve as beneficiaries in the Project Board.

- Ministry of Water Resources
- Ministry of Agriculture
- Ministry of Electricity (MoElc)
- Ministry of Finance (MoF)
- Ministry of Planning (MoP)
- Ministry of Transport (General Authority of Iraq Meteorological and Seismic Services)
- Prime Minister National Operations Center (PMNOC)
- Joint Coordination and Monitoring Center (JCMC)
- Women Empowerment Council of the Secretariat General of the Council of Ministers (WEC-COMSEC)
- Kurdistan region Environmental Commission/Ministry of Environment

The United Kingdom and Canada are the primary fund-contributing partners. Composition of the Project Board may be adjusted based upon decision of the Chair and the Senior Beneficiary.

UNDP will serve as secretariat to the Project Board and will present regular updates on the progress as well as issues and challenges that require attention, review and decisions by the Project Board.

In principle, the Project Board will convene at least annually, although the Chair in consultation with Senior Beneficiary may decide to hold meetings at any time. The Project Board is expected to play a facilitating role and serve as an agile mechanism providing timely guidance in rapidly changing contexts. Every effort will be made to achieve consensus on key issues. Where this is not possible, decisions will be guided by the Chair in consultation with the Senior Beneficiary. In order to ensure UNDP's ultimate accountability, Project Board's decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. UNDP will carryout regular coordination to facilitate Project implementation.

The *main responsibilities* of the Project Board will be to:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;

- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project .
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the [Project Board or Project Steering Committee] can include, but are not limited to, the following

- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

The **Project Executive** (**Chair of the Board)** will have ultimate responsibility for the project. As part of the responsibilities of the Board, the Chair will ensure that the project is focused throughout the project cycle on achieving its outputs and targets. Additional responsibilities include monitoring and controlling the progress of the project at a strategic level; ensuring that risks are being tracked and mitigated as effectively as possible; and chairing and ensuring that the Project Board meets in a timely manner, as stipulated in the

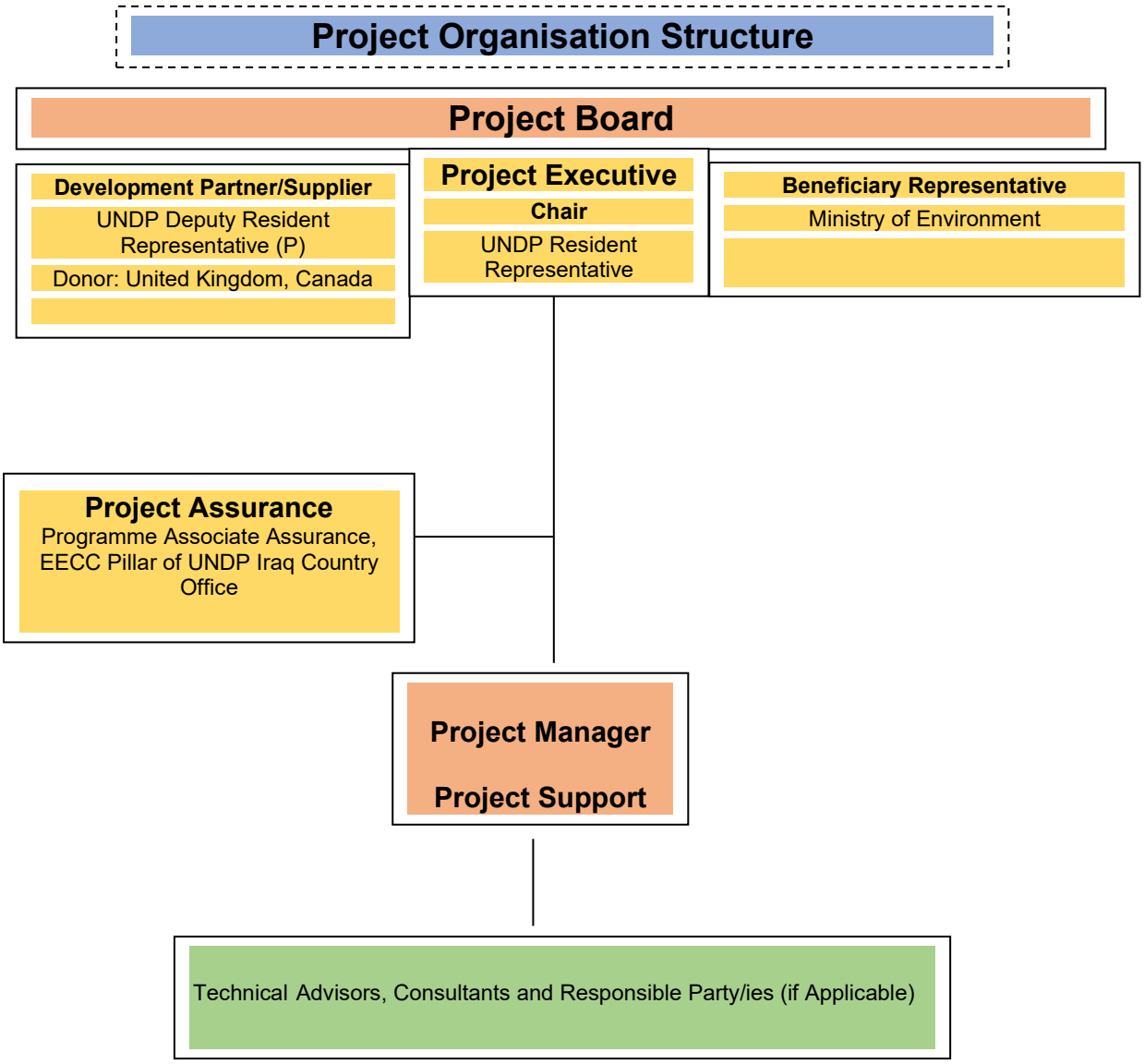
project document. The Chair will be responsible for approving the Projects multi-year and/or annual work plans.

