



UNITED NATIONS IRAQ ASSISTANCE STRATEGY

2008 - 2010

United Nations Country Team - Mission Statement

To strengthen Iraq to implement the NDS / ICI and meet the needs of the most vulnerable by being a trusted proactive partner, accountable for high quality tangible results, and focusing on agreed outcome areas.





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PREFACE

Stability and peace in Iraq remain elusive despite efforts by the Government of Iraq (GoI) and the international community to provide humanitarian assistance and promote reconstruction and development of the country. Civilians continue to endure one of the most complex and violent situations in the world and the breakdown in law and order provides fertile ground for continuous violations of human rights and an increase in impunity of violators. In this context, reconstruction and development activities alone are unlikely to yield satisfactory results, compelling aid organizations to reassess their operations in Iraq to also cope with increasing humanitarian needs.

The adoption of Security Council Resolution (SCR) 1770 on 10 August 2007 supports enhanced action on the part of the United Nations in Iraq. To quicken the response and increase the impact of humanitarian, reconstruction and development (HRD) assistance, the UN Country Team (UNCT) is reformulating its strategy to better assist the Government and meet the needs of Iraqi citizens. In so doing, the UNCT will create “space” to better pursue solutions to the crises currently facing the country. Importantly, while SCR 1770 accentuates the humanitarian role of the UN in Iraq, expanded intervention will proceed in tandem with on-going reconstruction and development assistance to enable the UN to pursue and sustain durable solutions necessary to promote stability, security, national reconciliation and the protection of human rights in Iraq.

The New Security Council Mandate

SCR 1770 gives greater prominence to the humanitarian, reconstruction and development dimensions of the UN mandate in Iraq than its predecessor, SCR 1546. SCR 1770 calls for greater efforts, coordination and harmonization in the manner in which the UN responds to unfolding political, humanitarian, reconstruction and economic crises in Iraq. By focusing on the International Compact with Iraq and giving added attention to protection of civilians, including refugees and IDPs, and the provision of essential basic services, SCR 1770 calls for the doubling of efforts to implement immediate, enhanced and effective humanitarian,

This Assistance Strategy, which will guide UN activities from 2008-2010, has been developed in consultation with the GoI, the donor community and NGOs to ensure that it keeps with national priorities, namely the National Development Strategy (NDS), objectives set forth in the International Compact with Iraq (ICI) and Millennium Development Goals (MDG) benchmarks. This strategy also provides greater clarity on the use of existing funding mechanisms such as the International Reconstruction Fund Facility for Iraq (IRFFI) and strongly advocates and promotes cost sharing mechanisms with the GoI's own resources. As part of a comprehensive and integrated strategic approach, a Consolidated Appeals Process (CAP) was launched and an Emergency Response Fund made available to meet urgent humanitarian needs.

The strategy places emphasis on ensuring that the UN's commitments reflect:

- well-defined linkages to ICI and NDS priorities and identified needs;
- on-going assessment of needs;
- the UN's comparative advantage within a sector, based on mandate, experience and capacity;
- empowered participation of civil society; and
- GoI concurrence with, and involvement in, the entire process.

The process of creating this Assistance Strategy has provided the basis to renew efforts and seize opportunities to develop specific UNCT humanitarian assistance, reconstruction, and development efforts that ensure congruence with the ICI.

The final document was presented to the Government of Iraq and donors in May 2008.

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ACRONYMS

AG	Food Security Sector: Agriculture	UNOPS	United Nations Office for Project Services
CAP	Consolidated Appeal Process	US	United States
CBO	Community Based Organization	USAID	United States Agency for International Development
DSRSG	Deputy Special Representative of the Secretary-General	WATSAN	Water and Sanitation Sector
ERDS	Economic Reform and Diversification Sector	WB	World Bank
ERF	Expanded Humanitarian Response Fund	WFP	World Food Programme
ES	Education Sector	WHO	World Health Organization
FA	Food Security Sector: Food Assistance		
FAO	Food and Agriculture Organization		
GDP	Gross Domestic Product		
GER	National Gross Enrollment		
GoI	Government of Iraq		
GS	Governance Sector		
HNS	Health and Nutrition Sector		
HRD	Humanitarian, reconstruction and development		
HRH	Human Resources for Health		
HRO	Human Rights Office		
HSS	Housing and Shelter Sector		
IAU	Interagency Information and Analysis Unit		
ICI	International Compact with Iraq		
ID	Iraq Dinar		
IDP	Internally displaced persons		
IFC	International Finance Corporation		
IFHS	Iraq Family Health Survey		
IHEC	Independent Higher Electoral Commission		
ILO	International Labor Organization		
IMF	International Monetary Fund		
IOM	International Organization for Migration		
IRFFI	International Reconstruction Fund Facility for Iraq		
ITF	Iraq Trust Fund		
KRG	Kurdistan Regional Government		
M&E	Monitoring and Evaluation		
MGD	Millennium Development Goals		
MICS	Multi Indicator Cluster Survey		
MNF-I	Multi-National Forces in Iraq		
MoCH	Ministry of Construction and Housing		
MoE	Ministry of Education		
MoH	Ministry of Health		
MoHESR	Ministry of Higher Education and Scientific Research		
MoLSA	Ministry of Labor and Social Affairs		
MoPDC	Ministry of Planning and Development Cooperation		
MoT	Ministry of Trade		
NDS	National Development Strategy		
NGO	Non-governmental Organization		
OCHA	Office for the Coordination of Humanitarian Affairs		
OECD	Organization for Economic Co-operation and Development		
PDS	Public Distribution System		
PG	Policy Group		
PHC	Public Health Centers		
PMO	Prime Minister's Office		
PS	Protection Sector		
SCR	Security Council Resolution		
SME	Small and Medium Enterprises		
SOE	State owned enterprises		
THE	Total Health Expenditure		
TVET	Technical Vocational Education and Training		
UN	United Nations		
UNAMI	United Nations Assistance Mission for Iraq		
UNCT	United Nations Country Team		
UNDG	United Nations Development Group		
UNDP	United Nations Development Programme		
UNESCO	United Nations Educational, Scientific and Cultural Organization		
UNHABITAT	United Nations Human Settlements Programme		
UNHCR	United Nations High Commissioner for Refugees		
UNICEF	United Nations Children's Fund		

NEW UNCT COORDINATION STRATEGY

With an expanded mandate under SCR 1770, the UNCT is entering its fourth year of providing humanitarian, reconstruction and development assistance with greater scope for impact and opportunity to support GoI efforts to address the growing needs of the population and achieve the goals set forth in the ICI and NDS. Unfortunately, issues pertaining to governance, political structures and shifting and intensifying violence continue to define the means through which the UN and its partners deliver programs and support to Iraqis and national institutions.

Physical security remains a critical concern throughout Iraq. Amidst the turmoil, Iraqis have adopted remarkable coping mechanisms and have devised means of going about their lives. This resilience has created some space for continued reconstruction and development activities, but the UN continues to rely on the Multinational Forces in Iraq (MNF-I) to facilitate staff movement for project design, implementation and monitoring.

While on the one hand SCR 1770 calls for increased assistance activity, providing the possibility for raising staff levels in Iraq, a reinforced presence will, for the most part, remain concentrated in Baghdad, Erbil and Basra. Increased numbers of staff in these locations will require advanced, even long range, planning for agencies to operate within and beyond the established perimeters with movement less constrained in the area overseen by the Kurdistan Regional Government (KRG). In all cases a drawdown of MNF-I troops will likely result in reduced support to carry out UN operations.

As its foundation, the UNCT's work is guided by a collaborative and on-going assessment of needs as defined in the ICI and NDS. The UN's approach is conditioned by principles of national ownership, partnership, the capacity to deliver and by realities emerging from shifting security and political environments. In September 2007, it was recognized that the previous "Cluster" coordination system needed to undergo revision to respond to the UN's expanded mandate, the need for strengthened leadership, joint priority setting, the establishment of new partnerships and enhanced coherence with respect to UN program planning and implementation. In short, the UN's assistance strategy in Iraq focuses on policy and program improvements that reinforce coordination and assistance delivery in support of reconstruction, development and humanitarian interventions.

Sectors

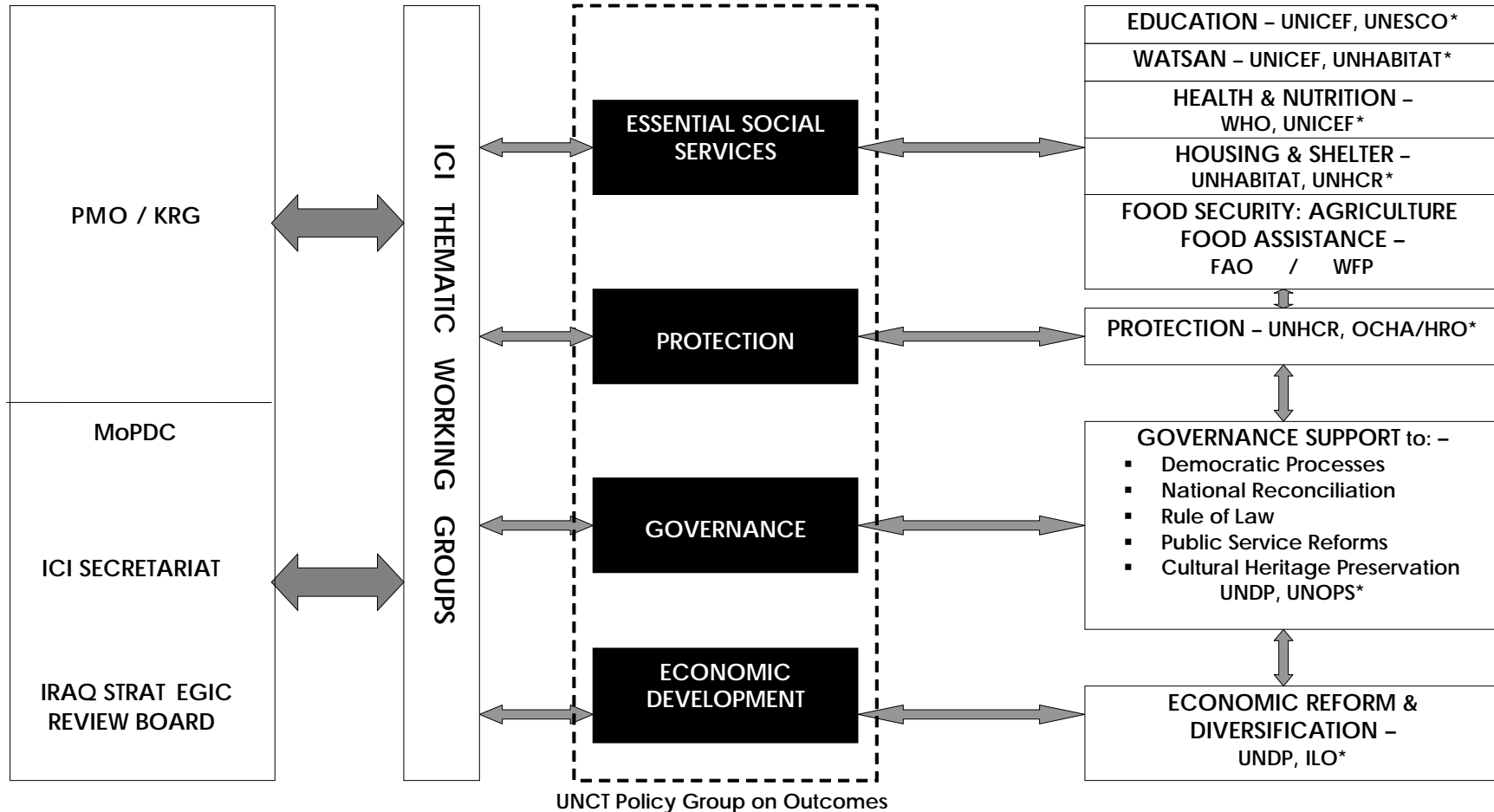
1. Education
2. Water and Sanitation
3. Health and Nutrition
4. Housing and Shelter
5. Food Security:
Agriculture,
Food Assistance
6. Protection
7. Governance
8. Economic Reform and
Diversification

To that end, eight Sectors and a Policy Group (PG) were set up to ensure that cross-cutting themes involving human rights, gender, employment and environment were adequately addressed.

Under the leadership of the Resident Coordinator, this Sector/PG approach will be the coordination mechanism for planning, prioritizing and approving interventions. A flexible vehicle, the Sector/PG strategy is set to enable the UNCT to respond to emerging needs, both within a particular sector and across sectors, leading to integrated interventions with greater potential for sustainability. This approach ensures that the UNCT's strategy remains relevant and focused on national priorities. Further, it provides a more logical interface with Iraqi ministries and donors alike.

UNCT IRAQ COORDINATION STRUCTURE:
Humanitarian, Reconstruction and Development

SECTOR OUTCOME TEAMS:
UN Agencies and NGO Partners



← Baghdad-based → ← Amman-based →

- N.B.
- (1) The structure is led and coordinated by the DSRSG as Resident and Humanitarian Coordinator.
 - (2) The Policy Group reports to the DSRSG.
 - (3) * Represents UN Sector lead and deputy lead agencies.
 - (4) Participation of various UNAMI offices and cross-cutting agencies implied throughout the structure.
 - (5) Amman-based structure to be reviewed in six months. The entire structure is to be reviewed in one year's time.

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Security concerns continue to limit the ability of the UN and its partners to collect comprehensive data, affecting the design of interventions. However, information compiled by the sectors from surveys, evaluations and assessments conducted with national partners and the ICI Thematic Working Groups provides updates on needs in a changing security, political, humanitarian and development environment. On-going dialogue with national authorities and stakeholders complements this information.

Further, the Sector/PG approach provides enhanced capabilities, flexibility and focus in three specific areas:

MONITORING AND EVALUATION – All sectors have developed and will maintain an updated database of indicators that tracks achievements towards articulated outcomes and outputs. The sectors will conduct comprehensive data collection and analysis activities in coordination with the GoI. All information incorporated in this database shall be in line with the reporting requirements of the office of the Resident Coordinator and will be made available through regular reporting mechanisms designed by each sector and through a newly established interagency Information and Analysis Unit (IAU). Further, each sector will present mid-year and annual performance reviews and all sectors will undergo independent evaluations as necessary at the completion of this Assistance Strategy term.

COORDINATION OF PROGRAMMING – The UNCT recognizes the essential need for coordinating its work to secure a stable Iraq. To that end, securing success for the outcomes and outputs envisaged in sector work and advocacy assistance strategies requires close coordination with the GoI, between UNCT agencies and with others providing assistance to the GoI, such as the NGO community. Exemplary areas of coordination already identified include:

- The Education Sector will be linked with other relevant sectors (i.e. Health) that have direct bearing on education outcomes and with Iraqi stakeholders (i.e. GoI, communities and civil society organizations), donors, local and international NGOs, and others to establish a cadre of practitioners in the sector and mainstream good practice in policy dialogue.
- The Water and Sanitation Sector will coordinate with other sectors, international and local NGOs, line ministries in GoI, institutions, and the private sector.
- The Health and Nutrition Sector will coordinate within its members, with Government institutions, other sectors and donors. Also, the Sector will engage the private sector and CBOs as appropriate.
- The Housing and Shelter Sector will coordinate the efforts of all its member agencies, with other sectors, line ministries, local authorities, the WB, the IFC and major donors.
- The Food Security Sector will coordinate with other sectors and the GoI as appropriate.
- The Protection Sector will coordinate with UNHCR, the HRO, NGOs, the GoI and other partners as necessary.
- The Governance Sector will coordinate its work through the mechanisms agreed in the ICI.
- The Economic Reform and Diversification Sector will coordinate with UNCT sectors and with other agencies providing assistance to the GoI for economic development, such as the WB, IMF, OECD, USAID, and the European Union.

All sectors will actively pursue new avenues of coordination and collaboration to ensure the highest level of impact and least amount of waste and overlap throughout the country.

PROGRAM CO-FINANCING – The contribution of the international community is small in relation to the funds allocated to overall national budget line items in Iraq. Recognizing this, the GoI has, in principle, agreed to provide matching contributions for UN supported interventions. The exact modalities of cost sharing will be discussed and agreed with the sectors.

With renewed resolve to broaden implementation mechanisms to meet obligations under the expanded mandate, the sectors have included the NGO community and will strengthen their relations with community-based structures in planning, delivering and monitoring UN assistance.

SECTOR ASSISTANCE STRATEGIES

BACKGROUND AND CONTEXT

While there is no single definition of the situation in Iraq, there is also no confusion about the turmoil. The country finds itself experiencing conflict, political and human insecurity, a worsening human rights situation and an overall deterioration of services, infrastructure and shelter. In the past year there has been a significant effort to reinforce reconstruction and development work but sectarian tensions, violence and continued lack of protection mechanisms have prevented the average Iraqi from enjoying a sense of progress or even hope that the situation will change for the better. Although it is encouraging to see increased participation in the political process, the political milestones achieved to date have not yielded the anticipated impact on the quality of life for the general population. There remain daunting challenges in the provision of basic services, respect and application of the rule of law, systematic promotion and protection of human rights, transparency and accountability within governmental institutions and policies, full transition to democracy and economic prosperity. Violations of human rights, dilapidated infrastructure, growing housing deficit, the severe erosion of the economic base and the breakdown in the provision of social services continue to be challenges.

The political landscape has also changed significantly since the drafting of the previous Assistance Strategy. This is marked by the presence of an elected government and a constitution that reflects the complexity of the body politic, with many articles supporting a highly decentralized state. Regional political and socio-economic dynamics have come to the fore, both through the development of regional working groups on energy, refugees and security and regional dimensions reflected in ICI benchmarks. While the GoI strives to make its mark, there is concern that the requisite policy frameworks to enable the country to move beyond its current predicament have yet to form. The GoI faces significant challenges, both internal and external, that have slowed progress towards a unified GoI and country. The fact that different parts of the country face varying challenges and have unique priorities also plays a role in the lack of unified approaches to the management of crises.

The formation of the new Government in April 2006, with a four-year mandate, constitutes an opportunity for the UNCT, which is now able to pursue a more sustained policy dialogue with national, local and civic partners. The challenge will entail a balance between addressing immediate needs, including humanitarian assistance, the provision of basic social services and protection, and longer-term reconstruction and development requirements.

EDUCATION



SOURCE - UNICEF

SITUATION ANALYSIS: The latest statistics show that Iraq needs to have 19,000 primary schools to meet its needs, while the current number of available schools buildings is 15,815, of which 50% require major rehabilitation efforts to meet the standard for quality schools. Similarly, out of 306 vocational schools, 133 buildings require comprehensive rehabilitation. Higher education also suffers from acute problems such as brain drain and a shortage of facilities.

Enrolment rates for the academic year 2006/2007 indicate low participation of students in education and a significant fall compared with previous years. Net kindergarten enrolment is exceptionally low, with only 0.06% of the age group having access to educational activities. This is a drop compared to

Multi-Indicator Cluster Survey #3 (MICS-3, 2006) finding of 2.5%. Net enrolment in primary school (grade 1-6) is 54%, which is substantially lower than the 82.1% reported in the MICS-3. Drop-out rates at primary schools range from 1.1% to 5.1%, and are highest in certain areas of Baghdad, Anbar, Erbil and Missan. The enrolment pattern at the secondary level shows a wide variation between governorates with a national gross enrolment (GER) of 51.19%. The GER for female students is reported to be 43.8%. According to Ministry of Education (MoE) figures, only 28% of all 17 year-old sat final exams to graduate from high school in 2007. Enrolment rates for higher education are also low.

The current teaching force also suffers from lack of training. After years of isolation from the international educational environment, curricula and teaching methodologies remain obsolete.

