# Annual Work Plan – 2015 (Apr-Dec)

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| **Expected Outputs** | **Planned Activities** | **Timeframe** | **Responsible Parties** | PLANNED BUDGET |
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| **Output 1: The GoI Plan for Security Sector Reform is developed and the cooperation and coordination mechanisms required for its implementation are established, in line with the measures set out in the National Security Strategy (NSS):**1.1 **Baseline:** SSR Committee established but lacking capacity1.1 **Indicators**: SSR committee has an established platform mechanism and leads SSR discussions for both government and relevant external stakeholders1.1 By Dec 2015, the SSR Committee meets regularly (2-4 weeks) and has held at least 10 consultations with government and non-government stakeholders to raise awareness of SSR and GoI efforts in this context1.2 **Baseline:** Absence of existing GoI action plan for reform of the security sector in Iraq1.2 **Indicator:** GoI SSR Plan developed by the SSR Committee through extensive internal and external consultations 1.2 A first draft of the GoI SSR Plan is developed by SSR Committee with NSC oversight and consultation1.3 **Baseline**Absence of GoI capacity to conduct baseline assessments and mapping exercises of the Iraqi security sector and its existing capacities**1.3 Indicator**SSR Committee has relevant capacity to design and conduct continuous internal assessments and mapping of the Iraq security sector1.3 SSR Committee conducts an initial assessment of the Iraqi security sector by September 2015 and is able to engage in a process of continual assessment. Results of assessment is used to inform the development of the SSR Plan1.4 **Baseline**Few or no efforts to advocate for or to inform provincial government structures of activities related to reform of the Iraqi security sector**1.4 Indicator**Close engagement with provinces to build support of GoI SSR efforts and to ensure their inputs are considered within the SSR Plan1.4 Establishment of mechanisms for the ONSA and the SSR Committee to regularly (every 4-6 weeks) consult and coordinate with governorates on SSR  | 1.1.1 On site training and capacity development of the SSR Committee by senior adviser**🡪** By June 2015, the Senior Adviser has been recruited and has conducted study session🡪 Regular working sessions for SSR Committee🡪 One Away Day implemented for SSR Committee and NSC Committee 1.2.1 Provision of senior technical advice and strategic guidance to develop SSR Plan in line with NSS🡪 Drafting sessions🡪 Inter-governmental consultations🡪IASSRTF mission 1.2.2 Facilitate a consultative process for internal and external stakeholders on SSR to deconflict and harmonise efforts🡪 Stakeholder consultations in Baghdad 1.3.1: Develop criteria, standards and methodology on conduct of comprehensive assessments of the security sector🡪 Capacity development on gap analyses and critical evaluations🡪 Training sessions on monitoring and evaluation🡪 Inter-governmental consultations🡪 Regular working sessions to develop criteria and undertake assessments1.4.1 Establish engagement mechanisms with Governorates on development of the SSR Plan and its implementation🡪 Capacity building and training on SSR for members of the Provincial Council🡪 Consultations in Baghdad🡪 Consultations in Provinces |  | *X**X**X**X* | *X**X**X**X**X* | *X**X**X**X**X* | *UNDP, ONSA* |  *Donor* | *Consultants/ Advisory Services (71405)**Workshops and Trainings (75709)**Study Tours/ Travel/DSA (71625)**Consultations (72705)**Contingency**TOTAL* | *0**0**0**0**0**0* |
| **Output 2 The democratic oversight capacity of the Security and Defence Committee is strengthened and the Committee plays a more active role in SSR related issues** **2.1 Baseline**Weak capacity of SD Committee in the fields of legislation and policy development, representation and oversight**2.1 Indicator**Capacity of SD Committee is strengthened in the fields of legislation and policy development, representation and oversight2.1 Implementation of the Action Plan for Capacity Development, with a particular focus on those activities related to financial oversight, through provision of technical support and expertise**2.2 Baseline**Little to no engagement with other national parliaments in the field of defence and security. Suitable parliamentary partners have yet to be identified**2.2 Indicator**SD Committee identifies potential parliaments with whom partnerships could be initiated in order to develop its capacity through peer-to-peer engagement and experience sharing with relevant institutions in other countries. 