The **Beneficiary Representative** will be represented by senior officials from the Prime Minister National Operations Centre (PMNOC) representing the interests of those who will ultimately benefit from the project. The primary function of the Senior Beneficiary within the Project Board is to ensure the realization of project results from the perspective of project beneficiaries.

The **Development Partner (Supplier)** will represent the interests of those parties concerned with providing funding and/or technical expertise to the project. The primary function and responsibility of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. As part of the responsibilities of the Project Board, the Senior Supplier will advise on the identification of strategies, design and methods to carry out Project actions. Within the context of the Project Board, the Senior Supplier is also responsible for ensuring that progress towards outputs remains consistent; contributing the supplier's perspective and opinions on implementing any proposed changes; and arbitrating on and ensuring resolution of input/resource related priorities or conflicts.

The **Project Management Team** is responsible for successful management of Project outputs and contribution to the achievement of Project outcomes. The Project Manager (PM) has the responsibility to run the Project on a day-to-day basis on behalf of UNDP, and within the framework outlined by the Project Document and the guidance of the Project Board. The PM is responsible for working in coordination with the respective Senior Beneficiary/ies, and service providers and Responsible Parties of the Project to ensure project implementation, financial management, administration, monitoring and reporting takes place in a timely manner.

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


Project Organisation Structure
Project Board
Development Partner/Supplier
UNDP Deputy Resident Representative (P)
Donor: United Kingdom, Canada
Project Executive
Chair
UNDP Resident Representative
Beneficiary Representative
Ministry of Environment
Project Assurance
Programme Associate Assurance, EECC Pillar of UNDP Iraq Country Office
Project Manager
Project Support
Technical Advisors, Consultants and Responsible Party/ies (if Applicable)

VIII. LEGAL CONTEXT

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

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

IX. RISK MANAGEMENT

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

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][11] [UNDP funds received pursuant to the Project Document][12] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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

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

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

[11] To be used where UNDP is the Implementing Partner

[12] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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

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

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

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

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

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

k. *Choose one of the three following options:*
Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

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

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

X. ANNEXES

1. **Social and Environmental Screening**
2. **Risk Analysis**
3. **Capacity Assessment:** Not Applicable
4. **Project Board Terms of Reference**
5. **Project Manager ToRs**