OUTCOMES AND OUTPUTS:

EDUCATION	
Outcome 1	Enhanced access to all levels of quality education with particular focus on girls
Output 1.1	Educational facilities rehabilitated, equipped and functional in target areas
Output 1.2	Learning and teaching materials designed and distributed in target areas
Output 1.3	Awareness campaigns (national and community) conducted
Outcome 2	Strengthened institutional and human capacity of the Education Sector to deliver quality education at all levels
Output 2.1	Education system supported to improve the quality of services
Output 2.2	Education staff trained and capacity built
Outcome 3	Enhanced policy formulation and curriculum development and revision at all levels
Output 3.1	Support for education curricula development provided
Output 3.2	New education policies and strategies supported
Outcome 4	Strengthened preparedness and response to educational humanitarian needs
Output 4.1	Access and retention to quality education increased at all levels including support of gender-sensitive psycho-social needs and human rights for children and youth in vulnerable communities and IDP populations
Output 4.2	Complementary non-formal education and TVET initiatives and opportunities provided for out-of-school children, youth and adults including supporting their psychological needs

Output 4.3	School health and hygiene strengthened to respond to outbreaks and to raise awareness to prevent further communicable diseases among students in vulnerable communities and their learning locations
Output 4.4	Local communities and education authorities in target areas empowered to plan, manage and sustain education activities

The Education Sector (ES) aims to support the GoI (MoE and MoHESR) to achieve the objectives defined in the ICI, NDS, MDG and relevant international human rights standards and principles.

WORK PLAN: The ES will work to enhance access to all levels of education (basic and higher), strengthen institutional and human capacity of the sector to deliver quality education and enhance policy formulation, curriculum development and revision. The ES will cover humanitarian support and early recovery/development interventions and ensure that health and educational activities support school communities.

The ES will focus, in the short term, on meeting immediate humanitarian educational needs such as supporting schools with essential and specialized teaching and learning materials, provision of adequate water and sanitation facilities, rehabilitation of schools and educational centers along contemporary design standards and provision of gender-specific psycho-social support to students and teachers. In the medium term, the ES will concentrate on establishing libraries and laboratories, construct new schools and build the capacity of educational staff. In the long term, the ES will focus on helping to develop a national education strategy, policy formulation and reflecting national literacy, early childhood, curriculum development in line and compatible with international standards and revision in line with to include life skills, conflict resolution, peace education, gender equality and human rights education and promotion.

ADVOCACY PLAN: The ES will support educational authorities to generate information on primary, intermediate and secondary schools in the country, including gender- and geographically-disaggregated data for students and teachers. This will create a foundation for an evidence-based education strategy inclusive of documentation for areas where the sector needs to focus and advocate for the importance of education. The sector will also advocate for enhanced allocation of resources to ensure sustainability of activities and maintenance plans.

WATER AND SANITATION

SITUATION ANALYSIS: The MICS-3 indicates that, in the rural areas, only 47% of the population uses drinking water that is piped into their dwellings. Nearly half (48%) of those who have access to improved drinking water sources in Baghdad indicated problems with the condition of services. Untreated wastewater is being discharged daily into the Tigris, Euphrates and other waterways. Of the estimated 1,407,419,000 liters of wastewater / sewage generated every day in Baghdad city alone, only 34% of it is treated; the rest is untreated and discharged directly into the waterways. Damaged sewer lines and deteriorated water networks compound contamination, with grave implications for public health and the environment. Of the estimated 2 million displaced persons within Iraq, one-third reportedly relies on broken pipes, lakes and streams as primary water sources. Although the percentage of rural households using improved sanitation facilities seems high at 82%, this figure does not reveal the situation on the ground, as 40% of the respondents indicated problems with the functionality of the sewage system around their houses.



SOURCE - UNICEF

OUTCOMES AND OUTPUTS:

WATSAN	
Outcome 1	Increased sustainable access to safe water for urban and rural populations in 10 governorates, especially for the vulnerable
Output 1.1	Water systems rehabilitated and extended
Output 1.2	Cost sharing mechanism for rehabilitation of water infrastructure activated
Output 1.3	Water quality surveillance and monitoring enhanced
Outcome 2	Increase sustainable access to improved sanitation for urban and rural population, especially for the vulnerable
Output 2.1	Sewage treatment plants, networks rehabilitated and extended
Output 2.2	Solid waste collection and safe disposal increased in five cities
Output 2.3	10 selected communities practicing improved hygiene practices
Output 2.4	Cost sharing mechanism for rehabilitation of sanitation infrastructure activated
Outcome 3	Capacities for effective management of WATSAN enhanced
Output 3.1	National policies for water and sanitation sector developed
Output 3.2	Capacities at national and governorate level for planning, implementation, monitoring and evaluation developed
Outcome 4	Availability of safe water, personal hygiene and a sanitary environment for the most vulnerable population ensured
Output 4.1	Incidence of water-borne diseases among the vulnerable population reduced
Output 4.2	Key personal hygiene practices supported and promoted among the targeted population
Output 4.3	Capacity to immediately respond to the needs of IDP and vulnerable population groups maintained
Output 4.4	Interventions contributing to early recovery initiated

The Water and Sanitation Sector's (WATSAN) assistance strategy will help the GoI realize the ICI and NDS goals.

WORK PLAN: WATSAN will address immediate needs and gradually shift towards increased “software” assistance, with greater focus on policy development, capacity building, advocacy, and knowledge and technological transfers. In the interim, the sector will continue to support the GoI with modest but critical inputs in providing basic services to the most vulnerable population.

In the short term, the WATSAN sector will fill gaps with ‘small investments for big impact’ types of assistance comprising of a mix of hardware and software (e.g. capacity building, planning and delivery assistance, infrastructure and services delivery in humanitarian operations). Medium term assistance will include advocacy for policy changes, increased efficiency, community participation and humanitarian assistance. In the longer term, the WATSAN sector will strengthen institutions of governance in tandem with rehabilitating infrastructure.

ADVOCACY PLAN: WATSAN will advocate for enhanced allocation of resources to the sector to improve overall conditions, extend services, launch new infrastructure and maintain operations.

HEALTH AND NUTRITION



SOURCE - UNICEF

SITUATION ANALYSIS: In 2006 there were 94,815 health workers, giving a Human Resources for Health (HRH) ratio of 3.5/1,000 population, lower than the East Mediterranean average of 4.2/1,000. Out of the 34,000 physicians registered with the Iraqi Medical Association in the 1990s, by 2005 there were only 18,126 -- half of them in Baghdad, Basra and Ninewa.

Over the past 20 years almost one-third of the 1,809 Public Health Centers (PHC) are reported to have “deteriorated” (Iraq Living Conditions Survey, 2004) due to lack of maintenance, lack of supplies, reduced or unskilled health workers or inadequate support services. Since 2003, 210 existing facilities have been restored or reconstructed.

The Total Health Expenditure (THE) is among the lowest in the region (2.5% of GDP), while private spending exceeds 50% of THE. Results of the Iraq Family Health Survey (IFHS, 2006) indicate a high proportion of out-of-pocket spending on health (13% of monthly household expenses), at times reaching exorbitant levels (10% of all households).

Accelerated immunization activities compensated for the lower routine coverage of immunization services. Only 44 out of 117 districts reported DPT3 coverage above 80%. Environmental health has also deteriorated, particularly in areas having safe water and adequate sanitation. Poor sewage and waste management systems have affected the health status of many vulnerable people. Two thirds of childhood mortality is due to diarrhea and respiratory infections.

Multiple sources indicate that, with increased food insecurity, the nutritional status of the population is deteriorating as demonstrated by worsening indicators (with wide range between different sub-groups): Low birth weight 15% (11-20), stunting 21% (8-26), underweight 8% (4-14) and wasting 5% (2-10) (MoH/UNICEF-MICS 3, 2006).

Chronic non-communicable diseases afflict many adults: hypertension 40%, diabetes 10%, overweight 34%, and obesity 33% (MoH and WHO, 2006). The situation is further exacerbated by shortages of health services and drug supplies (10 out of 32 essential medicines were not regularly available). Violence-related injuries were conservatively estimated at an average of 400/day over the period 2003-06 (IFHS, 2007). Mental health status estimates showed that 4% of the population had severe mental health disturbances and 20% common disturbances (WHO, 2006) while 36% claimed emotional stress (IFHS, 2007). There are no curative services or prevention/rehabilitation programs.

OUTCOMES AND OUTPUTS:

HEALTH AND NUTRITION	
Outcome 1	By 2010, health and nutrition related programs enhanced to ensure 20% increase in access to quality health care services with special focus on vulnerable groups
Output 1.1	Policies strategies, and guidelines related to health and nutrition developed if required; review based on standard human rights and principles
Output 1.2	Institutional and personnel capacity of health/nutrition and related programs strengthened for improved quality service delivery
Output 1.3	Enhanced functional capacity of health and health related facilities and institutions (services) in low coverage areas (rehabilitation and procurement)
Output 1.4	Empowered and engaged local communities and private sector to enhance equitable access to health and nutrition services with special focus on missed opportunities in access to health
Output 1.5	Enhanced monitoring and evaluation mechanisms in place to track progress and identify gaps in the provision of health and nutrition services with special emphasis on the unreached
Output 1.6	Emergency preparedness and response. Access to basic health services to the most vulnerable people affected by the ongoing humanitarian crisis assured

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The Health and Nutrition Sector's (HNS) assistance strategy will provide support to improve the performance of the national health system and provide equal access to services, with special emphasis on vulnerable, marginalized and excluded individuals and families.

WORK PLAN: The HNS will support the strategic re-orientation of the health care system from a 'centralized and hospital-based' approach to 'PHC-based' one. To achieve this, the HNS will assist in the revision of policies, strategies and guidelines for the Iraqi health system. The HNS will assist the MoH in policy development and health sector reform while promoting sustainability and self sufficiency. The HNS will emphasize policy and strategy setting, but will move expeditiously to address emergencies. Special efforts will be exerted to engage the private sector and local communities, with representation from women and marginalized groups.

ADVOCACY PLAN: The HNS will advocate for increased investment in health which leads to improved quality of life and increased productivity. It will assist in developing position papers on: governance, financing, human resources, health care delivery, drug policies, promoting equity, 'rights-based' social justice, gender mainstreaming and the allocation of resources in the health sector. Further, the HNS will advocate to initiate the development of a social health insurance, for continued support to the PHC network, including utilization of the national forum for health to pursue sustainable development in health, and for support of human resource strategies to meet the health system's needs.

HOUSING AND SHELTER

SITUATION ANALYSIS: The housing sector has a major shortfall, requiring an estimated 1.27 million units during the next ten years, an obsolete and ineffective delivery system, an inefficient and limited subsidy system, and an outdated and non-functional policy and institutional framework. The construction and building materials industry lacks capacity and modern technical and managerial features. This is compounded by inappropriate land and infrastructure policies and delivery systems, restrictive, centralized, and non-inclusive planning regimes as well as a widespread lack of housing finance for new construction, refurbishment or expansion of existing housing units.



SOURCE - UNHABITAT

More recently, widespread displacement has added other complexities that include the violation of housing, land and property rights and lack of protection from forced eviction. Most internally displaced families (60% or 152,123 families) live in rental accommodation, which is generally in dilapidated conditions, lacking basic services and amenities. Infrastructure problems are another impediment to housing development. Acute infrastructure problems coupled with decrepit housing have created slum-like conditions in many of Iraq's cities.

OUTCOMES AND OUTPUTS:

HOUSING AND SHELTER	
Outcome 1	Improved housing delivery system
Output 1.1	Draft national housing policy framework aligned with international standards
Output 1.2	Government-led pilot housing strategies formulated
Output 1.3	Pilot slum improvement schemes developed in Erbil, Hilla and Najaf
Output 1.4	Simplified, easily and equitably accessible pro-poor housing and shelter loan disbursement models developed and operationalized
Output 1.5	Improved training capacities within the Ministry of Construction and Housing on land management and housing delivery; training delivered on a regular basis
Outcome 2	Reduced number of people living without adequate shelter in the most vulnerable areas
Output 2.1	Immediate shelter needs (and household support) of displaced and other vulnerable groups met through a highly targeted and integrated approach to improvement in shelter conditions
Output 2.2	Protection mechanisms related to property rights and security of tenure strengthened
Output 2.3	Process for recovery and provision of durable solutions initiated

The Housing and Shelter Sector's (HSS) assistance strategy will increase its engagement with the central government, regional and local authorities, private construction sector industry partners and civil society groups, and build on the collective experience of these actors to facilitate reforms and build their capacity to respond to needs in Iraq.

WORK PLAN: In responding to a growing housing crisis, the HSS will adopt a twin track approach. On the one hand, it will continue efforts to support implementation of the NDS and the ICI by providing policy, institutional and capacity development assistance in formulating effective housing strategies and redesigning housing and housing micro-finance programmes for vulnerable groups and on the other, it will engage in direct interventions to quickly improve housing conditions for the most needy and vulnerable through an integrated community development approach. The HSS will respond to the humanitarian and temporary shelter needs of IDPs and ex-refugee returnees, and will assist local authorities with necessary emergency shelter plans.

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ADVOCACY PLAN: The HSS will engage in policy discussions and advocate for universal housing rights and delivery strategies that can leverage private sector investments, greater community involvement, especially in slum upgrading and maintenance management, and better targeted approaches that reach out to the neediest on a priority basis. The HSS will also advocate for improved land management and administration as well as equal access to land, respect for property rights and the prevention of forced evictions, particularly of women and children. Moreover, it will advocate for higher allocations of both capital investment and maintenance of essential infrastructure in coordination with the WATSAN sector outcome team. The HSS will also promote sufficient allocation of resources to meet emergency shelter requirements, more appropriate solutions to meet adequate housing needs for the displaced and ex-refugee returnees in the medium and longer terms, and the use of environment-friendly materials; healthy housing standards and labor intensive technologies. The HSS will actively encourage GoI joint funding of projects.

FOOD SECURITY: AGRICULTURE AND FOOD ASSISTANCE



SOURCE - FAO

SITUATION ANALYSIS: The last large-scale assessment of food security and vulnerability in 2005 reported 15.4% of the population to be food-insecure and in need of humanitarian assistance. The survey also indicated that a further 8.3 million people (31.8% of the surveyed population (WFP, 2006)) would be rendered food-insecure if they were not provided with a Public Distribution System (PDS) ration. IDPs are particularly vulnerable to food insecurity as they are often unable to access their food rations through the PDS. Nearly half of IDPs (47%) could not access their food ration in

their place of displacement (WFP, 2007) while only 22% of IDPs had regular access to the PDS (IOM, 2007). Existing data shows that food insecurity has contributed to a rise in malnutrition rates since 2003. Acute malnutrition is growing at an alarming rate with the highest prevalence occurring in young children.

The agriculture sector in Iraq is estimated to be the second largest contributor to the Iraqi economy (after oil), providing an estimated 8% of the GDP and employing 20% of the labor force -- underlining its strong potential to contribute to economic development and labor absorption. However, despite the fact that Iraq's rural population -- an estimated 7 million individuals -- produces nearly one third of all available food, it possesses a disproportionately large number of poor and food insecure persons. Nearly 70% of the food insecure population is located in rural communities in which agricultural wages are the lowest across all sectors or less than half the national median hourly wage.

AGRICULTURE OUTCOMES AND OUTPUTS:

AGRICULTURE	
Outcome 1	Enhanced production and productivity in the agricultural sector
Output 1.1	Irrigation and infrastructure rehabilitated and functional in selected areas
Output 1.2	Capacity and access to technology for farmers in selected areas enhanced
Output 1.3	Agro-enterprises access to credit facilities, development funds and facilities increased
Output 1.4	Technology transferred for rehabilitation of the agro-industry, state owned enterprises and slaughter houses
Outcome 2	Poverty reduced and sustainable employment for vulnerable groups created
Output 2.1	Enhanced capacity for unemployed vulnerable groups for better job opportunities
Output 2.2	Food chain developed and marketing infrastructure rehabilitated
Outcome 3	Agricultural policy and natural resource management improved
Output 3.1	Gaps and national priorities identified in the agricultural sector
Output 3.2	Agricultural policy formulated and integrated
Output 3.3	Monitoring and evaluation framework established and shared with selected projects

The assistance strategy for the Food Security Sector: Agriculture (AG) will support the GoI with sustainable and environmentally-sound agricultural development plans to ensure the effective management of natural resources.

WORK PLAN: The AG will achieve its goal by promoting agricultural and macro-economic policy initiatives covering subsidy, price and trade reforms, supported by reliable information and robust analysis, and promoting the restructuring and strengthening of public sector institutions concerned with agricultural development. The AG will also develop linkages between agro-enterprises and financial service providers, a consolidated land and water management policy and a comprehensive approach to resolve trans-boundary water and environmental issues.

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Further, the AG will strengthen the GoI's capacity to ratify and implement international environmental conventions and treaties as well as enhance production and productivity through technology transfer, irrigation infrastructure rehabilitation and develop agricultural support networks.

ADVOCACY PLAN: The AG will interact with the Ministries of Agriculture, Planning and Development Cooperation (MoPDC), Water Resources, Finance, Trade, and Industry and Minerals. This interaction will aim to improve cooperation and coordination among the various technical departments at both national and sub-national levels. The AG will also promote the establishment of a National Center for Agricultural Policy under MoPDC, which will serve as the main counterpart to advocate for AG policy initiatives, including the adoption of improved agricultural practices by farmers and increased private sector participation in agriculture.

FOOD ASSISTANCE OUTCOMES AND OUTPUTS:

FOOD ASSISTANCE	
Outcome 1	Improved food security situation for vulnerable groups
Output 1.1	Increased equal access to adequate food amongst vulnerable groups
Output 1.2	Improved nutritional status of vulnerable groups
Outcome 2	Contribute to the improvement in GoI capacity to establish and manage national food assistance and hunger-reduction programs
Output 2.1	Enhanced capacity of Food Security Units to better monitor and report on progress and gaps in food security issues in each governorate
Output 2.2	Emergency preparedness system established to respond efficiently to food crises
Output 2.3	Staff from the Ministry of Trade capacitated to improve the PDS

The assistance strategy for the Food Security Sector: Food Assistance (FA) will prioritize the provision of emergency assistance to the most food insecure populations in Iraq.

WORK PLAN: The FA will accomplish its objective by protecting poor and vulnerable groups from the fall-out of change and by reintegrating them into society, communities and the economy. The FA will also address the needs of IDPs, refugees and returnees, enabling them to realize their potential as contributing members of the community. The FA will improve the food security situation of vulnerable groups through increased and equal access to adequate food and improved nutritional content. The FA will also build the capacity of the GoI to establish and manage national food assistance and hunger-reduction programs. The FA will achieve this by enhancing the capacity of Food Security Units to better monitor



SOURCE - WFP

and report on progress and identify gaps in food security issues in each governorate, establishing an emergency preparedness system to respond to food crises. The FA will build the capacity of staff at the Ministry of Trade to rationalize the function of the PDS to sustain the national agriculture sector.

ADVOCACY PLAN: The FA will advocate for providing essential services to women and children, in particular pregnant and lactating mothers, and the chronically sick through targeted food aid. The FA will also advocate for training activities and appropriate capacity-building in food security measures and vulnerability analysis as well as safety-net based reform involving the PDS.

PROTECTION



SOURCE - UNHCR

SITUATION ANALYSIS: Since 2003, the protection crisis in Iraq has been characterized by grave and systematic violations of human rights and humanitarian law. Civilian deaths are largely the result of attacks intended to cause mass casualties among the civilian population, as well as smaller scale attacks targeting individuals for their political, religious or ethnic affiliations. Currently, 2.5 million persons are internally displaced of whom 1.26 million fled their homes after February 2006. In addition, 2 million Iraqis sought refuge in neighboring countries. Protection of women's rights has deteriorated since 2003 and children have been severely affected by the conflict and are vulnerable to child labor, recruitment or association with armed groups. Impunity is widespread among all parties to the conflict with few, if any, prosecutions, including for the most serious abuses. Access to justice is largely absent due to fear of reprisals, lack of capacity among rule of law institutions, corruption and lack of awareness

concerning accountability mechanisms.