2.2 At least three national parliaments with whom the SD Committee could develop partnerships in 2016 have been identified and initially contacted**2.3 Baseline**Little to no engagement of SD Committee in SSR-related issues**2.3 Indicator**SD Committee provides oversight of the SSR Plan development process and its content2.3 Regular participation of SD Committee in at least 15% of total number of governmental and non-governmental consultations on the GoI SSR Plan development in 2015. The Committee conducts continuous reviews of the process and the content of the SSR Plan. | 2.2.1 On site training and capacity building sessions for the SD Committee and its permanent staff🡪 Recruitment of expert🡪 Training events on financial oversight, post-budget and pre-budget scrutiny2.2.1 Development of partnerships with parliamentarians from other countries for peer-to-peer mentoring 🡪 Establishment of partnership with other national parliament2.3.1 Facilitate consultative process for SD Committee to participate alongside other national stakeholders on the subject of the SSR Plan design and implementation🡪 SD Committee led consultations on SSR plan2.3.2 Activities aimed at enhancing the linkages and relations between the SD Committee and civil society organisations (CSOs) on matter pertaining to security sector reform🡪 Workshops and seminars on SSR for civil society and parliamentarians |  | X | XX | XXXX | UNDP, SD Committee | *Donor* | *Consultants and Advisory (71405)**Workshops and Trainings (75709)**Study Tours/Travel (71625)**Consultations (72705)**Contingency**TOTAL* | *0**0**0**0**0**0* |
| **Output 3. GoI engagement with civil society in the field of SSR is increased and CSO capacity on SSR is enhanced****3.1 Baseline**Very few if any CSOs who specialise on issues related to SSR have been identified**3.1 Indicator**Better overview of Iraqi civil society actors who could help the GoI in driving forward and advocating for the SSR agenda3.1 By the end of 2015, the ONSA has identified and approached at least 20 CSOs in at least 9 provinces with whom they could engage on the issue of SSR. At least 50% of these will be women and youth groups.**3.2 Baseline**Local CSOs have a weak understanding of SSR and GoI SSR efforts and they have little to no role in SSR**3.2 Indicator**Local CSOs have a better awareness of SSR and the GoI efforts to push through reform and their role in raising awareness on SSR across the country is strengthened**3.2** At least 15 CSOs from at least 9 different governorates, half of whom should be women and youth groups, are provided with training and education on SSR and the role of civil society in this context.**3.4 Baseline**ONSA Communications Unit not capacitated to conduct public outreach on issues pertaining to SSR**3.4 Indicator**ONSA Communications Unit is able to conduct public outreach on issues pertaining to SSR**3.5 Baseline**Al Nahrain Centre for Strategic Studies established but with weak institutional and research capacity **3.5 Indicator**ANCSS institutional and research capacity enhanced 3.5 Short-term/immediate priority interventions as outlined in the ANCSS Action Plan are implemented with support from the UNDP expert. | 3.3.1 Support to GoI in establishing consultations with CSOs working on SSR issues to identify suitable partners🡪 Series of meetings and events to engage with CSO community on SSR🡪 GoI and CSO development of roadmap for future engagement on SSR3.3.2 Capacity development of CSOs, with a particular focus on women and youth groups, working on security related issues to enhance substantive understanding of SSR and the role of civil society🡪 Training sessions for CSOs by UNDP and GoI officials on SSR🡪 Training for journalists to increase knowledge of SSR3.3.4 Training and capacity building aimed at the ONSA Communications Section to enhance outreach and public engagement on issues related to SSR efforts🡪 Establishment of periodic town hall meetings in and outside Baghdad to raise awareness of GoI SSR efforts🡪 Regular engagement with Iraqi national and local media networks on SSR efforts🡪 Public education programme developed for schools and universities on SSR3.3.5 Develop capacity of ANCSS to conduct relevant research and analysis on issues pertaining to SSR🡪 Recruitment of expert🡪 Development of strategic plan for ANCSS🡪 Capacity building for ANCSS researchers |  | X | XXX | XXXX | UNDP, ONSA, ANCSS | *Donor* | *Consultant and Advisory (71405)**Workshops and Trainings (75709)**Consultations (72705)**Contingency* | *0**0**0**0* |
| **Technical Assistance and Management Costs** |  |  | *X* | *X* | *X* |  |  | *National Project Officer (SC9 – 1 Apr-1 Jul)**(61100)**International Staff (P2 4 Apr-4 Aug and inclusive of CRG accom) (61300)**Special Adviser on SSR May – Sep (71405)* | *$15,267**$108,920**$95,633**TOTAL**$219,820* |