The people of Iraq live in one of the greatest concentrations of landmines, unexploded ordnance and other explosive remnants of war in the world.

OUTCOMES AND OUTPUTS:

PROTECTION	
Outcome 1	Enhanced protection for Iraqis
Output 1.1	Specific legislation, policies and codes developed and reviewed, and recommendations submitted for required amendments, in line with international laws, standards and principles
Output 1.2	Awareness increased among GoI, non-state actors, civil society and civilian population and other stakeholders on human rights and international humanitarian law
Output 1.3	Key Iraqi authorities and civil society actors have skills and knowledge to address protection issues and facilitate conflict management
Output 1.4	Vulnerable groups have increased access to legal aid services and alternative justice mechanisms, including alternatives to detention
Output 1.5	Harmonized systems for monitoring and reporting on protection issues are established, and findings in reports and studies (including baseline data) are available
Output 1.6	Humanitarian space is expanded to increase humanitarian access
Output 1.7	Children, young people, women, displaced persons, returnees and other vulnerable groups have access to protection services and other types of support
Output 1.8	Mine action policy, strategy and regulatory mechanism developed, Iraqi mine action operational capacity strengthened and awareness raised
Output 1.9	The protection of refugees inside Iraq is improved

The Protection Sector's (PS) assistance strategy will improve the protection of civilians throughout the country and create an environment which contributes to the observance of human rights for all Iraqis, including the mitigation of the effects resulting from forced displacement.

WORK PLAN: The PS will address protection concerns by promoting pro-protection legislation and policies, human rights awareness raising and among government, including security forces, non-state actors, civil society and the civilian population, and building capacity on protection and conflict management. The PS will also provide access to legal aid and alternative forms of

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justice, harmonize systems for monitoring and reporting, strengthen coordination mechanisms for humanitarian assistance and provide access to protection services and other support for vulnerable groups. Further, the PS will reinforce mine action response and improve the protection of refugees. The PS will promote awareness to the dangers of unexploded ordnance and other explosive remnants of war and support the GoI to mine action is mainstreamed into reconstruction and development activities in Iraq.

ADVOCACY PLAN: Many of the outcomes for the PS relate to institutional changes in the GoI and behavior among non-state actors. The PS will advocate for these changes, including adherence to relevant international standards and obligations.

GOVERNANCE

SITUATION ANALYSIS: Iraq is undergoing a fundamental political transition to a sovereign, unified, democratic and federal state in which all Iraqis live in dignity. At the heart of this process is a national debate on how best to ensure inclusive, democratic institutions that will provide for equitable sharing of resources at the national and sub-national levels. Iraqi national dialogue has not fully addressed the divisiveness entrenched over many years. The drafting and adoption of a new constitution in 2004-2005 and the 2005 elections helped establish the legitimacy of the Government and improved representation. However, both processes were imperfect and should be considered stages in a transition toward good governance. The constitutional review in 2008-2009 will enable broader participation, and local elections and referenda planned for 2008 will give all Iraqis a new opportunity to participate in electing officials freely and fairly.



SOURCE - UNIFEM

OUTCOMES AND OUTPUTS:

GOVERNANCE	
Outcome 1	Strengthened electoral processes in Iraq
Output 1.1	Increased institutional capacity of the Independent Higher Electoral Commission (IHEC) to independently carry out elections
Output 1.2	Increased electoral awareness and citizen engagement in electoral processes
Output 1.3	Select electoral operations supported
Output 1.4	Capacity of electoral and media observers strengthened
Outcome 2	Strengthened national dialogue and civil society for governance and reconciliation
Output 2.1	Reconciliation promoted through constitutional review
Output 2.2	National dialogue and transitional justice initiatives strengthened
Output 2.3	Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened training institutions
Output 2.4	Capacity of women and women's institutions increased to enable them to take an active role in the governance process
Outcome 3	Enhanced rule of law and respect for human rights in line with international standards
Output 3.1	Strengthened capacity of key GoI and non-government institutions to protect and promote human rights
Output 3.2	Strengthened institutions for the rule of law and administration of justice
Outcome 4	Strengthened regulatory frameworks, institutions and processes of national and local governance
Output 4.1	Council of Representatives capacity developed for integrity, inclusive governance, gender and human rights
Output 4.2	Enhanced Iraqi capacities to plan, coordinate, implement and monitor public sector reforms and international assistance
Output 4.3	E-governance strategy drafted and GoI equipped with pilot e-governance systems
Output 4.4	Strengthened regulatory and institutional framework for anti-corruption and accountability
Output 4.5	Improved policy-making, planning and delivery capacity of decentralized governance stakeholders

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The Governance Sector's (GS) assistance strategy will address the fundamental need for political inclusion, fairness in the judiciary and the rule of law, and accountability of government to the people.

WORK PLAN: The GS will accomplish its objective by strengthening electoral processes through increased institutional capacity of the IHEC to carry out free and fair elections, improved electoral awareness and citizen participation in electoral processes, and support for elections in 2008, including training for electoral observers and the media. The GS will also strengthen national dialogue for reconciliation, support an active role of civil society, particularly constituency-based organizations and the media, and empower women. The GS will promote constitutional review to increase participation of all Iraqis in the formation of new government institutions and municipal associations. Further, the GS will contribute to reforms for enhanced rule of law and respect for human rights in line with international standards, with particular attention to developing models of efficient judicial institutions, the protection of the rights of detainees and the recovery of high standards of legal education, both for new professionals and as continuing education.

The GS will also provide assistance for improved national and local governance by strengthening regulatory frameworks, institutions and processes for planning, urban planning, aid coordination to monitor progress on the ICI, increase the effectiveness of Parliament in national dialogue and for key legislative tasks mandated under the ICI. The GS will assist with the development of a legal framework and capacity to implement decentralization, as constitutionally mandated, and increase the accountability of government through support to the five institutions responsible for preventing and prosecuting corruption: the Board of Supreme Audit, the Commission on Public Integrity, the Inspector General's Office, the Joint Anti-Corruption Council and the Parliamentary Committee on Integrity. The GS will contribute to strengthened national dialogue for reconciliation, supporting an active role for civil society, particularly constituency-based organizations and the media, and empowering women.

ADVOCACY PLAN: The GS will advocate for structural and durable institutional means to protect and promote human rights, especially the rights of vulnerable persons. It will advocate on behalf of Iraqis to protect their rights to determine their own governance priorities and lead the process of political reform. The GS will also advocate for increased accountability in the management of public revenues, especially oil revenues.

ECONOMIC REFORM AND DIVERSIFICATION

SITUATIONAL ANALYSIS: Over 50% of the active population is unemployed or underemployed and over 55% may face difficulties in covering basic living costs. In 2007, only 33.9% of the 3.3 trillion Iraqi Dinar (ID) capital budget for 15 governorates (excluding the KRG) was actually spent. At the federal level, line ministries were unable to utilize more than 63.2% of development funds received from the federal budget. In January 2008, the GoI issued regulations simplifying procurement procedures and expanding the authority of governorates, local councils and line ministries for executing the 2008 capital budget, which amounts to 15.7 trillion ID (US\$ 18.6 billion). However, without comprehensive, diversification-oriented local development plans that address priority areas outlined in the ICI and NDS to facilitate the engagement of development partners, the envisaged peace-building and pro-poor growth may not be realized.

OUTCOMES AND OUTPUTS:

ECONOMIC REFORM AND DIVERSIFICATION	
Outcome 1	Improved policies, strategies and related institutional developments that are sensitive to the MDGs, social inclusiveness, gender equality and pro-poor economic growth
Output 1.1	Strengthened capacities for federal budget preparation and execution
Output 1.2	National capacity strengthened for social safety nets adjustment and employment promotion policies
Output 1.3	Strengthened capacity of public authorities and other service providers for equality-based SME development
Output 1.4	Private sector development strategy drafted and investment promoted
Output 1.5	Awareness of MDGs promoted at national and local levels
Outcome 2	Enhance key sectors of local economy in most deprived areas
Output 2.1	Local economic strategies and plans developed in line with national and provincial frameworks in most deprived geographical areas
Output 2.2	Economic and social regeneration pilot projects implemented in most deprived areas
Outcome 3	Strengthened electricity and transportation sector plans for rapid economic growth
Output 3.1	National capacities and institutions strengthened for rapid recovery of the electricity sector
Output 3.2	National capacities and institutions strengthened for development of transport infrastructure

The Economic Reform and Diversification Sector's (ERDS) assistance strategy will work to achieve the goal of creating sustainable, socially-inclusive and gender-balanced economic reform and development in Iraq.

WORK PLAN: The ERDS will provide assistance to the GoI in making decisive, measurable progress towards sustainable, socially inclusive and gender-balanced economic reform and development in Iraq, through targeted technical assistance and capacity development in key priority areas for economic development and transition to a knowledge-based and market economy.

Policy assistance will be provided to foster an equitable, enabling environment for private sector development, for mapping and promoting investment opportunities at the governorate level and for facilitating access by businesses to financial and non-financial services. The ERDS will further extend support at the local level to implement a multi-year administrative and financial decentralization plan to enhance the effectiveness of local economic governance and contribute to the GoI's initiatives for community stabilization and national reconciliation. The ERDS will give strong, neutral support to federal policy reforms, and work with local authorities and other stakeholders to channel direct investments for socio-economic recovery, particularly of deprived areas. In parallel, the ERDS will support capacity-building for budget preparation for transparent and accountable execution by key ministries. To that effect, the ERDS will support the elaboration of master plans and other capacity-building initiatives for rapid reconstruction and development of strategic economic sectors.

The ERDS's strategy will support the optimal use of economic resources for inclusive growth and MDG-oriented and equitable development planning. To this end, the ERDS will assist relevant line ministries to implement social protection schemes that

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stimulate employment and equitable economic growth. The ERDS will also assist the Ministry of Social and Labor Affairs (MoLSA) to design and foster active labor market policies and programs to increase participation, assist youth in their transition from school to work, provide relevant work skills and to boost private sector employment.

ADVOCACY PLAN: The ERDS envisages formalizing a partnership for harmonized action plans with the ICI Steering Committee and the ICI Secretariat's Policy Planning Unit to advocate effectively on GoI allocation of resources and to leverage additional support from the international community. The ERDS will work closely with the MoPDC and the Ministries of Finance, Labor and Social Affairs, Industry and Minerals, Trade and Agriculture, and their related divisions at the governorate level. The ERSD will also work with the National Commission for Investment Promotion and the Council of Ministers High Committee for Economic Affairs, as well as with local NGOs, such as the Iraqi Chamber of Commerce, the Iraqi Industries Union and the Small Business Development Centre.

CROSS CUTTING ISSUES

GENDER

As an integral part of this Assistance Strategy, all sectors have made commitments to incorporating gender-equality measures into their programs and indicators to assess each sector's progress toward achieving these commitments.

Gender as a cross-cutting issue recognizes that, in offering protection and distributing aid to the people of Iraq, assistance providers must not lose sight of the fact that women, men, girls and boys often have different needs, face different threats and challenges and have different skills and resources on which to draw upon. Acknowledging this as well as the potential marginalization of women and girls from political and public participation and decision-making forums, the UNCT will aim to ensure that programs and projects do not accentuate this phenomenon by excluding them further in program activities.

The challenge at hand is to operationalize gender-based commitments and to assist the various humanitarian and development actors and stakeholders in identifying causal links between gender equality and sustainable, effective and peaceful humanitarian and development responses. In addition, the UN will strive to provide a robust and effective coordination structure that will integrate gender equality issues across all of its work with a specific focus on the Protection and Governance Sectors.

In the past five years, reports have emerged of increasingly levels of violence against women and girls, especially religiously- or 'honor'-related crimes. The UN will endeavor to collect and analyze data on this very sensitive issue and respond through its program, policy and advocacy work, as appropriate.

HUMAN RIGHTS

Iraq is going through a human rights crisis because almost all problems plaguing the country, no matter what label is attached to them, can be characterized as emanating from a lack of, or disrespect for, fundamental rights – including the right to life. Violations of these rights, which are codified in international law, remain widespread and systematic. The GoI continues to face enormous challenges in its efforts to bring sectarian violence and other criminal activity under control.

IDPs, refugees, women, widows, children, detainees, detainee family members, religious and ethnic minorities, and certain professions (journalists, lawyers, doctors, educators, politicians) all face dangers, injustice or precarious living conditions. Many individuals fall into multiple categories of vulnerability simultaneously. Their entitlements to human rights remain unfulfilled for four main reasons: lack of resources, lack of institutional or individual capacity or skills of duty-bearers, lack of political will, or policies by certain groups to deny human dignity to their perceived "enemies."

To assist in improving this situation, The UNCT will promote human rights and support sustainable human development in every aspect of its work. This is to be realized by pursuing policies that use the Human Rights Based Approach to programming, which incorporates empowerment of people to participate in key development projects and activities, not only with respect to outcomes but also on processes. Human rights-sensitive planning, programming and project execution will ensure that activities which may seem beneficial do not end up undermining human rights or harming people.

EMPLOYMENT

Led by the ERDS, the UNCT will work to support the GoI to achieve higher levels of employment. Considering that 93% of private sector employment is found in enterprises of less than ten employees, the ERDS will focus efforts on building a more conducive environment for SME development, and to consolidate a vision and a plan for sustainable private sector development. Vocational and entrepreneurial training programs, on-the-job-training and wage subsidy schemes, career counseling services and other employment services will be strengthened as part of a comprehensive and coordinated effort to reduce unemployment and poverty. As the largest employer, the agricultural sector will be a specific area of focus for local investments and promotion of rural employment. The UNCT will promote agro-industrial value chains and rural livelihoods.

ENVIRONMENT

The UNCT believes that development in Iraq can take place in an environmentally sensitive context, particularly since the degradation of the environment is one of the major causes for the loss of employment opportunities and poverty, as well as one of

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its effects. The UNCT will focus on strengthening national policy frameworks to support sustainable energy use, reduction of pollutants and promote energy services, clean energy technologies to mitigate climate change and increased access to investment financing for sustainable energy.

The UNCT will also promote the mainstreaming and integration of major environmental conventions to reduce degradation, help Iraq to adapt to climate change, manage the environment and natural resources as well as the energy sectors. Further, the UNCT will assist the GoI to implement national strategies for sustainable development and support the setting of targets and indicators of progress in achieving environmental sustainability.

EMERGENCY PREPAREDNESS

A strategic objective of the UNCT is to work closely with the GoI to strengthen national and local capacities to prevent crises, minimize the potential impact of unavoidable natural disasters and strengthen the country's preparedness for emergency response.

The GoI has started a coordination mechanism for humanitarian response led by an Emergency Response Cell established within the Deputy Prime Minister's Office. The Cell brings together line ministries, UNAMI and other partners. The Cell is to ensure that timely and comprehensive information is available to facilitate coordination and response processes. Through the collection of data on key indicators set forth in scenarios described in the National Contingency Plan, the Cell will analyze trends and monitor situations nationwide, facilitating the response and application of mitigating measures to emerging or existing emergencies.

National response efforts will be directed at governorates and municipalities to improve their capacities for crisis preparedness, adaptability and mechanisms for quick rehabilitation and conflict mitigation.

RESOURCE MOBILIZATION

IRAQ RECONSTRUCTION FUND FACILITY AND IRAQ TRUST FUND

The UN has been assisting with Iraq's reconstruction since 2003, implementing a number of projects through the International Reconstruction Facility Fund for Iraq (IRRFI) window of the UNDG Iraq Trust Fund (ITF). This is the first time that the UN is administering a multi-donor reconstruction trust fund in joint partnership with the World Bank. This is also the first time that UNDG organizations, pursuant to the Secretary-General's reform agenda, have adopted common planning, funding, coordinated implementation and reporting arrangements for an operation of such magnitude.

IRRFI assists key Iraqi ministries such as MoPDC to work with the UNDG as one entity, facilitating coordinated and collaborative joint programming. The UNDG ITF arrangement reduces resource mobilization and reporting costs. It also allows donors to fund projects through a single channel, reducing transaction costs. The ITF is guided by ICI and NDS priorities and firmly anchored in directives contained in SCR 1770, which reinforces the centrality of the ICI as a guiding principle for UN support to the GoI.

The UN Assistance Strategy 2008 – 2010 total budget is estimated at US\$ 2,270 million of which US\$ 322 million derive from IRRFI and UN agencies. It is expected that the remaining amount of US\$ 1,948 million will be funded through the GoI co-financing mechanism and additional donors and UN contributions.

At present, the IRRFI/ITF remains a robust facility, with over US\$ 1 billion in funded projects and over US\$ 220 million of programmable money. The Donor Committee has agreed to extend IRRFI to December 2010 to enable it to continue supporting the ICI. This commitment will be reinforced through stronger ownership by the GoI, which co-chairs the Donor Committee with the Government of Italy.

The IRRFI/ITF will remain a key coordination and programmatic mechanism for revitalized UNCT action, providing coherent support for the development, monitoring and reporting of programs carried out by UN sectors, which formulate initiatives that are in line with identified GoI priorities.

CONSOLIDATED APPEALS PROCESS

The 2008 Iraq CAP is another funding mechanism to fulfill the UN mandate as expressed in SCR 1770 to address humanitarian needs rapidly, comprehensively and within the broader frame of the country's longer term recovery goals. It aims to meet immediate priority needs of the most vulnerable and other residents regardless of their status (including, but not limited to, IDPs in most need) through independent and impartial action.

The US\$ 265 million requested in the CAP reflects the portion of current humanitarian needs that agencies and NGOs can meet over the coming 12 months in the areas of water and sanitation, food security, essential health services, protection, shelter and education. It targets those needs until GoI resources and capacities come into effect.

The CAP seeks to mobilize the considerable capacity of NGOs as equitable partners in Iraq. There are 15 NGO projects in the CAP (comprising 23% of all projects). This does not reflect the concerted contribution of NGOs in the CAP process itself, which resulted in a more realistic evaluation of needs and potential responses. A stand-by Expanded Humanitarian Response Fund (ERF), also included in the CAP, will further support NGOs as well as UN agencies by providing rapid funding in the event of sudden, unforeseen emergencies.

This CAP signals the beginning of a process bringing together UN agencies and NGOs to adopt a shared strategic direction and maximize operational capacity on the ground.

ANNEXES

INTERNATIONAL COMPACT WITH IRAQ - UPDATE

The ICI is the framework for GoI-donor cooperation in the areas of security, governance, economic reform and social recovery, and human rights. Preliminary findings of the ICI Annual Review suggest progress in some major sectors, while significant challenges remain in almost all areas of reconstruction. These preliminary findings also indicate that key priorities for 2008 are likely to include:

1. Consolidating the rule of law and institutional strengthening of human rights;
2. Greater investment in essential public services and infrastructure, for which the Government has budgeted US\$ 18.6 billion in 2008;
3. Strengthening anti-corruption and accountability measures to improve public decision-making and service delivery;
4. Passing vital legislation, including the Hydro-carbon Law, Provincial Powers Law, and political settlement of internal boundaries and the distribution of powers; and
5. Deepening regional cooperation, trade ties, and debt-renegotiation in accordance with Paris Club terms.

Progress in each of these critical priority areas will depend, first and foremost, on the leadership of the Iraqi people and Government. Iraq's international partners can also make significant contributions through further allocation of technical support, disbursement of pledged financial resources and political commitment to the future of Iraq.

ICI PROGRESS ACROSS MAJOR SECTORS

POLITICAL, SECURITY AND LEGISLATIVE PROGRAM

- A significant reduction in violence has been achieved through Operation Rule of Law carried out jointly by the MNF-I and the Iraqi Security Forces. The Awakening Movement and ceasefire declared by the al-Sadr trend, recently extended for another six months, have also been instrumental to improving security conditions in many areas and resulted in a lower rate of displacement.
- Refugee returns. The Ministry of Displacement and Migration registered modest returns of 3,657 displaced families during 2007, although the real figure including unregistered returns is estimated at more than 6,000 families or 30,000 individuals.
- The Year of Transfer. It is expected that the majority of provincial security responsibilities will have shifted to GoI control with delegation to the provincial level by July 2008. This year will witness much stronger leadership on all fronts as the GoI assumes full sovereign responsibility for security.
- Continued progress on national political reconciliation is essential to consolidating improvements in security. Political and legislative milestones reached during 2007 include: the establishment of the Electoral Commission; setting of the date for municipal elections in October 2008; and, the passage of the Justice and Accountability Law and Amnesty Laws.
- The ICI has become the main international framework in support of Iraq's economic, social and political development. It is the Government and international community's joint manifesto for the next five years, providing a comprehensive framework for policy coordination and review, and a blueprint for new donor engagement.

HUMAN RIGHTS

- Despite the lowest levels of civilian casualties since 2005, widespread human rights violations remain a serious problem. According to UN assessments, civilians are regularly targeted by armed groups. Minority groups are also subject to violent attacks, kidnappings and other forms of intimidation.

PUBLIC RESOURCE MANAGEMENT AND ECONOMIC REFORM

- The GoI declared 2008 'The Year of Reconstruction and Anti-Corruption.' The Parliament passed the 2008 budget – at US\$ 48 billion, the largest in Iraq's history and for which US\$ 18.6 billion is committed to capital investment in infrastructure and essential services. Important anti-corruption and accountability measures are envisaged in 2008.

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- Iraq's economy grew by 10.4 % during 2007. IMF forecasts further GDP growth of 7.1% for 2008 and 7.5% for 2009, respectively. The IMF further estimates that in December 2007, consumer price inflation stabilized at 20%, down from 64.8% in December 2006.
- Public finances are improving. Successful completion and renewal of the Stand-by Agreement with the IMF in December 2007 opened a final phase leading to the release the last 20% of the Paris Club debt. GoI reports indicate that execution of the capital investment budget increased to 60% in 2007, compared with 26% in 2006.
- As evident from economic expansion in 2007, Iraq is a major emerging market. The GoI is currently developing several 'economic free-zones' and working with the Organisation for Economic Cooperation and Development (OECD) to promote intra-regional investment. Implementing regulations for the Investment Law are being enacted and a National Investment Commissioner was appointed.

ENERGY

- Oil output averaged 2.5 million barrels per day (MBD) in December 2007, with an annual average of 2.3 MBD, the highest since April 2004. Oil exports rose from 1.58 MBD in March 2007 to a postwar high of 1.97 MBD in February 2008.
- Provision of public services is improving. The US State Department estimates that public electricity output in February 2008 average 8 hours per day in Baghdad and 10.7 hours nationally; outputs in February 2007 averaged only 6.6 hours in Baghdad and 8.7 nationally. The Ministry of Electricity has formulated a 10-year strategy to resolve supply problems and meet projected demand.

HUMAN DEVELOPMENT AND HUMAN SECURITY

- 2007 saw the expansion of the UN mandate and an increase in the presence of UN agencies in Iraq with focus on ICI priorities, in addition to capacity support and technical advice on national reconciliation, internal boundaries and reconstruction.
- Humanitarian Action and Protection. During 2007, a Joint Rapid Response Plan to address the needs of returnees was developed by the Ministry of Displacement and Migration and the UN and a national policy on displacement is being designed by the Ministry with UN support. The CAP, launched in February 2008 to address the humanitarian needs of the most vulnerable, is supported by the GoI and will require strong commitment from the international community.
- Social Safety Nets (SSN) improved targeting and assistance benefits and services for approximately 825,000 low income families in 2007. The SSN program, with a budget allocation for 2008 representing 0.9% of GDP, allowed the GoI to gradually and successfully phase out fuel subsidies amounting to 8% of the GDP in 2005.
- Government micro-credit loans produced 28,000 new jobs in Baghdad and beyond. Large lending programs, starting with a US\$ 50 million fund in Baghdad, continuing with another US\$ 30 million for each governorate targeting unemployed graduates, IDPs returning to their communities, war-damaged shop owners and the disabled.

DEBT-RELIEF AND REGIONAL COOPERATION

- Reducing Iraq's external debt, estimated as of January 2008 at US\$ 74.6 billion, is critical to public investments and economic growth. Approximately US\$ 59 billion of this debt is owed to non-Paris Club creditors, with neighboring states among the largest creditors. The GoI seeks to settle its debts according to pledges made at Sharm al-Sheikh in May 2007.
- Partnerships forged by Iraq with other Arab states will drive economic development and build stability within the region. Continued dialogue and collaboration via the Expanded Neighboring Countries Process and an ad hoc support mechanism provided by the UN may facilitate agreement on key regional issues of common interest, including for the Working Groups on security and border control, energy and refugees.
- A number of partners have fulfilled their commitments within the ICI. As the final Paris Club member to do so, Russia agreed in January 2008 to forgive US\$ 12.9 billion of Iraq's debt. Non-Paris Club members also settled 80% or more of Iraq's outstanding debt, which amounts to US\$ 8.7 billion.

DETAILED SECTOR OUTCOME AND OUTPUT MATRICES

ACRONYMS

ACCORD	African Center for the Constructive Resolution of Disputes	KG	Kindergarten
ACHRS	Amman Center for Human Rights Studies	KRSO	Kurdistan Regional Statistics Office
ACTED	Agency for Technical Cooperation and Development	LRC	Labour Representation Committee
AI	Al Mesalla	MMP	Ministry of Municipality (KRG)
AIHR	Arab Institute of Human Rights	MoA	Ministry of Agriculture
ALP	Accelerated Learning Programme	MoB	Mayoralty of Baghdad
AMISnet	Italian NGO	MoC	Ministry of Culture
BBCWST	BBC World Service Trust	MoCH	Ministry of Construction and Housing
BSA	Board of Supreme Audit	MOEnv	Ministry of Environment
CB	Capacity Building	MoHE	Ministry of Higher Education
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	MoI	Ministry of Interior
CIDA	Canadian International Development Agency	MoMPW	Ministry of Municipalities and Public Works
CLC	Community Learning Center	MoST	Ministry of Science and Technology
CMC	Communication and Media Commission	MoT	Ministry of Trade
COI	Commission on Integrity	MoTA	Ministry of Transport
CoR	Council of Representatives	MoWR	Ministry of Water Resources
COSIT	Central Office of Statistics and Information Technology	MTC ather	Telecommunications Company
CPATT	Civilian Police Assistance Training Team	NBFI	Non-Bank Financial Institutions
CPI	Commission on Public Integrity	NCA	Norwegian Church Aid
CRC	Convention on the Rights of the Child	NCCI	NGO Coordination Committee in Iraq
CSO	Civil Society Organisation	NCE	National Committee for Employment
CWC	Chemical Weapon Convention or Culture Without Context	NDR	National Dialogue and Reconciliation?
DoH	Department of Health	NEEP	National Electoral Education Plan
DPT3	Diphtheria Pertusis and Tetanus 3 rd dose (vaccine)	NFE	Non Formal Education
ECD	Early Child Development	OHCHR	Office of the High Commissioner for Human Rights
EDM	Enfant du Monde	PIN	People in Need
EEF	Electoral Education Forum	POGAR	Programme on Governance in Arab Region
EMDH	Enfant du Monde - Droits de l'Home	PRI	Penal Reform International
EMIS	Education Management Information System	PS	Psychological Support
ERW	Explosive Remants of War	PTA	Parents and Teachers Association
FES	Friedrich Ebert Stiftung	PU	Premier Urgence
GEO	Governorate Elections Officer	RI	Relief International
GEEC	Governorate Electoral Education Committee	SD	Supply Delivery
HE	Higher Education	SURF	Sub-regional Facility
HEC	High Economic Committee	TBD	To Be Determined
ICS	Italian Consortium of Solidarity	TC	Training Center
ICT	Information and Communication Technology	TDH(TdH)	Terre des Hommes
ICTDAR	Iraq Information and Communication Technology Alliance	TV	Television
IFES	International Foundation for Elections Systems	UNCCD	United Nations Convention to Combat Desertification
IG	Inspector General	UNEP	United Nations Environment Programme
IMC	International Medical Corps	UNESS	UNESCO National Education support Strategy
IMR	Infant Mortality Rate	UNFPA	United Nations Population Fund
INP	Iraq National Police	UNIDO	United Nations Industrial Development Organisation
IR	Islamic Relief	UNIVEF	
IYL	Iraq Youth League	UPP	Un Ponte Per
JEN	JEN (Japanese NGO)	VI	Vocational Institute
JNP	Justice Network for Prisoners	VTC	Vocational Training Center
		WUSC	World University Service of Canada

UN Assistance Strategy for Iraq - Results Matrix

EDUCATION

Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Responsible Partners	Resources Mobilization Target (\$US Million)										
								2008			2009			2010				
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded		
Output 4.2: Complementary non-formal education and TVET initiatives and opportunities provided for out-of-school children, youth and adults including support for their psychological needs	4. 2.1: Number of children enrolled in alternative education activities	0	35000	35000	35000		UNICEF, UNESCO, UNFPA, UNHCR, UNFPA, WHO											
	4. 2.2: Number of teachers trained on providing psychosocial support in the classroom	0	3000	3000	3000		TDH, EDM, RI											
Output 4.3: School health and hygiene strengthened to respond to outbreaks and to raise awareness to prevent spread of communicable diseases among students in vulnerable communities at their learning locations.	4. 3.1: Number and percent of targeted schools provided with adequate watsan facilities	0	100% (Target 100 schools)	100% (Target 100 schools)	100% (Target 100 schools)		UNICEF, UNHABITAT, WHO, UNFPA											
	4.3.2: Number of awareness raising sessions conducted at schools on prevention and response to diseases	0	100	100	100		ACTED, RI, PIN											
Output 4.4: Local communities and education authorities in target areas empowered to plan, manage and sustain education activities	4.4.3: Number of education planners trained in crisis response management in vulnerable communities	0	100	100	100		UNESCO, UNICEF											
Total								156.53	48.33	108.20	163.45	0.00	163.45	165.46	0.00	165.45		

PROGRAMME MODALITY

- 1: All education indicators will be disaggregated by education level, gender
- 2: All partners will be involved in the planning and monitoring phases
3. Baseline data marked by UN represent achievements from 2004 to 06/2007

UN Assistance Strategy for Iraq - Results Matrix

WATSAN

NATIONAL PRIORITY OR GOAL (NDS 2007-2010 & ICI):

4.4.1.5 – Reduce number of persons without access to safe drinking water and sanitation to 10% urban, 30% rural (Baseline: UNDP Unmet Basic Needs Survey – 40.4% population without access to safe drinking water and sanitation of which 20% in urban and 60.4% in rural areas);
 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community.
 4.4.1.4 - Improve health and nutrition of all Iraqis as a cornerstone of welfare and economic development.

NDS Goal (6): Full access to water and health services.

MDG 7: Ensure environmental sustainability.

Target 7C: By 2015 halve the proportion of people without sustainable access to safe water and basic sanitation.

MDG 4 : Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate.

The Watsan Sector Outcome Team assists the government in addressing the remaining MDGs indirectly.

UNCT OUTCOME (2008-2010): Improved and equitable access to essential social service

Improved and equitable access to essential social service

Results	Indicators	Related ICI Benchmark				Role of Partners	Resources Mobilization Target (\$US Million)									
		Baseline	2008 Target	2009 Target	2010 Target		2008		2009			2010				
		Required	Funded	Unfunded	Required		Funded	Unfunded	Required	Funded	Unfunded					
2008 Sector Outcome 1: Increased sustainable access to safe water for urban and rural populations in 10 governorates, especially the vulnerable.	1.1 % increase in urban and rural population with sustained access to safe water 1.2. Reduction in diarrhea prevalence among children below 5 years	1.1 Baseline : 79%, MICS 2006 1.2. Baseline 3 in 2007, MoH, 1.1.1 Baseline : 205 need rehabilitation COSIT 2005, 1.1.2. (Baseline : rural area households 26.8%, MICS	1.1 Target 81% by 2008, 1.2. Baseline N/A in 2008, MoH,	1.1 83% by 2009 1.2. Baseline N/A in 2009, MoH,	1.1 85 % by 2010 1.2. Target 2 by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% Urban, 30% Rural 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community 4.4.1.4 - Improve health and nutrition of all Iraqis as a cornerstone of welfare and economic development.	MoMPW, MoB, MoEn, MMP (KRG) - Planning, certifying, monitoring, UNICEF, UNHABITAT, UNDP, UNOPS, UNHCR, WHO, FAO and RI, IR, ACTED, ICS, PU, NCA, MoH, LifeUSA, ESCWA, IOM - Planning, implementing, monitoring	35.00	10.00	25.00	35.00	0.00	35.00	22.00	0.00	22.00
Output 1.1: Water systems rehabilitated/extended	1.1.1 # of water systems rehabilitated/extended 1.1.2. % reduction in number of women/girls spending more than 15 minutes per day for water collection	1.1.1 (Baseline : 205 need rehabilitation COSIT 2005, 1.1.2. (Baseline : rural area households 26.8%, MICS	1.1.1 Target 15 by 2008, 1.1.2. Target 24% by 2008	1.1.1 20 by 2009, 1.1.2. 20% by 2009	1.1.1 20 by 2010 1.1.2. 17% by 2010	See ICI Outcome 1	MoMPW, MoB, MoEn, MMP (KRG) - Planning certifying, monitoring UNICEF, UNHABITAT, UNDP, UNOPS, UNHCR, WHO, FAO and RI, IR, ACTED, ICS, PU, NCA, LifeUSA, MoH, ESCWA, IOM - Planning, implementing, monitoring	32.00	10.00	22.00	32.00	0.00	32.00	21.00	0.00	21.00
Output 1.2: Cost sharing mechanism for rehabilitation of water infrastructure activated	% increase in cost sharing by the government	Baseline 0, 2007	Target 20% by 2008	40 % by 2009	50% by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural	MoMPW, MoB, MMP (KRG) - Planning, certifying, monitoring, UNICEF, UNHABITAT, UNDP, UNOPS, UNHCR, WHO ESCWA - Planning, implementing, monitoring	6.4 (Gol contr)*	0	6.4	12.8	0	12.8	10.5	0	10.5
Output 1.3: Water quality surveillance and monitoring enhanced	% increase in number of water samples tested	Baseline : 53,000 in 2007, MoMPW/MoEn	Target 60,000 by 2008	68,000 by 2009	73,000 by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural ; 4.4.1.4 - Improve health and nutrition of all Iraqis as a cornerstone of welfare and economic development.	MoMPW, MoB, MMP (KRG), MoEn - Planning, certifying, monitoring, UNICEF, WHO, FAO, LifeUSA - Planning, implementing, monitoring	3.00	0.00	3.00	3.00	0.00	3.00	1.00	0.00	1.00
2008 Sector Outcome 2: Increase sustainable access to improved sanitation for urban and rural populations, especially for the vulnerable	% increase in population with access to safe sanitation	Baseline : 73% functional facilities, MICS 2006,	Target 74% by 2009	75% by 2010	75% by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community 4.4.1.4 - Improve health and nutrition of all Iraqis as a cornerstone of welfare and economic development	MoMPW, MoB, MoEn, MMP (KRG) - Planning, certifying, monitoring UNICEF, UNHABITAT, UNDP, UNOPS, UNHCR, WHO and RI, IR, ACTED, ICS, PU, NCA, LifeUSA, IOM - Planning, implementing, monitoring	40.50	5.00	35.50	40.50	0.00	40.50	22.00	0.00	22.00
Output 2.1: Sewage treatment plants, networks rehabilitated / extended	2.1.1. % increase in population covered by sewage network 2.1.2. # of small waste water treatment plants rehabilitated	2.1.1. Baseline 25.5 % COSIT 2005 2.1.2. Baseline 20 for non functional plants COSIT 2005	2.1.1. Target 26% in 2008, 2.1.2. Target 19 by 2008	2.1.1. 28% by 2009 2.1.2. 16 by 2009	2.1.1. 30% by 2010 2.1.2. 14 by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community	see Partners Outcome 2	30.00	5.00	25.00	30.00	0.00	30.00	15.00	0.00	15.00
Output 2.2: Solid waste collection and safe disposal increased in 5 cities	2.2.1. % of population served by solid waste collection 2.2.2. % of solid waste disposed safely 2.2.3. # of cities with solid waste management (SWM) Master plans in place	2.2.1. Baseline: 55.6%, COSIT 2006 2.2.2. Baseline: 21% COSIT 2005 2.2.3. Baseline: 2	2.2.1. Target 56% by 2008, 2.2.2. Target 22% by 2008 2.2.3. 3 by 2008	2.2.1. 58% by 2009 2.2.2. 24 % by 2009 2.2.3. none by 2009	2.2.1. 60% by 2010 2.2.2. 26 % by 2010 2.2.3. 5 by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural; 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community	MoMPW, MoB, MoEn, MMP (KRG) - Planning, certifying, monitoring, UNICEF, UNHABITAT, UNDP, UNOPS, WHO and RI, IR, ACTED, ICS, LifeUSA - Planning, implementing, monitoring	8.50	0.00	8.50	8.50	0.00	8.50	5.00	0.00	5.00
Output 2.3: 10 selected communities with improved hygiene practices	2.3.1. # of communities implementing key hygiene practices	2.3.1. Baseline - to be established in 2008	TBD	TBD	2.3.1 Target 80% by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural ; 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community	MoEn, Governorate Councils - Planning, certifying, monitoring UNICEF, WHO, MoH, NGOs - Planning, implementing, monitoring	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.00	2.00
Output 2.4: Cost sharing mechanism for rehabilitation of sanitation infrastructure activated	2.4.1. % increase in cost sharing by the government	2.4. Baseline 0, 2007	2.4.1. Target 20%, 2008	2.4.1. 40 % by 2009	2.4.1. 50% by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural;	MoMPW, MoB, MMP (KRG) - Planning, certifying, monitoring UNICEF, UNHABITAT, UNDP, UNOPS, UNHCR, WHO ESCWA - Planning, implementing, monitoring	6 (Gol contr.)*	0	6	12	0	12	7.5	0	7.5
2008 Sector Outcome 3: Capacities for effective management of watsan sector enhanced	Efficiency of watsan systems enhanced	Baseline* - N/A	Target Baseline+2% by 2008	Baseline+5% 2009	Baseline+10% by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural	MoMPW, MoB, MoEn, MMP (KRG) - Planning, certifying, monitoring UNICEF, UNHABITAT, UNDP, UNOPS, UNHCR, WHO, ESCWA - Planning, implementing, monitoring	5.50	0.00	5.50	5.50	0.00	5.50	3.50	0.00	3.50

UN Assistance Strategy for Iraq - Results Matrix

WATSAN

Results	Indicators	Related ICI Benchmark				Role of Partners	Resources Mobilization Target (\$US Million)									
		Baseline	2008 Target	2009 Target	2010 Target		2008			2009			2010			
							Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded	
Output 3.1: National policies for water and sanitation sector developed	3.1.1. National Water and Sanitation policies endorsed by the ministry	3.1.1. Baseline 0	3.1.1. Target 1 policy	3.1.1. Target 1 policy	3.1.1. Target 2 policies by 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural 4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community	see Partners Outcome 3	2.50	0.00	2.50	2.50	0.00	2.50	0.50	0.00	0.50
Output 3.2: Capacities at national and governorate level for planning, implementation, monitoring and evaluation developed	3.2.1. # of government staff trained on various topics 3.2.2. % of women participation in training programmes	3.2.1. none 3.2.2. Baseline - 35%, Watsan sector UN agencies, 2006/2007	3.2.1. Target 300 in 2008, 3.2.2. Target 40% in 2008	3.2.1. 400 in 2009 3.2.2. 45% in 2009	3.2.1. 500 in 2010 3.2.2. 50% in 2010	4.4.1.5 – Reduce population without access to safe drinking water and sanitation to 10% urban, 30% rural	see Partners Outcome 3	3.00	0.00	3.00	3.00	0.00	3.00	3.00	0.00	3.00
2008 Sector Outcome 4: Availability of safe water, personal hygiene and a	Reduction in diarrhea prevalence rate among children below 5	Baseline 3 in 2007, MoH	Target - N/A for 2008	Target - N/A for 2009	Target - 2 by 2010	4.4.2 – Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community	UNICEF, WHO, UNOPS, UN-Habitat, UNDP, UNHCR, IOM, NGOs - Planning, implementing, monitoring	\$ 20.87 million (2008-2009)						\$ 10 million (2010)		
Output 4.1: Incidence of water-borne diseases among the vulnerable population reduced	4.1.1. Number of vulnerable population with adequate access to safe water 4.1.2. Number of vulnerable population with adequate access to sanitation facilities 4.1.3. Number of plants/facilities/networks rehabilitated/extended 4.1.4. Number of water samples tested by the government in project area	N/A	4.1.1. Target : 3.4 million by 2008/09 4.1.2. 923,000 by 2008/09 4.1.3. Target 60 by 2008/09 4.1.4. Target - as per Iraqi standards		N/A	see ICI Outcome 4	see Partners Outcome 4	13.87	0.00	13.87	3.00	0.00	3.00	8.00	0.00	8.00
Output 4.2: Key personal hygiene practices supported and promoted among the targeted population	4.2.1. Number of community outreach campaigns conducted 4.2.2. Number of families made aware of key hygiene practices	N/A	4.2.1. Target 50 by 2008/09 4.2.2. Target 50,000 by 2008/2009		N/A	see ICI Outcome 4	see Partners Outcome 4	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00
Output 4.3: Capacity to immediately respond to the needs of the IDPs and	4.3.1. Number of people supported with pre-positioned supplies	N/A	Target 720,000 by 2008/09		N/A	see ICI Outcome 4	see Partners Outcome 4	0.50	0.00	0.50	0.50	0.00	0.50	0.50	0.00	0.50
Output 4.4: Interventions contributing to early recovery initiated	4.4.1. # of people trained in different areas related to the sector	N/A	4.4.1. Target 400 by 2008/09		N/A	see ICI Outcome 4	see Partners Outcome 4	0.50	0.00	0.50	0.50	0.00	0.50	0.50	0.00	0.50
Total								96.87	15.00	81.87	86.00	0.00	86.00	57.50	0.00	57.50
PROGRAMME MODALITY: 1. The SOT will promote inter agency partnerships in all its interventions, building on the comparative advantage of its various members. 2. Co-financing by GoI, KRG and local authorities will be actively promoted. 3. The SOT will, in active collaboration with its partners, review its performance every six months based on the listed indicators. 4. The SOT will also promote good documentation of its works and the development and dissemination of its knowledge products. The Government of Iraq contribution specified in outputs 1.2 and 2.4 is provided as indicative and is not included in the total SOT's budget.																

UN Assistance Strategy for Iraq - Results Matrix

HEALTH

NATIONAL PRIORITY OR GOAL (NDS 2007-2010 & ICI):																
Health status of the Iraqi population improved																
UNCT OUTCOME (2008-2010):																
Improved performance of the Iraqi health system and equal access to services, with special emphasis on vulnerable, marginalized and excluded persons																
Results	Indicators					Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)								
	Baseline	2008 Target	2009 Target	2010 Target	2008			2009			2010					
					Required			Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded	
<p>Outcome 1: By 2010, health and nutrition related programmes enhanced to ensure 20% increase in access to quality health care services, with special focus on vulnerable groups</p>	<p>1.1 % of districts reporting DPT3 coverage >80% (WHO/MoH routine data) 1.2 # of measles cases (WHO/MoH routine data) 1.3 % of underweight among U5 (MICS 4 2010) 1.4 % of skilled attendant at delivery (WHO/MoH data) 1.5 IMR, U5 and MMR rates (MICS 4 2010) 1.6 Neonatal tetanus cases of less than one case/district/ year 1.7 % of health expenditure of GDP</p>	<p>1.1 Baseline: 45% districts >80% (2007 routine reporting) 1.2 Baseline: 230 cases (2007 measles surveillance) 1.3 Baseline: 7.6% (MICS3 2006) 1.4 Baseline: 79.7 % (IFHS, 2006) 1.5 Baseline IMR 36/1000 live births, U5 MR 41 Deaths per 1000 (MICS3) 1.6 Baseline : 0.05 case /district /year 1.7 Baseline 2.5% (ICI)</p>	<p>1.1 Target: by 2008 - 60 % of districts have DPT3 coverage >80% 1.2 Target 2008-200 measles cases 1.3 Target 2008 6.5% of skilled birth attendant deliveries 1.4 Target 2008 83 % of skilled birth attendant deliveries 1.5 Target 2008 5% reduction in all (MoH annual statistic report depending on MMR surveillance) 1.6 Target 2008 maintain baseline 1.7 Target 2008 3%</p>	<p>1.1 Target 2009- 75 % of districts have DPTS >80% 1.2 Target 2009- >1 measles case per mil population 1.3 Target 2009 6% underweight among U5 1.4 Target 2009 90% of skilled birth attendant deliveries 1.5 Target 2009 5% reduction in all (MoPDC/ UNFPA census 2009, MoH statistics) 1.6 Target 2009 Validation of elimination of Neonatal Tetanus (NT) by WHO and UNICEF 1.7 Target 2009 3.5%</p>	<p>1.1 Target: by 2010 - >80% of districts have DPT3 coverage >80% 1.2 Target: by 2010 - reach and maintain measles elimination objective 1.3 Target: by 2010 - < 5% 1.4 Target: by 2010 - > 90% 1.5 Target 2010 5% reduction in all (MICS 4 2010, MoH statistical report) 1.6 Target 2010 Validation of measles elimination status 1.7 Target 2010 4%</p>	<p>ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3(Education) 3.1.1.7(Governance) 3.3.1.3 (Human rights)</p>	<p>MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting, coordination WHO; Sector Lead, Tech, log CB, SD, CE, ADV, M&E, rehab UNICEF, Tech, CB, SD, CE, ADV, M&E UNFPA; Tech, log, Proc, Rehab, SD, CE, Adv ,M&E WFP ; Tech, Log IOM ; CB, Rehab, Awar Camp UNHCR; Medevac, SD,Log UNDP SD UNIDO Tech, Log, CB, Rehab, Proc UNOPS, Proc, Proj management, Log FAO, MEDCHILD : Tech, CB,IEC, LIFE; NGOs; Log, Proc</p>	122.30	37.20	85.10	92.40	30.30	62.10	47.50	0.00	47.50
<p>Output 1.1: Policies, strategies and guidelines related to health and nutrition developed as required; reviewed based on standard human rights and principles</p>	<p>1.1.1 policies/strategies developed and adopted by the ministry(s) 1.1.2 policies reviewed and adopted by the ministry(s) 1.1.3 guidelines and policies developed and adopted by the ministry(s)</p>	<p>1.1 Baseline 0 1.2 Baseline 0 1.3 Baseline 0</p>	<p>National Health Drug policy adopted by the ministry(s) Two policies reviewed and adopted by the ministry(s) Four guidelines and SOPs developed and adopted by the ministry(s)</p>	<p>One policy developed and adopted by the ministry(s) 2 policies reviewed and adopted by the ministry(s) Four guidelines and SOPs developed and adopted by the ministry(s)</p>	<p>One policy developed and adopted by the ministry(s) One policy reviewed and adopted by the ministry(s) Four guidelines and SOPs developed and adopted by the ministry(s)</p>	<p>ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3(Education) 3.1.1.7(Governance) 3.3.1.3 (Human rights)</p>	<p>MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting coordination WHO Tech, log UNICEF, Tech, Adv UNFPA Tech, log UNIDO Tech, log MEDCHILD; Tech</p>	3.40	1.00	2.40	3.90	1.40	2.50	2.50	0.00	2.50
<p>Output 1.2: Institutional and personnel capacity of health/nutrition and related programs strengthened for improved quality service delivery</p>	<p>1.2.1 # persons in-service trained 1.2.2 # persons pre-service- trained 1.2.3 # of policy/decision makers trained 1.2.4 # of persons trained on managerial skills 1.2.5 # of engineers trained on maintenance of equipment</p>	<p>Baseline: 22,000 trained in service in 2007</p>	<p>Target: 10,000 various staff per year (= 10% of supported programs)</p>	<p>Target: 10,000 various staff per year (= 10% of supported programs)</p>	<p>Target: 10,000 various staff per year (= 10% of supported programs)</p>	<p>ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3(Education) 3.1.1.7(Governance) 3.3.1.3 (human rights)</p>	<p>MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting coordination WHO Tech, CB Log, Oper UNICEF, Tech, Oper UNFPA Tech, CB Log, Oper, Awareness Camp, proc WFP Tech , CB IOM CB UNDP Proc, CB UNIDO Tech, CB Log MEDCHILD: Tech LIFE: CB NGOs</p>	16.00	6.00	10.00	15.00	5.00	10.00	10.00	0.00	10.00

UN Assistance Strategy for Iraq - Results Matrix

HEALTH

Results	Indicators					Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)								
	Baseline	2008 Target	2009 Target	2010 Target	2008			2009			2010					
					Required			Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded	
Output 1.3: Enhanced functional capacity of health and health related facilities and institutions (services) in low coverage areas (rehabilitation and procurement)	1.3.1 # of rehabilitated /constructed facilities 1.3.2 # of health facilities receiving supplies/equipment for enhanced service delivery.	1.3.1 Baseline: 210 facilities rehabilitated/constructed	By 2008 : 100 various facilities	By 2009: 140 various facilities	By 2010: 100 facilities	ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3 (Education) 3.1.1.7(Governance) 3.3.1.3 (human rights)	MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting coordination WHO Tech, log, Oper, Rehab, proc. UNICEF, Tech, Oper, SD, Adv UNFPA Rehab, proc, log WFP Tech, log IOM Rehab UNHCR :Rehab, SD UNDP Rehab, Proc UNIDO Rehab, Proc UNOPS, Proc, Proj Mgt, Log FAO, NGOs Log, Proc MEDCHILD; Tech LIFE: Log, Proc	60.00	25.00	35.00	40.00	20.00	20.00	15.00	0.00	15.00
Output 1.4: Empowered and engaged local communities and private sector to enhance equitable access to health and nutrition services with special focus on missed opportunities in access to health	1.4.1 # of advocacy and awareness campaigns	1.4.1 Baseline 0	1.4.1 # of national awareness campaign 1.4.2 # of community awareness/ advocacy campaign	1.4.1 # of national awareness campaign 1.4.2 #of community awareness/ advocacy campaign	1.4.1 # of national awareness campaign 1.4.2 # of community awareness/ advocacy campaign	ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3(Education) 3.1.1.7(Governance) 3.3.1.3 (Human rights)	MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting coordination WHO Tech, log, IEC, Adv, awar. camp UNICEF, Tech, Oper, IEC UNFPA OA, PE IOM Awar Camp UNDP Awar Camp WFP : Awar Camp FAO, MEDCHILD; Tech, CB LIFE: Awareness camp NGOs:	3.40	0.20	3.20	2.50	0.40	2.10	2.50	0.00	2.50
Output 1.5: Enhanced monitoring and evaluation mechanisms in place to track progress and identify gaps in the provision of health and nutrition services with special emphases on the unreached	1.5.1 Availability of desegregated data by age/sex, geographic area, 1.5.2 All programmes/projects have M&E plan 1.5.3 # of studies , assessments conducted	1.5.1 Baseline 50% 1.5.2 Baseline 50% 1.5.3 Baseline 0	1.5.1 65% of needed disaggregated data available 1.5.2 100% of programs have M&E 1.5.2 Two studies/assessments conducted	1.5.1 80% of needed disaggregated data available 1.5.2 100% of programs have M&E 1.5.2 one studie/assessment conducted	1.5.1 100% of needed disaggregated data available 1.5.2 100% of programs have M&E 1.5.2 one studies/assessments conducted	ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3(Education) 3.1.1.7(Governance) 3.3.1.3 (Human rights)	MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting coordination WHO Tech, Log, assess/surv UNICEF, Tech, CB assess/ surv UNFPA Tech, CB assess/ surv WFP Tech, Log, assess/surv UNHCR : assess of Refugees/returnees UNDP Tech, Log, assess/surv UNIDO Tech, Log FAO, MEDCHILD; Tech, IEC LIFE: support routine data collection	4.50	2.00	2.50	4.00	1.50	2.50	2.50	0.00	2.50
Output 1.6: Emergency preparedness and response Access to basic health services to most vulnerable people affected by ongoing humanitarian crisis assured	1.6.1 Contingency plan developed 1.6.2 # of facilities functionally restored 1.6.3 # of disease outbreaks responded to 1.6.4 # of districts supported during emergencies	Baseline: 1 million vulnerable persons received humanitarian support in 2007	1.6.1 Target 2008: 400,000 persons	1.6.1 Target 2009: 350,000 persons	1.6.1 Target 2010: 250,000 persons	ICI 4.4.1.4 (Health) 4.4.1.5 (WESH) 4.4.1.3(Education) 3.1.1.7(Governance) 3.3.1.3 (Human rights)	MoH,DoH,MoE, MoHE, MoEnv, MoF, MoT, Mol, MoPDC, MoDM, parliamentarian: Implementation, policy setting coordination WHO Tech & Log UNICEF, Tech, SD, Assess UNFPA Tech, Log UNHCR SD for refugees FAO, NGOs Log, Proc, MEDCHILD ,Tech, IEC LIFE: Log, Proc	35.00	3.00	32.00	27.00	2.00	25.00	15.00	0.00	15.00
TOTAL								122.30	37.20	85.10	92.40	30.30	62.10	47.50	0.00	47.50

PROGRAMME MODALITY: Coordination of assistance through regular Food SOT meetings. Targeting of those requiring food assistance is coordinated to ensure that different Food SOT member organizations are targeting different vulnerable groups and that there is no duplication. For example, WFP targets food assistance only to registered IDPs (with MoDM), while IOM provides food to IDPs not yet registered by MoDM. Also, complementarities with the Agriculture and Health & Nutrition SOTs will be ensured.

UN Assistance Strategy for Iraq - Results Matrix

FOOD SECURITY: AGRICULTURE

Results	Indicators					Related ICI Benchmark	Role of Partners (UN, NGOs, GoI)	Annual Resource mobilization target (\$US Million)										
		Baseline	Target 2008	Target 2009	Target 2010			2008			2009			2010				
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded		
2008 Sector Outcome 3:																		
Agricultural Policy & Natural resource Management Improved.	Formulation of the integrated agricultural policy*	TBD	TBD	TBD	TBD	Section 4.6 Agriculture and water management strategy	Agencies to support GoI in formulation of agriculture and natural resources management policies and legislation	11.50	0.00	11.50	14.50	0.00	14.50	6.00	0.00	6.00		
Output 3.1.																		
Gaps and national priorities identified in the agricultural sector	Food balance sheets and agricultural price index prepared	TBD	100 Ministry staff trained on agro statistics and economy (2008)	Agro statistics are updated based on collected data (2009)	TBD	Undertake specific measures to develop integrated land and water development policy (Section 4.6, Benchmark 3)	Agencies will assist in conducting general survey and assessments in SOT mandate areas with MoA, MoPDC, MoWR. GoI focal point will be COSIT and MoA	1.00	0.00	1.00	1.00	0.00	1.00	0.00	0.00	0.00		
	Baseline data collected. - Existing data reviewed and assessment ToRs prepared (2008) - Surveys conducted and reports formulated (2009)	NA	Baseline data collected Existing data reviewed and assessment ToRs prepared (2008)	Surveys are conducted and reports formulated (2009)	TBD			1.50	0.00	1.50	3.50	0.00	3.50	0.00	0.00	0.00		
	Establishment of data collection network launched	TBD	Existing data collection system reviewed and action plan prepared (2008) 10 pilot agro-meteorological stations established (2008-9)	10 pilot agro-meteorological stations established (2008-9) 100 staff trained on GIS and database management (2009)	GIS centre functional and operational (2010)			1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00		
Output 3.2.																		
Agricultural policy formulated and integrated.	National action plan on combating desertification prepared	NA	3 Pilot studies launched in selected areas (2008) - 1 status report produced (2008)	50 Ministry officials trained on combating desertification (2008-2009)	Final document for ratification of UNCCD prepared (2010)	Environment, Water & Sanitation, Housing "Improve institutional capacity to administer environment and natural resources conservation programs" (Section 4.4.1.5, Benchmark 1)	Agencies, in coordination with UNEP and UNCCD Secretariat, will build capacity on combating desertification and assist in implementing pilot project. Focal point of GoI, State Board of Combating Desertification (MoA)	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.00	2.00		
	National action plan on combating deforestation and sustainable forestry prepared	NA	2 Pilot studies launched in selected areas in KRG (2008) - 1 status report produced (2008)	30 Ministry officials trained on combating deforestation (2008-2009)	TBD	Environment, Water & Sanitation, Housing "Improve institutional capacity to administer environment and natural resources conservation programs" (Section 4.4.1.5, Benchmark 1)	Agencies to build capacity on combating deforestation and assist in implementing pilot projects. Focal point of GoI and KRG, Forestry Departments in MoA.	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00		
	Preparation of water master plan commenced	NA	Water assessment plan prepared (2008) - 1 Water resources planning tool developed (2008)	50 staff from various ministries officials trained on water resources planning tool (2009)	TBD	Undertake specific measures to develop an integrated land and water development policy (Section 4.6, Benchmark 3), Improving institutional and regulatory underpinning of public agriculture (Section 4.6, Benchmark 4)	Agencies, in collaboration with other SOTs, assist in conducting water assessment and in formulating master plan in coordination with MoA, MoPDC, MoWR and MoEnv	0.50	0.00	0.50	1.00	0.00	1.00	1.00	0.00	1.00		
	Crop policy and legislation developed	TBD	TBD	TBD	TBD	Undertake specific measures to develop an integrated land and water development policy (Section 4.6, Benchmark 3).	FAO to support building up of Crop Policy and Legislation Focal Point GoI and KRG	2.00	0.00	2.00	1.00	0.00	1.00	0.00	0.00	0.00		

UN Assistance Strategy for Iraq - Results Matrix

FOOD SECURITY: AGRICULTURE

Results	Indicators					Related ICI Benchmark	Role of Partners (UN, NGOs, GoI)	Annual Resource mobilization target (\$US Million)								
		Baseline	Target 2008	Target 2009	Target 2010			2008			2009			2010		
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded
	Policy on IPM formulated and Pilot Projects launched in Selected areas	TBD	TBD	TBD	TBD	Improved institutional and regulatory framework underpinning public agriculture (Section 4.6, Benchmark 4)	FAO will formulate and build capacity on IPM, Focal Point GoI and KRG	2.00	0.00	2.00	3.00	0.00	3.00	0.00	0.00	0.00
Output 3.3.																
M & E framework established and shared with selected projects.	M&E for 10 projects established and shared with Iraqi counterparts	NA	3 projects to be selected as pilots (2008)	7 projects to be added and a total of 10 monitored, M&E framework in place (2009)	TBD	Improving institutional and regulatory framework of public agriculture (Section 4.6, Benchmark 4)	Agencies to assist in establishing M&E framework in each counterpart ministry through implementation of the project in addition to capacity building for the general project management	0.50	0.00	0.50	1.00	0.00	1.00	1.00	0.00	1.00
	No. of ministry staff trained on M&E	TBD	5 staff in each ministry trained on M&E. 30 project managers trained (2008)	M&E unit established in each ministry and M&E framework developed (2009)	TBD			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL								47.80	0.00	47.70	93.50	0.00	93.50	71.00	0.00	71.00

* Note: all numeric indicators will be identified following the surveys.

PROGRAMME MODALITY: This sector comprises specialized technical agencies. Whereas programme priorities will be jointly agreed, each specialized agency will be required to incorporate its specialization in consultation with the technical units with respective headquarters

UN Assistance Strategy for Iraq- Results Matrix

FOOD SECURITY: FOOD ASSISTANCE

NATIONAL PRIORITY OR GOAL (NDS 2007-2010 & ICI):

ICI 4.4.2 Social sector reform and integration of vulnerable populations – Goals: Protect the poor and vulnerable groups from the fallout of change and reintegrate them into society, community and economy.

Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community

UNCT OUTCOME (2008-2010):

Improved access to essential social services and assistance to vulnerable groups

Results	Indicators					Related ICI Benchmark	Role of Partners	Net Resource Mobilization Target (\$US Million)								
	Baseline	2008 Target	2009 Target	2010 Target	2008			2009			2010					
					Required			Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded	
2008 Sector Outcome 1: Improved food security situation of vulnerable groups.	1. % of food insecure population - 2. % IDPs who are food insecure 3. No. of pregnant/lactating women reached with food assistance	15.4% in 2005 58%, Dec. 2007 7,627 2007 SPR	2008 - 12% 2008 - 40% 2008 - 78,000	2009 - 10% 2009 - 25% 2009 - 350,000	TBD (Food Survey)	Undertake specific measures to strengthen the targeted safety net		101.15	25.00	76.10	100.00	0.00	100.00	100.00	0.00	100.00
Output 1.1: Increased equal access to adequate food amongst vulnerable groups	1.1.1 No. of targeted IDPs receiving food assistance to cover the gap 1.1.2 Amount of food distributed under IDP food assistance to cover the gap 1.1.3 Percentage of women and girl IDPs receiving food to cover the gap	1.1.1 baseline Jan. 2008 WFP EMOP – 0, 1.1.2 baseline Jan. 08 – 0, 1.1.3 baseline April 2008 – TBD	1.1.1 target end 2008 – 750,000 1.1.2 target end 2008 – 69,750 mt 1.1.3 target end 2008 - min 51%	1.1.1 target end 2009 – 750,000 1.1.2 target end 2009 – 69,750 mt 1.1.3 target end 2009 – min 51%	TBD (Food Survey)	WFP support to 5 cooperating partners , coordination by MoDM/DDM UNHCR support to cooperating partner (CP) TdH direct implementation IOM support to CPs	101.15	25.00	76.10	100.00	0.00	100.00	100.00	0.00	100.00	
Output 1.2: Improved nutritional status of vulnerable groups	1.2.1 Percentage of children under 5 with acute malnutrition	1.2.1 baseline – 9% - WFP survey 2005	1.2.1 target end 2008 – 8%	1.2.1 target end 2009 – 7%	TBD (Food Survey)	WFP support to 5 cooperating partners , coordination by MoDM/DDM, UNICEF and WHO UNHCR support to cooperating partner (CP) TdH direct implementation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2008 Sector Outcome 2: Contribute to improvement in Gol capacity to establish and manage national food assistance and hunger-reduction programmes	• Shortfalls in PDS • Percentage of IDPs receiving PDS ration in place of displacement	• Baseline Dec. 2007, WFP – 49% kcal • Baseline Dec. 2007, Rapid Food Assessment – 45%,	• target end 2008 – 40%, • target end 2008 – 50%,	• target end 2009 – 30%) • target end 2008 – 50%, target end 2009 – 100%)	TBD (Food Survey)	Undertake specific measures to strengthen the targeted safety net		14.00	1.20	12.80	5.00	0.00	5.00	5.00	0.00	5.00
Output 2.1: Enhanced capacity of food security units to better monitor and report on progress and gaps in food security issues in each governorate	2.1.1 No. of enhanced food security units 2.1.2 The post-food distribution monitoring system installed in each governorate, including a gender component 2.1.3 No. of food security unit staff trained on food security assessments, with a gender approach	2.1.1 baseline 1 - 2005, 2.1.2 baseline Jan. 08 – 0, 2.1.3 baseline Jan. 08 – 350,	2.1.1 target 18, Dec. 2008 2.1.2 target end 2008 – 18 2.1.3 target end 2008 – 450,	2.1.1 2.1.2 2.1.3 target 2009 - 450	TBD (Food Survey)	WFP support to COSIT and KRISO as cooperating partners in coordination with FAO	2.00	1.20	0.80	2.00	0.00	2.00	2.00	0.00	2.00	
Output 2.2: Emergency preparedness system established to respond efficiently to food crises	2.2.1 Review contingency plan in coordination with Gol and local authorities (Y/N) 2.2.2 Amount of food delivered in response to emergencies	2.2.1 baseline Jan. 2008 – N, 2.2.2 baseline Jan. 2008 – 0	2.2.1 end 2008, target – Y, 2.2.2 target 100% of needs in 2008	2.2.1 end 2009 – Y 2.2.2 target 100% of needs in 2009	TBD (Food Survey)	WFP direct implementation with CPs, Gol and IOM in coordination with FAO	2.00	0.00	2.00	1.00	0.00	1.00	1.00	0.00	1.00	
Output 2.3: Staff from the MoT capacitated to enhance the PDS	2.3.1 Number of new MoT staff trained in supply-chain management	2.3.1 baseline Jan 08 – WFP- 0	2.3.1 target 2008 _____ (to be determined by the MoT and hopefully available when the first review is undertaken)	2.3.1 target 2009 _____ (to be determined by the MoT and hopefully available when the first review is undertaken)	TBD (Food Survey)	WFP direct implementation addressed to PDS/MoT technical staff in coordination with World Bank and FAO	10.00	0.00	10.00	2.00	0.00	2.00	2.00	0.00	2.00	
TOTAL								115.15	26.20	88.90	105.00	0.00	105.00	105.00	0.00	105.00

PROGRAMME MODALITY: The UN will ensure coherence, complementarities and synergies for simplified and harmonized programming: Coordination of assistance through regular Food SOT meetings. Targeting of those requiring food assistance is coordinated to ensure that different Food SOT member organizations are targeting different vulnerable groups and that there is no duplication. For example, WFP targets food assistance only to registered IDPs (with MoDM), while IOM provides food to IDPs not yet registered by MoDM. Also, complementarities with the Agriculture and Health & Nutrition SOTs will be ensured.

UN Assistance Strategy for Iraq - Results Matrix

PROTECTION

NATIONAL PRIORITY OR GOAL (NDS 2007-2010 & ICI):																	
UNCT OUTCOME (2008-2010):																	
2008 Sector Outcome 1:																	
Improved protection of civilians throughout Iraq and creation of an environment which contributes to the observance of human rights for all Iraqis and mitigates the effects of forced displacement																	
Outcome Indicators:																	
<ul style="list-style-type: none"> Improve the quality of life (National Development Strategy) Strengthened protection system and services 																	
<ul style="list-style-type: none"> National legislation, policies and codes ensure non discriminatory access to justice and public services for all persons on the territory of Iraq (b ; T: XX)[1] Number and timeliness of periodic reports submitted to treaty bodies (b 0 in Dec 2007;T: 6) Number of major human rights treaties ratified (b 5 in Dec 2007;T:8) % of pre-trial and post-trial detainees of the overall inmate population decreased (b 70% in Dec 2007;T: 10%) Displacement data and trend analysis is available and updated regularly (b 0;T: 6) Increase in GoI led response initiatives providing support and protection to vulnerable populations (b ; T: Yes) [2] % of mine/ERW-free territory increased (explosive remnants of war) (b 3% as of Dec 2007;T: 5% by Dec 2008)[3] 																	
[1] No known comprehensive study of the human rights compliance of all Iraqi legal norms; it is estimated that there are currently more than 3,000 Iraqi laws in force																	
[2] Given the wider protection response, a mix of qualitative and quantitative indicators has been identified to measure achievements against the outcome indicators indicated above																	
[3] Out of 1,730 Km ² identified as contaminated by Iraq Landmine Impact Survey 04 - 06, it was estimated at 60 Km ² was cleared by Dec 07 and 84 Km ² will be cleared by Dec. 08																	
Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)									
								2008			2009			2010			
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded	
Output 1.1: Specific legislation, policies and codes developed and reviewed (it is important to note that laws, policies and codes need to go through different approval stages (e.g. Ministry, Shura Council, etc.). Therefore, baseline indicators relate to products achieved at different approval stages	1. # of legislation, policies and codes developed and reviewed	4	8/Year	5/Year	5/Year	NDS: International human rights norms and standards included in the domestic system	HRO (UNAMI), IOM, UN-Habitat, UNESCO, UNHCR, UNICEF, UNIFEM, UNOPS MoDM, MoFA, MoHR, Mol, MoJ, MoLSA, MoWA, PMO, other relevant line ministries Implementing Partners: BBCWST, CWC, other NGOs. Role: Efficient government cooperation in identifying relevant laws and discussing suggestions	0.725	0.575	0.150	0.420	0.100	0.320	0.420			0.420
	2. # of advocacy events organized (these include workshops, seminars and bilateral meetings)	11	6/Year	5/Year	7/Year												
Output 1.2: Awareness increased among Government, non-state actors, civil society and civilian population and other stakeholders on human rights and international humanitarian law	1. # of awareness raising campaigns organized	3	4/Year	7/Year	9/Year	NDS: Human rights must be attended to with greater focus, through equal integration of vulnerable populations into the achievement of MDGs	HRO (UNAMI), UNESCO, UNHCR, UNICEF	0.040		0.040	0.380	0.020	0.360	0.060			0.060
	2. # of workshops, seminars or communication events organised	2	20/Year	30/Year	30 / Year												
	3. # of IEC (information, educational and communication) materials distributed	15,000	30,000 / Year	30,000 / Year	10,000 / Year	ICI 3.3.1: Human rights awareness will be included in education curricula, and promoted also among legislators, judicial personnel and other state agencies and the public											
	4. # of civil society organizations reached	400	400/Year	400/Year	400/Year												
Output 1.3: Key Iraqi authorities and civil society actors have skills and knowledge to address protection issues and	1. # officials and NGO representatives trained	300	600	550	1000	NDS: Strengthening the capacity of government to implement international HR treaties	HRO-UNAMI, IOM, UNDP, UNESCO, UNFPA, UNICEF, UNIFEM, UNOPS, UNHABITAT, WHO	7.318	0.608	6.710	9.545	0.100	9.445	1.090			1.090
	2. % of female participants	10%	20%	25%	30%												

UN Assistance Strategy for Iraq - Results Matrix

PROTECTION

Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)											
								2008			2009			2010					
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded			
facilitate conflict management	3. # of events (seminars, training and workshops of minimum two days)	18	24	22	20	capacity to implement international human rights treaty obligations will be strengthened	Parliament, AMISnet Organization Italy, Arab Institute for Human Rights, ARCI Organization Italy, Baghdad University, Catalan Agency for Development, CSOs, Danish Refugee Council, Member NGOs / Swiss Role: Efficient government and NGO cooperation in planning events and providing necessary information												
Output 1.4: Vulnerable groups have increased access to legal aid services and alternative justice mechanisms, including alternatives to detention	1. # of trainings carried out for judges, lawyers and other legal assistance providers (disaggregated by sex)	5	12	15	11	NDS: Protect vulnerable groups from fallout of change and reintegrate them into society, community and economy	HRO (UNAMI), UNESCO, UNHCR, UNICEF	21.212	0.964	20.248	1.400	1.400	0.000	1.100	0.525	0.575			
	2. # of cases provided with free legal services	60,000	45,000	50,000	50,000		MODM, MoI, MoJ, MoLSA, MoHR												
	3. # of cases provided with free legal defense services	3	40	140	140	ICI 3.3.1: The administration of justice and the criminal justice system will be strengthened in line with international standards and with the support of the international community and the UN. The average time to resolve disputes will be reduced	Iraqi Bar Association, Kurdish Bar Association												
	4. # of communities using appropriate alternative forms of justice for children	0	2	5	7		Child Rights Network, Danish Refugee Council, Intersos, Kurdish Human Rights Watch, Mercy Hands, International Relief and Development, JNP, PRI, UPP Role: International NGOs will provide trainings, expertise and implement Legal aid centers												
	5. # of cases (disaggregated by the sex of the complainant and the nature of the complaint) processed by a mobile team	0	3 Mobile Teams / 45 Cases	3 Mobile Teams / 100 Cases	3 Mobile Teams / 100 Cases														
Output 1.5: Harmonized systems for monitoring and reporting on protection issues are set up, and findings of reports and studies (including baseline data) are made available	1. # of reports focusing on human rights violations (disaggregated by those reports focusing on women's, children's and general rights) produced	4	10	10	10	NDS: Collect data through household surveys and conduct analysis for continuous assessment of needs	HRO-UNAMI, IOM, OHCHR Special Procedures, UNDP, UNESCO, UNICEF, UNOPS	9.954	1.730	8.224	5.665	0.665	5.000	0.872	0.562	0.310			
	2. # of human rights studies (disaggregated by those reports focusing on women's, children's and general rights) published	1	5	5	5		COSIT, KRG, MoD, MoDM, MoHR, MoI, MoJ, MoLSA, MoPDC												
	3. # of location or group assessments published	50	200	200	200	ICI 3.3.1: The GoI's capacity to report on its international human rights treaty obligations will be strengthened; and the capacity of national, regional and local authorities to develop and maintain reliable and updated statistical data on human rights developed	AIHR, Al Mesalla, Child Rights Network, CPATT, Danish Refugee Council, IMC, International Relief and Development, JNP, Kurdish Human Rights Watch, Intersos, Mercy Hands, Step/Save UK, UPP as well as other international and national NGOs Role: MoHR Partner in Prison Monitoring with NGOs implementing the training and monitoring. Also implying cooperation on various activities and planning.												
	4. % of human rights information and data collected according to Protection sector agreed guidelines	0	50%	100%	100%														
	5. # of officials and civil society organizations (sex- and topic focus-disaggregated) trained on MRM (Monitoring & Reporting Mechanisms)	0	325	500	100														

UN Assistance Strategy for Iraq - Results Matrix

PROTECTION

Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)								
								2008			2009			2010		
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded
Output 1.6: Humanitarian space is expanded to increase humanitarian access	1. # of initiatives undertaken to increase or restore humanitarian access through interactions between UN, GoI, NGOs, IOs, non state actors, local authorities and other stakeholders	12	15	24	24	IDP Guiding Principles: 25(3) All authorities concerned shall grant and facilitate the free passage of humanitarian assistance and grant persons engaged in the provision of such assistance rapid and unimpeded access to the internally displaced	HRO-UNAMI, IOM, OHCHR Special Procedures, UNDP, UNESCO, UNICEF, UNOPS	1.730	1.730	0.000	0.530	0.000	0.530	0.200		0.200
	2. Mechanism for monitoring and reporting on access developed by the end of 2008	No	Yes					COSIT, KRG, MoD, MoDM, MoHR, MoI, MoJ, MoLSA, MoPDC								
	3. Guidelines for civil military cooperation adapted for Iraqi context by UN and NGOs	0	Yes					AIHR, Al Mesalla, Child Rights Network, CPATT, Danish Refugee Council, IMC, International Relief and Development, JNP, Kurdish Human Rights Watch, Intersos, Mercy Hands, Step/Save UK, UPP as well as other international and national NGOs								
	4. # of initiatives undertaken to increase or restore humanitarian access through interactions between UN, GoI, NGOs, IOs, non state actors, local authorities and other relevant stakeholders	15 in 2008		24	24											
Output 1.7: Children, young people, women, displaced persons, returnees and other vulnerable groups have access to protection services and other type of support	1. # of persons trained in providing protection to children, sexual and gender-based violence (SGBV) survivors, widows, IDPs, returnees and other vulnerable groups	60	1,000 / Year	1,000 / Year	1,000 / Year	NDS: Protect poor and vulnerable groups from the fallout of change and reintegrate them into society, community and economy	HRO-UNAMI, IOM, UNDP, UNESCO, UNICEF, UNOPS	34.80	5.564	29.236	28.623	1.830	26.793	2.617	2.00	0.617
	2. % of vulnerable children in targeted communities having access to child friendly spaces and gender-specific psychosocial support within their communities	5%	15%/Year	20% / Year	25% / Year			IDP Representatives and Community Leaders, EMDH, Family & Childhood, Kirkuk Center, MoDM, MoE, MoHR, MoH, MoJ, MoLSA, MoST, Mukhtars, Parliamentary Committee on Women,								
	3. # of survivors of human rights violations, including SGBV, receiving care in their communities	250	1,300/Year	2,000 / Year	2,000 / Year			ICI 3.3.1: Legal and institutional protection consistent with international standards will be strengthened for especially vulnerable groups, such as minorities, IDPs, returnees, refugees, stateless persons, widows and disabled								
	4. # of communities assessed and responses developed	50	100/Year	200/Year				ACTED, International NGO, Brother's Brother, Spirit of America, The Heartland Center, IMC, Life for Relief and Development, TDH, RI, Mercy Corps								
Output 1.8: Mine action policy, strategy and regulatory mechanism developed, Iraqi Mine Action operational capacity strengthened and awareness raised	1. Decree and proposed national regulatory structure drafted	No	Yes	n.a.	n.a.	NDS: Accelerating demining actions	UNDP, UNHCR, UNICEF, UNOPS, WHO	6.792	6.312	0.480	6.282	3.231	3.051	6.200	0.00	6.200
	2. # of m ² contaminated land made safe for use (only areas cleared by UN funded projects included)	25 million in 2007	12 million / Year	12 million / Year	12 million / Year			Mine Action Authority, MoEnv, Regional Mine Action Centre - South, Iraq Kurdistan Mine Action Agency, General Directorate for Mine Action								
	3. # of operational IMSMA (Information Management System for Mine Action) centers (total 3: Erbil, Baghdad, Basra)	0	2	3	n.a.											
	4. # of at-risk population educated about the dangers of landmines	300,000 in 2007	200,000 / Year	150,000 / Year	150,000 / Year			Dahuk Orthopedic / Rehab. Centre, Danish Demining Group, Darstan,								

UN Assistance Strategy for Iraq - Results Matrix

PROTECTION

Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)											
								2008			2009			2010					
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded			
	5. Draft Mine Action Policy, mainstreaming mine action into reconstruction and development planning formulated	No	No	Yes	n.a.		Diana Ort Rehab Centre, Intersos, Kurdistan Org for Rehab. of Disabled, Rafidain Demining Org												
Output 1.9: The protection of refugees inside Iraq is improved	1. % of refugees or asylum seekers refouled	0	0%	0%	0%	NDS: Address the needs of refugees while enabling them to realize their potential as contributing members of the economic community	UNHCR / MoDM / partner organizations	1.791	0.000	1.791	2.000	0.000	2.000	2.000	0.00	2.000			
	2. % of newly arriving refugees and asylum seekers registered individually and issued identity documents	0	100%	100%	100%														
	3. % of newborns issued birth certificates	0	100%	100%	100%														
	4. % and sex-disaggregation of reported SGBV cases that received support	0	100%	100%	100%														
	5. # and sex-disaggregation of cases submitted for resettlement in third countries	0	530	500	500														
TOTAL								74.41	15.75	58.66	49.18	6.68	42.50	13.69	2.53	11.16			

IMPORTANT NOTE: 2010 indicators and resources are tentative figures based on 2009 projections. They are subject to change due to volatile and changing situation in Iraq.

PROGRAMME MODALITY:

1. Coordination meetings on the Protection Outcome level (established meetings twice a month)
2. Joint programming: capitalizing on each partners strength to ensure efficiency and avoid duplication
3. Regular coordination meetings with other Sector Outcome Teams (Governance and Education specifically, to ensure close coordination and avoid duplication)
4. Periodic review of the Results Matrix (August 2008, December 2008)

GOVERNANCE

UNCT OUTCOME (2008-2010):																
• Strengthened electoral processes in Iraq																
Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (US\$,000)								
								2008			2009			2010		
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded
2008 Sector Outcome 1: Strengthened electoral processes in Iraq	• Free and fair elections and referenda according to the international and national elections observers	NA	Free and fair LG election				SURF, Iraqi NGOs POGAR ESCWA, CMC IHEC; ACHRS FES; IFES Scuola Superiore Sant' Anna	31.25	19.25	12	17	0.5	16.5	6		6
Output 1.1: Increased institutional capacity of IHEC to independently carry out elections	1.1.1 Number of IHEC staff newly trained in specific areas 1.1.2 Technical support given to improve communications infrastructure. 1.1.3 Number of GEO directors newly recruited	NA none	1.1.1 850 staff trained 1.1.3 8 GEO directors			• 3.1.2 Implementation of political / legislative timetable	SURF POGAR ESCWA IHEC; FES; Scuola Superiore Sant' Anna	UNDP:2.7 m; UNOPS: 6.3 m	UNDP: 2.7 m; UNOPS: 5.4 m	UNOPS: 0.9 m	UNDP: 3 m; UNOPS: 2 m	UNDP:0.5	UNDP: 2.5 m; UNOPS: 2 m	UNDP: 3 m		UNDP: 3 m
Output 1.2: Increased electoral awareness and citizen engagement in electoral processes	1.2.1 The EEF is newly established and NEEP is developed 1.2.2 Number of Iraqis have been newly reached through activities implemented through X NGO projects and X GEECs 1.2.3 At least 150 media professionals newly trained and at least 500 print and broadcast outputs produced on election reporting principles and role of the IHEC	NA	1.2.2. 50,000 Iraqis / 75 NGO projects/19 GEECs 1.2.3 150 media profs trained/ 500 outputs	1.2.2. 50,000 Iraqis / 75 NGO projects			IHEC Iraqi NGOs IFES CMC FES; ACHRS	UNOPS: 5 m UNESCO: 2m	UNOPS:5 m	UNESCO: 2m	UNOPS: 6 m; UNDP: 3 m		UNOPS: 6 m; UNDP: 3 m	UNOPS: 3 m		UNOPS: 3 m
Output 1.3: Select electoral operations supported	1.3.1 New support provided as requested by IHEC	NA	TBD			• 3.1.2 Implementation of political / legislative timetable p.4 ser date for governorate and municipal elections	IHEC									
Output 1.4: Capacity of electoral and media observers strengthened	1.4.1 Number national electoral observers and media monitors are newly trained 1.4.2 Number electoral observers and media monitors mobilised during 2008 election day	NA	1.4.1 20,500 1.4.2 20,500				IFES+ electoral observer networks ACHRS+ electoral observer networks	UNOPS: 15.25 m	UNOPS: 6.25 m	UNOPS: 9 m	UNDP: 3 m		UNDP: 3 m			
2008 Sector Outcome 2: Strengthened national dialogue and civil society for governance and reconciliation	• Professionalism in X% of the major media outlets increases from the baseline • Number of good governance initiatives led by civil society organizations per year • Number of women in leadership roles in civil society • # of various ethno sectarian groups participating in the constitutional review • Strategy on transitional justice prepared and under implementation • Progress on Constitutional review • Number of policy-making initiatives led by Government with significant civil society participation • Increase in public perception on inclusive governance and positive role of civil society in reconciliation and governance	None NA TBD TBD None None NA NA	10 % 5 20 30 groups Strategy started Review started 5 policies Survey done	20% 8 25 30 groups Strat done Completed 5 policies Increase measured	30% 10 30 NA Impl started NA 5 policies Increase measured		NCCI, Alternatives, ACCORD, Iraqi CSOs, Local communities, Mercy Hands, MoC; MoTA; Iraqi NGOs; CMC; UNIVEF Local NGOs	30.01	19.48	10.53	18.5	4.1	14.4	10.3	0.3	10
Output 2.1: Reconciliation promoted through constitutional review	2.1.1 Number of knowledge-sharing initiatives and national dialogue events on divisive constitutional issues gathering MPs, political leaders, civil society and academics 2.1.2 Constitutional review process completed 2.1.3 Media pack on constitution and civic responsibility available 2.1.4 Number of media campaigns on reconciliation in country and for diasporas 2.1.5 Civil society recommendations on Constitutional Review discussed and disseminated	2.1.1 TBD 2.1.2 none 2.1.3 none 2.1.4 NA 2.1.5 none	2.1.1 7 activists 2.1.2 process started 2.1.3 1st media pack created 2.1.4 3 media campaigns 2.1.5 national conference held	2.1.1 7 activists 2.1.2 process completed 2.1.3 2nd media pack created 2.1.4 3 media campaigns 2.1.5 national conference held	2.1.1 7 activists 2.1.2 process completed 2.1.3 3rd media pack created 2.1.4 3 media campaigns	• 3.1.1 National Dialogue and Reconciliation, Paragraph 3, 4 5, 10 • 3.1.2 Implementation of political / legislative timetable p.2 (constitutional review) • 3.1.3 regional and international cooperation and integration p.4 regional support for reconciliation	Iraqi CSOs CRC/CoR, CMC	UNOPS: 1.52 m UNESCO: 0.5 m; UNIFEM: 0.5 m; UNDP: 4 m	UNOPS: 1.52 m UNIFEM: 0.5 m; UNDP: 4 m	UNESCO: 0.5 m	UNOPS: 1 m UNIFEM: 0.5 m UNDP: 1 m		UNIFEM: 0.5 m; UNOPS: 1 m UNDP: 1 m	UNIFEM: 0.5 m		UNIFEM: 0.5 m
Output 2.2: National dialogue and transitional justice initiatives strengthened.	2.2.1 Number of grants to community-based initiatives, including media, to promote conflict transformation, dialogue and reconciliation 2.2.2 Broad ethno-sectarian participation in transitional justice workshops 2.2.3 Number of academics, civil society leaders, women activists, youth, media professionals and cultural mediators trained on and supported for conflict resolution and peace-building 2.2.4 Number of cultural heritage sites restored through local government with communities	2.2.1 NA 2.2.2 none 2.2.3 TBD 2.2.4 one	2.2.1 33 grants 2.2.2 All groups represented 2.2.3 500 people 2.2.4 1 site started	2.2.1 33 grants 2.2.2 All groups represented 2.2.3 500 people 2.2.4 1 site started & 1 site completed	2.2.1 33 grants 2.2.2 All groups represented 2.2.3 500 people 2.2.4 1 site started & 1 site completed	• 3.3.1 Establish a comprehensive human rights regime country wide p.6 Role of Civil Society and human rights • 3.3.3 Establish effective transitional justice mechanisms (p. 1 – 5)	NCCI, Alternatives, ACCORD, Iraqi CSOs, Local communities, Mercy Hands, MoC; MoTA; Iraqi NGOs; CMC; UNIVEF Local NGOs	UNOPS: 0.5 m; UNESCO: 9 m UNICEF: 6.59 UNDP: \$1 million	UNOPS:0.5 m; UNESCO: 6.4m UNICEF: 0.16; UNDP 1 m	UNICEF: 6.43 m; UNESCO 2.6 m	UNOPS: 3 m UNDP: 0.8 m; UNESCO: 2.6 m		UNOPS: 3 m; UNESCO: 2.6 m; UNDP: 0.8	UNOPS: 1 m; UNDP: 0.5 m		UNOPS: 1m; UNDP: 0.5 m

UN Assistance Strategy For Iraq - Results Matrix

GOVERNANCE

Results	Indicators				Related ICI Benchmark	Role of Partners	Resources Mobilization Target (US\$,000)									
	Baseline	2008 Target	2009 Target	2010 Target			2008			2009			2010			
							Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded	
Output 2.3: Independent civil society and media enabled through legal and regulatory frameworks, professional development and strengthened training institutions	2.3.1 Number of laws passed and regulatory frameworks adopted, reflecting international standards, and protecting freedom of association, freedom of expression and freedom of information. 2.3.2 Total number of NGOs registered with the NGO Assistance Office 2.3.3 Number of outreach campaigns per year to the Iraqi public on the rights and responsibilities of media and civil society in the process of governance 2.3.4 Number of government officials, including judges and police officers, trained per year on new legislations 2.3.5 Number of CSOs and media professionals trained per year in specific ethics and internal governance issues 2.3.6 At least three self-regulatory mechanisms adopted and self-monitored by CSOs and media institutions and professionals 2.3.7 Total number of media institutes/mass communication faculties reviewed or established 2.3.8 Functioning NGO Emergency Preparedness and Response Network. 2.3.9 Total number of Iraqi NGOs offering integrated capacity-building programs for fellow NGOs	2.3.1 none 2.3.2 TBD 2.3.3 none 2.3.4 TBD 2.3.5 none 2.3.6 none 2.3.7 none 2.3.8 none 2.3.9 TBD	2.3.1 1 law 2.3.2 400 NGOs 2.3.3 2 cmpngns 2.3.4 100 people 2.3.5 100 trained 2.3.6 3 mechs 2.3.7 3 facilities 2.3.8 network designed 2.3.9 1 resource NGO	2.3.1 1 law 2.3.2 500 NGOs 2.3.3 2 cmpngns 2.3.4 200 people 2.3.5 100 trained 2.3.6 3 mechs 2.3.7 3 facilities 2.3.8 network maintained 2.3.9 3 resource NGOs	2.3.1 1 law 2.3.2 600 NGOs 2.3.3 2 cmpngns 2.3.4 200 people 2.3.5 100 trained 2.3.6 3 mechs 2.3.7 3 facilities 2.3.8 network maintained 2.3.9 3 resource NGOs	*3.1.1 NDR p.12 framework for free and independent media *4.2.1 engaging with Civil Society; p.1 policy framework for civil society, p.3 freedom of information protect rights of media	UNAMI, UNOPS	UNESCO: 1.6 m; UNIFEM: 1.5 m; UNOPS: 0.5 m; UNDP: 2 m	UNESCO: 0.1 m; UNDP: 1.5 m	UNESCO: 1.5 m; UNOPS: 0.5 m	UNESCO: 1 m; UNOPS: 1.5 m; UNDP: 4.3 m	UNDP: 3.8 m	UNESCO: 1 m; UNOPS: 1.5 m; UNDP: 0.5 m	UNOPS: 0.5 m; UNDP: 3.5 m		UNOPS: 0.5 m; UNDP: 3.5 m
Output 2.4: Capacity of women and women's institutions increased to enable them to take an active role in the governance process	2.4.1 Number of women MPs, activists, government officials, media professionals newly trained per year on gender and related issues related to UN 1325 2.4.2 National women's strategy and action plan drafted and situation analysis published 2.4.3 Number of laws per year reviewed and promoted for gender sensitivity 2.4.4 Percentage of women in senior positions in the civil service 2.4.5 Percentage of women in elected office	2.4.1 TBD 2.4.2 none 2.4.3 none 2.4.4 TBD 2.4.5 TBD	2.4.1 100 women 2.4.2 Drafting done & pub 2.4.3 2 laws 2.4.4 8% 2.4.5 10%	2.4.1 100 women 2.4.2 Plans supported 2.4.3 2 laws 2.4.4 10% 2.4.5 10%	2.4.1 100 women 2.4.2 Plans supported 2.4.3 2 laws 2.4.4 12% 2.4.5 10%	*4.4.1 Delivering Basic services toward MDGs p.7 reduced gender discrimination and increase woman participation in Governance		UNDP: \$0.5m; UNFPA: 0.3 m	UNDP: \$0.5m; UNFPA: 0.3m		UNIFEM: \$1 m; UNDP: \$1.5 m; UNFPA: 0.3 m	UNFPA: 0.3m	UNIFEM: \$1 m; UNDP: 1.5m	UNIFEM: \$3 m; UNDP: \$1 m; UNFPA: 0.3 m	UNFPA: 0.3m	UNIFEM: \$1 m; UNDP: \$3 m
2008 Sector Outcome 3: Enhanced rule of law and respect for human rights in line with international standards	<ul style="list-style-type: none"> Reduced numbers of human rights violations all over Iraq % detainees with access to defense counsel, family visits and proper conditions Number of detention centres with International standards (Source: HRO and ICRC reports) Number of courts with improved systems and court administration Percentage of court cases resolved within set time frames (Source: Court records) % of JTI curriculum improved to reflect international standards Number people given free legal assistance in legal clinics % of surveyed citizens have positive opinion of law enforcement bodies and fair judicial process 	2007 HRO report TBD One TBD TBD TBD None NA	2008 HRO report 10% Two 10% 10% 20% 500 10%	2009 HRO report 20% Two 10% 20% 50% 6000 20%	2010 HRO report 30% 30% 30% 80% 12,000 30%		<ul style="list-style-type: none"> MoHR, MoI, MoD Sri Lankan Centre for the Study of Human Rights, CIDA 	10.7	10.7	0	9	7.5	1.5	10.8	8.3	2.5
Output 3.1: Strengthened capacity of key government and non-government institutions to protect and promote human rights	3.1.1 MoHR Strategic Plan finalised 3.1.2 National Institute of Human Rights Management Plan & structure finalised 3.1.3 Human rights standards mainstreamed into work and structures of MoI and MoD 3.1.4 Number of government officials per year receiving human rights sensitization training 3.1.5 Number of staff members of MOHR, Women's Affairs, Health, Justice trained on monitoring and reporting human rights 3.1.6 Number of CSO activists and media professionals trained on human rights issues per year 3.1.7 CEDAW report drafted 3.1.8 Number of GOI officials trained to fulfill reporting obligations under international law 3.1.9 Total number of legal clinics established by the Iraqi Bar Association to provide free legal services, with at least 50% services for women 3.1.10 Number of women and men receiving free legal services per year	3.1.1 none 3.1.2 none 3.1.3 none 3.1.4 TBD 3.1.5 TBD 3.1.6 TBD 3.1.7 none 3.1.8 none 3.1.9 one 3.1.10 TBD	3.1.1 Plan done 3.1.2 Plans done 3.1.3 Work started 3.1.4 120 3.1.5 100 3.1.6 100 3.1.7 report done 3.1.8 30 3.1.9 two 3.1.10 2000	3.1.1 Plan supported 3.1.2 Plans supported 3.1.3 Work done 3.1.4 120 3.1.5 100 3.1.6 100 3.1.7 report updated 3.1.8 30 3.1.9 five 3.1.10 5000	3.1.1 Plan supported 3.1.2 Plans supported 3.1.3 Work done 3.1.4 120 3.1.5 100 3.1.6 100 3.1.7 report updated 3.1.8 30 3.1.9 ten 3.1.10 10,000	*3.1.1 National Dialogue and reconciliation p.6 protection of Human rights, p.11 systems to respect the rule of law and human rights *3.3.1 Establish a comprehensive human rights regime country wide (p.1 - 7)	<ul style="list-style-type: none"> MoHR, MoI, MoD Sri Lankan Centre for the Study of Human Rights, CIDA 	UNDP: 0.4 m	UNDP: 0.4 m	0	UNIFEM: 0.5 m; UNDP: 1 m	UNIFEM: 0.5 m; UNDP: 1 m	UNIFEM: 0.5 m; UNDP: 2.8 m	UNIFEM: 0.5 m		UNIFEM: 0.5 m
Output 3.2: Strengthened institutions for the rule of law and administration of justice	3.2.1 Draft strategic plan for MOJ developed 3.2.2 Number of broadcast media professionals trained to produce advocacy materials on prisoners' rights 3.2.3 50 government officials, judges, police officers trained on human rights. 3.2.4 Total proportion of JTI curriculum revised. 3.2.5 Number of needs assessments in key judicial institutions completed per year 3.2.6 Number of laws related to children reviewed in line with international standards and recommendations presented to CoR. 3.2.7 Number of governmental staff, judges, key decision makers, juvenile police trained on international standards of Juvenile Justice 3.2.8 Review conducted of key legislation related to migration and border management 3.2.9 Total number of migration and border officers with increased capacity to use new migration policy and procedures 3.2.10 Total number of detention centers receiving staff training to improve management pra	3.2.1 none 3.2.2 none 3.2.3 none 3.2.4 none 3.2.5 none 3.2.6 none 3.2.7 none 3.2.8 none 3.2.9 none 3.2.10 none 3.2.11 none 3.2.12 none	3.2.1 Plan done 3.2.2 25 3.2.3 50 3.2.4 25% 3.2.5 two 3.2.6 two 3.2.7 100 3.2.8 done 3.2.9 150 3.2.10 3 3.2.11 draft done 3.2.12 two	3.2.1 Plan supported 3.2.2 25 3.2.3 50 3.2.4 50% 3.2.5 two 3.2.6 two 3.2.7 100 3.2.8 supported 3.2.9 300 3.2.10 10 3.2.11 supported 3.2.12 two	3.2.1 Plan supported 3.2.2 25 3.2.3 50 3.2.4 75% 3.2.5 two 3.2.6 two 3.2.7 100 3.2.8 supported 3.2.9 500 3.2.10 20 3.2.11 supported 3.2.12 two	*3.3.2 Establish and implement effective rule of law institution and policy (p. 1 - 7) *4.3.2 Private Sector development and investment promotion p.1 rule of law and judicial system in commercial and financial activities; UNICEF & Local NGOs	\$160,000	IOI: 6.6 m; UNDP: 3.2m; UNOPS: 0.5 m	IOI: 6.6 m; UNDP: 3.2m; UNOPS: 0.5 m		IOI: 1 m; UNDP 5 m; UNOPS: 1.5 m	IOI: 1 m; UNDP 5 m; UNOPS: 1.5 m	IOI: 1 m; UNDP: 6m; UNOPS: 0.5 m	IOI: 1 m; UNDP: 4m; UNOPS: 0.5 m		UNDP: 2 m

GOVERNANCE

Results	Indicators	Related ICI Benchmark				Role of Partners	Resources Mobilization Target (US\$,000)								
		Baseline	2008 Target	2009 Target	2010 Target		2008			2009			2010		
							Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded
2008 Sector Outcome 4: Strengthened regulatory frameworks, institutions and processes of national and local governance	<ul style="list-style-type: none"> Number of draft laws reviewed for compliance with Human rights standards Laws for accountability and integrity reviewed Total number of key public sector institutions with strategic plans MoPDC Planning Units operational in total of X governorates International aid flows monitored quarterly for their contribution to NDS and ICI (DAD Aid Tracking 2007) Census and survey data utilized at central and local government levels for better planning and fiscal distribution E-Governance system operational in X institutions per year Mandates and authorities of BSA, CPI and IGs delineated, harmonized and developed Number of local government units planned and managed reconstruction activities with human rights based approach Number of women in senior positions in the civil service Number of women in elected offices Professionalism in X% of the major media outlets increases from the baseline Number of governorates with transparent, participatory budget process, with income/expenditure data regularly posted and holding regular public meetings on key 	<ul style="list-style-type: none"> None None None None None None None None TBC TBC None none 	<ul style="list-style-type: none"> 3 draft laws 3 laws 5 4 gov's quarterly survey data used None None 2 institutions all three 6 LGs 8% 8% 10% 	<ul style="list-style-type: none"> 3 3 10 8 Survey data used 4 instits All 12 10% 8% 20% 4 gov's 	<ul style="list-style-type: none"> 3 completed 15 12 Quarterly Census + Survey data used 6 instits All 18 12% 15% 30% 6 gov's 	<ul style="list-style-type: none"> Team International World University Service of Canada (WUSC) MoP – Jordan Palestinian National Authority Ministries in Somalia and Sudan OECD, UNDP-POGAR, Egyptian & Lebanese Parliaments, ICTDAR 	40.80	30.3	10.5	46.913	16.513	30.4	32.15	0.65	31.5
Output 4.1: COR capacity developed for integrity, inclusive governance, gender and human rights	<ul style="list-style-type: none"> 4.1.1 Number of interventions by female legislators in CoR on key issues 4.1.2 Number of times a year woman issues are on CoR agenda 4.1.3 Code of Conduct for MPs approved by Parliament 4.1.4 Content of speeches and public statements by COR members tracked and reviewed by COR peer, related to integrity, inclusive governance, gender and human rights subjects 4.1.5 At least 3 public hearings held by COR in each region on issues of integrity, inclusive governance, gender and human rights 4.1.6 Capacity building workshops for COR and political parties conducted on integrity, inclusive governance, gender and human rights 	<ul style="list-style-type: none"> 4.1.1 TBD 4.1.2 TBD 4.1.3 none 4.1.4 TBD 4.1.5 none 4.1.6 TBD 	<ul style="list-style-type: none"> 4.1.1 5 per subject 4.1.2 five 4.1.3 approved 4.1.4 2 reviews 4.1.5 one hearing/region 4.1.6 one workshop 	<ul style="list-style-type: none"> 4.1.1 8 per subject 4.1.2 eight 4.1.3 monitored 4.1.4 3 reviews 4.1.5 two hearings/region 4.1.6 one workshop 	<ul style="list-style-type: none"> 4.1.1 10 per subject 4.1.2 eight 4.1.3 monitored 4.1.4 3 reviews 4.1.5 two hearings/region 4.1.6 one workshop 	<ul style="list-style-type: none"> 3.1.2 Implementation of political/ legislative time table p.1 4.2.2 Good Governance and Anti Corruption p.1 strengthen rule of law for anti corruption 	<ul style="list-style-type: none"> UNDP-POGAR, Egyptian and Lebanese Parliaments 	UNDP: 0.65 m	UNDP: 0.65 m	0	UNDP: 1.5 m	UNDP: 1.5 m	UNDP: 2 m	UNDP: 2 m	
Output 4.2: Enhanced Iraqi capacities to plan, coordinate, implement and monitor public sector reforms and international assistance.	<ul style="list-style-type: none"> 4.2.1 Percent of ministries receive training from NCCMD for capacity assessment and development. 4.2.2 Fully functioning ICI Secretariat and related Working Groups. 4.2.3 Six MoPDC Planning Units supported at Governorate level. 4.2.4 Aid tracking system in use by MoPDC and UN aid flows fully consistent with NDS and ICI 4.2.5 Methodological capacity developed for Iraq 2009 census including quality assurance 4.2.6 At least 3 reports on major legislation prepared and sent by Ministry of COR Affairs to relevant ministries 	<ul style="list-style-type: none"> 4.2.1 TBD 4.2.2 none 4.2.3 none 4.2.4 basic 4.2.5 none 4.2.6 none 	<ul style="list-style-type: none"> 4.2.1 20 % 4.2.2 functioning 4.2.3 2 units 4.2.4 basic use 4.2.5 underway 4.2.6 1 report 	<ul style="list-style-type: none"> 4.2.1 30 % 4.2.2 functioning 4.2.3 4 units 4.2.4 basic use 4.2.5 underway 4.2.6 2 reports 	<ul style="list-style-type: none"> 4.2.1 50 % 4.2.2 functioning 4.2.3 6 units 4.2.4 fully used 4.2.5 done 4.2.6 3 reports 	<ul style="list-style-type: none"> 4.1.2. By end of 2008, capture in budget all significant revenues and expenditures, including all subsidies and donor funds. 4.2.3 Adopt and implement policies, regulations, procedures, and build institutions of public service management 4.4.1 Delivering basic services p.11,12,13,16 	<ul style="list-style-type: none"> Team International World University Service of Canada (WUSC) MoP – Jordan Palestinian National Authority Ministries in Somalia and Sudan OECD 	UNOPS: 3.9 m; IOM: 6.6m; UNFPA: 4.5m; UNDP: 4.4m	UNOPS: 3.9 m; IOM: 3.5m; UNFPA: 4.4m; UNDP: 5.5 m	IOM: 3.1 m; UNFPA: 2.75 m	UNOPS: 3.4 m; UNFPA: 0.4 m; UNDP: 2.5 m	UNOPS: 3.4 m; UNDP: 3 m	UNFPA: 0.4 m; UNDP: 6 m	UNFPA: 0.4 m	UNDP: 6 m
Output 4.3: E-governance strategy drafted and Government equipped with pilot e-governance systems.	<ul style="list-style-type: none"> 4.3.1 Draft e-governance strategy available. 4.3.2 Number of institutions with e-governance action plans. 	<ul style="list-style-type: none"> 4.3.1 none 4.3.2 none 	<ul style="list-style-type: none"> 4.3.1 draft 4.3.2 2 instituts 	<ul style="list-style-type: none"> 4.3.1 done 4.3.2 4 instituts 	<ul style="list-style-type: none"> 4.3.1 in use 4.3.2 6 instituts 	<ul style="list-style-type: none"> ICI underlines need to improve and standardize data collection and processing functions in Ministries, regions and provinces (Section 6.5). 4.1.2. By end 2009, use e-Procurement for most public sector transactions. 	ICTDAR	UNOPS / UNDP: 1 m	UNOPS / UNDP: 1 m	UNOPS / UNDP: 3 m	UNOPS / UNDP: 3 m	UNOPS / UNDP: 3 m	UNOPS / UNDP: 3 m	UNOPS / UNDP: 3 m	
Output 4.4: Strengthened regulatory and institutional framework for anti-corruption and accountability.	<ul style="list-style-type: none"> 4.4.1 UN Convention against Corruption formally ratified by Gol. 4.4.2 Number of legislations produced / amended to better fight corruption. 4.4.3 Gol framework produced on fighting corruption, delineating mandates of CPI, BSA, IGs and COR. 4.4.4 Number of corruption cases investigated and prosecuted. 4.4.5 Level of public awareness on corruption and how to fight it at citizen's level. 	<ul style="list-style-type: none"> 4.4.1 none 4.4.2 none 4.4.3 none 4.4.4 TBD 4.4.5 TBD 	<ul style="list-style-type: none"> 4.4.1 ratified 4.4.2 one 4.4.3 drafted 4.4.4 TBD 4.4.5 TBD 	<ul style="list-style-type: none"> 4.4.1 impl. started 4.4.2 one 4.4.3 finalized 4.4.4 TBD 4.4.5 TBD 	<ul style="list-style-type: none"> 4.4.1 impl supported 4.4.2 one 4.4.3 supported 4.4.4 TBD 4.4.5 TBD 	<ul style="list-style-type: none"> 3.1.1 National Dialogue and reconciliation p.8 transparency and accountability in state institutions 4.2.2 Good governance and Anti corruption (p.1 – 12) 	TBD	UNDP: 2 m; UNDP/UNODC: 2 m	UNDP: 2 m	UNDP/UNODC: 2 m	UNDP: 3.6m; UNDP/UNODC: 10 m	UNDP: 3.6m	UNDP/UNODC: 10 m	UNDP/UNODC: 10 m	UNDP/UNODC: 10 m

GOVERNANCE

Results	Indicators					Related ICI Benchmark	Role of Partners	Resources Mobilization Target (US\$,000)									
	Baseline	2008 Target	2009 Target	2010 Target	2008			2009			2010						
					Required			Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded		
Output 4.5: Improved policy-making, planning and delivery capacity of decentralized governance stakeholders.	4.5.1 Number of local governance units equipped with participatory local area development plans and decentralized database (including basic services delivery). 4.5.2 Number of local governance units which initiated e-services. 4.5.3 Total number of urban planners trained, including in data management 4.5.4 Total number of city master plans developed, including protection of cultural heritage. 4.5.5 Number of policies related to decentralization developed by Iraqi ministries 4.5.6 Three model citizen participation initiatives implemented in support of decentralized local governance 4.5.7 Regulatory framework drafted to support PPP 4.5.8 Pilot PPP assessment conducted in at least 1 governorate	4.5.1 none 4.5.2 none 4.5.3 none 4.5.4 none 4.5.5 none 4.5.6 none 4.5.7 none 4.5.8 none 4.5.9 TBD	4.5.1 two 4.5.2 1 planned 4.5.3 30 4.5.4 1 started 4.5.5 one 4.5.6 one 4.5.7 started 4.5.8 started 4.5.9 8%	4.5.1 four 4.5.2 two 4.5.3 60 4.5.4 2 4.5.5 one 4.5.6 two 4.5.7 draft done 4.5.8 one gov 4.5.9 10%	4.5.1 two 4.5.2 1 planned 4.5.3 120 4.5.4 three 4.5.5 one 4.5.6 three 4.5.7 started 4.5.8 three gov 4.5.9 12%	<ul style="list-style-type: none"> • 6.4 Improved national planning; standardize data collection and processing functions in Ministries, regions and provinces • 6.5 Improved donor coordination and implementation. • 4.1.2 Develop framework for intergovernmental fiscal relations to ensure efficiency, transparency and equity while maintaining national fiscal integrity. • 4.4.1 Delivering basic services p.9,10. • 4.4.1 Delivering basic services p.14 ,15 . 	MedCities, Municipalities (Dubai, Barcelona, Rome, Beirut, Istanbul) NGOs ILO Training Center CSOs, local authorities in targeted areas MoC	UNOPS: 5.3 m; UNESCO: 0.3 m; UNIFEM: 0.8 m; UNDP: 8.85 m; UNFPA: 25 M	UNOPS: 5.3 m; UNESCO: 0.15; UNIFEM: 0.8 m; UNDP : 8.85 m ; UNFPA: 0.25m	UNESCO: 0.15 m	UNOPS: 2.7 m; UNIFEM: 0.5 m; UNDP: 14.063 m; UN-Habitat: 2 m ; UNFPA: 25 m	UNDP: 9.063 m; UNOPS: 0.7 UNFPA: 0.25m	UNOPS: 2 m; UNIFEM: 0.5 m; UNDP: 5 m ; UN-Habitat: 2 m	UNIFEM: 0.5 m; UNOPS: 2 m; UNDP: 5 m; UN-Habitat: 3 m	UNFPA: 0.25m	UNIFEM: 0.5 m; UNOPS: 2 m; UNDP: 5 m; UN-Habitat: 3 m	UNIFEM: 0.5 m; UNOPS: 2 m; UNDP: 5 m; UN-Habitat: 3 m
TOTAL							112.76	79.73	33.03	91.413	28.613	62.8	59.25	9.25	50		
PROGRAMME MODALITY:																	

UN Assistance Strategy for Iraq - Results Matrix

ECONOMIC REFORM AND DIVERSIFICATION

NATIONAL PRIORITY OR GOAL (NDS 2007-2010 & ICI):																
<ul style="list-style-type: none"> Strengthen the foundation for economic growth (NDS) Develop public resource management and further economic reform (ICI) 																
UNCT OUTCOME (2008-2010):																
Sustainable, socially inclusive and gender-balanced economic reform and development in Iraq																
Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)								
								2008			2009			2010		
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded
2008-2009 Sector outcome 1:																
Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth	1. Number of national and local planning documents integrating MDGs adopted by Gol	0	0	3	NA	4.1.2, 4.3.2, 4.4	See detailed outputs	38.00	0.00	38.00	20.00	0.00	20.00	12.00	0.00	12.00
	2. Active labour market programme (ALMP) adopted by MoLSA and corresponding budget allocations made (2009)	No	N/A	Yes	Yes											
	3. Increased coverage and improved targeting of Social Safety Net (SSN)	850,000 families	Low income families identified in the WB LSMS	TBD	TBD											
	4. Policy framework, including measures to ensure social inclusiveness and gender-equality perspectives, adopted for SME development	No	N/A	Yes	Yes											
	5. Access of SMEs to financial and non financial services increased (Baseline will be produced through SME survey, refer to output 1.3)	TBD	TBD	TBD	TBD											
	6. Regulation for industrial/free zones adopted (2010)	No	N/A	N/A	Yes											
	7. FDI increased (baseline and target based on assessment to be produced) (Baseline and targets to be identified as part of output 1.4.)	TBD	TBD	TBD	TBD											
Output 1.1: Strengthened capacities for federal budget preparation and execution Key activities: • Review and support the coordination of current initiatives for federal economic reform and diversification • Enhanced planning and coordination capacity at provincial level in line with the law of regions and governorates not incorporated into regions by making use of existing structures at the local level. • Technical assistance provided to MoF for operating / capital budget preparation including support to MoPDC and concerned line ministries. • Monitoring and evaluation unit established in MoPDC for capital spending	1. Number of governorates assisted in setting up planning units	0	1	3	6	4.1.2 Public financial management and procurement system Planning, monitoring and evaluation frameworks	UNDP, UNOPS	6.00	0.00	6.00	4.00	0.00	4.00	2.00	0.00	2.00
2. Strategy for budget preparation in place (2009)	No	N/A	Yes	Yes												
3. Regulations for M&E Unit submitted to MoPDC (2009)	No	N/A	Yes	Yes												
4. No. and sex-disaggregation of staff trained in M&E policies and tools for capital spending	0	0?	10 person*month	20 person*month												
5. Number of projects monitored by the newly established M&E unit	0	0	2	10												
Output 1.2: National capacity strengthened for social safety nets adjustment and employment promotion policies	1. Feasibility of SSN reform assessed (2008)	No	Yes	Yes	Yes	4.4.2 Develop social safety net in order to protect the most	ILO, UNDP	10.00	0.00	10.00	4.00	0.00	4.00	0.00	0.00	0.00
	2. Strategy for adjusting SSN prepared (2008-09)	No	Yes	Yes	Yes			MoLSA								

UN Assistance Strategy for Iraq - Results Matrix

ECONOMIC REFORM AND DIVERSIFICATION

Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)										
								2008			2009			2010				
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded		
Key activities: Technical assistance provided to MOLSA for : (1) policy design (2) legislation revision (3) capacity building for evidence-based social safety nets adjustment to expand active labour market measures (equitable access and participation, on-the-job-training, wage subsidies, career counseling, vocational training) and boost employment	3. Revised legislation drafted (2009)	No	N/A	Yes	Yes	vulnerable and compensate for dislocations caused by economic and political change	National Commission for Employment Workers and Employers Organizations											
	4. Active, equality-focused labour market strategy designed (2009)	No	N/A	Yes	Yes													
	5. No. and sex-disaggregation of MoLSA staff trained for ALMPs (Central level: 2009, local level 2010)	No	N/A	Central level Yes	Local level Yes													
Output 1.3: Strengthened capacity of public authorities and other service providers for equality-based SME development Key activities: • Provide assistance for a survey of SMEs (including formal and informal sector) • Technical assistance provided to Gol High Economic Committee and other concerned ministries for legislative assessment and strategy for SME-friendly regulatory framework • Strengthen capacities of business development services and Non-Bank Financial Institutions	1. Survey of the informal and formal sector implemented (2009)	No	Yes	Yes	Yes	4.4 Build human capital necessary to sustain growth	MoF, Gol HEC, COSIT, KRSO, MoA, Chambers of Commerce and Industry, Workers and Employers Organisations, NGOs, NBFIs, Business Associations; ILO-UNIDO, UNOPS	10.00	0.00	10.00	6.00	0.00	6.00	6.00	0.00	6.00		
	2. Equality-focused SMEs policy and regulatory framework prepared (2009)	No	Yes	Yes	Yes	4.4.1.2 Reduce unemployment by one half and double labor force participation for women												
	3. Number of financial and non financial service providers supported technically and financially	3	6	12	18	4.3.2 Create an enabling environment for private investment and job creation												
Output 1.4: Private sector development strategy drafted and investment promoted Key activities: • Investment potential mapping (including sector-specific) based on local competitive advantage • Assess the context and economic potential of establishing industrial free zones at national and local levels • Support foreign investment promotion institutions both at national and local levels • Facilitate policy consideration for the development of a "knowledge economy" with strong emphasis on technical and higher skills development in the workforce	1. Investment potential map completed (2009)	No	N/A	Yes	Yes	4.4 Build human capital necessary to sustain growth	Agencies; UNIDO, ILO, UNDP, FAO	6.00	0.00	6.00	2.00	0.00	2.00	0.00	0.00	0.00		
	2. Feasibility assessment with recommendations for creation of industrial and free zones (2009)	No	N/A	Yes	Yes	4.4.1.2 Reduce unemployment by one half and double labor force participation for women	MoPDC, HEC, NCE, line ministries, Commission for free zones at MoF											
	3. Number of investment promotion institutions supported	1	1	2	2	4.3.2 Create an enabling environment for private investment and job creation	Chambers of Commerce and Industry, Workers and Employers Organisation, NGOs, NBFIs, business associations											
Output 1.5: Awareness of MDGs promoted at national and local levels Key activities: • Support to MDG based planning at the national and local levels with special emphasis on pro-poor and equal growth and MDGs 1 and 3. • MDG monitoring capacity through local intervention • HD and MDG reporting enhanced through strategic local project level capacity building initiatives	Number of MDG based planning capacity building exercises carried out at the central and governorate levels	0	1	3	6	4.4.1 Delivering basic services: working towards the Millennium Development Goals	MoPDC, local authorities UNDP, UNIFEM	6.00	0.00	6.00	4.00	0.00	4.00	4.00	0.00	4.00		

UN Assistance Strategy for Iraq - Results Matrix

ECONOMIC REFORM AND DIVERSIFICATION

Results	Indicators	Baseline	2008 Target	2009 Target	2010 Target	Related ICI Benchmark	Role of Partners	Resources Mobilization Target (\$US Million)								
								2008			2009			2010		
								Required	Funded	Unfunded	Required	Funded	Unfunded	Required	Funded	Unfunded
2008-2009 Sector outcome 3: Strengthened electricity and transportation sector plans for rapid economic growth	1. Fuel supply sector plans adopted by the GoI	0	0	2	TBD	4.5, 5.3	See detailed Outputs	12.00	0.00	12.00	16.00	0.00	16.00	4.00	0.00	4.00
	2. Civil aviation sector plans adopted by the GoI	0	0	2	TBD											
	3. Ratio of capital budget requested by MoE actually collected by MoE	TBD	TBD	TBD	TBD											
	4. Ratio of budget allocated to MoE actually executed	72%	90%?	TBD	TBD											
Output 3.1: National capacities and institutions strengthened for rapid recovery of the electricity sector Key activities: • Support for fuel supply master plan preparation • Technical support / training for contract preparation and execution • Diversification plan for alternative energy sources (renewable energy generation)	1. Sector plan submitted to line ministries (2009)	No	N/A	Yes	Yes	4.5: To develop an energy sector that meets Iraq's energy needs	UNDP	6.00	0.00	6.00	8.00	0.00	8.00	2.00	0.00	2.00
	2. Person*months of training for technical support(2009)	No	N/A	Yes	Yes	4.5: To develop an energy sector that meets Iraq's energy needs	MoE									
	3. Renewable strategy submitted to MoE (2009)	No	N/A	Yes	Yes											
Output 3.2: National capacities and institutions strengthened for development of transport infrastructure Key activities: • Rehabilitation / modernization plans for aviation / maritime infrastructure and public private partnership development for implementation	1. Civil Aviation sector plan submitted for approval to the Cabinet (2009)	No	N/A	Yes	Yes	5.3: The investment and action plan will focus on the re-construction of sectors that are key to Iraq's economic recovery [...] and will produce [...] Master Plans [...]for key sectors (energy, agriculture, infrastructure, transport, basic services) anchored in concrete, economically viable projects and programs that are prioritised on the basis of maximised economic rate of return	UNDP MoT	6.00	0.00	6.00	8.00	0.00	8.00	2.00	0.00	2.00
TOTAL								70.00	0.00	70.00	64.00	0.00	64.00	26.00	0.00	26.00
PROGRAMME MODALITY:																
1. Joint programming and resource mobilization																
2. Coupling upstream and downstream interventions																