

United Nations Development Programme

Country: IRAQ

Project Document

Project Title: Support to Security Sector Reform in Iraq

UNDAF Outcome(s):

Priority 1: Improved governance, including the protection of human rights;

Outcome 1.3: Iraq has an improved legal and operational Rule of Law framework for administration and access to justice

Expected CP Outcome:

Outcome 2: Enhanced rule of law, protection and respect for human rights in line with international standards

Expected Outputs:

The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.

Implementing Partner: UNDP

Responsible Parties: UNDP, UNODC

Brief Description

The main objectives of this project are to support the Government of Iraq with the development of a new National Security Strategy in a post US occupation period; enable the capacity of the Office of the National Security Adviser (ONSA) in order to conduct security strategies and studies; to support the establishment of a new Security and Defence Think Tank; and to build capacity in the Parliament to enhance oversight of the Security and Defence sector in Iraq.

Iraq conducted its first Security Strategy for the period 2007-2010. Since then there have been dramatic changes in Iraq, mainly with the departure of the United States Military. The nature of national security threats is changing and hence the Government is preparing to embark upon a new Security Strategy.

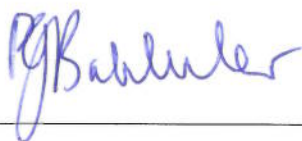
UNDP will support the ONSA in designing appropriate assessments, conducting consultations with academics and civil society as well as designing a strategy that adheres to best practises and human rights principles.

The programme will be implemented over a 2 year period and will be funded by contributions from the Government of Iraq; the UK Government and UNDP Core Resources.

Programme Period:	2013-2014	Total allocated resources:	1.388.832
Key Result Area (Strategic Plan):	Strengthening accountable and responsive governing institutions	• FCO	USD 1.088.832
Atlas Award ID:	00067618	• UNDP	USD 300.000
Start date:	01/02/2013	• GOI	TBC (for budget in 2014)
End Date	31/12/2014		
I PAC Meeting Date	21/01/2013		

Agreed by the GOI:

Agreed by UNDP:



I. SITUATION ANALYSIS

Background

When the United States occupied Iraq one of their first actions was to dismantle the Iraqi Security forces and to implement a de-Ba'athification policy which excluded members of the Ba'ath party from top military and security positions. This inevitably entailed a brain drain in the security forces and led to a security vacuum across the country which will take several years to partially fill. When re-building the Iraqi Police and Military, the US government spent billions of US Dollars training and re-equipping the forces. However, the new architecture and the new missions, roles and responsibilities of the security forces remain a work in progress and several important gaps remain that need urgent attention. Fighting internal terrorism was at the heart of the overall US approach, while critical activities such as configuring the ISF to defend Iraq against external threats, community based policing and arms control received scant attention.

With the withdrawal of the US Military in December 2011, Iraq regained its sovereignty and the GoI is now claiming that it is fully in charge of its own security institutions. Iraq, under US occupation, produced a National Security Strategy which expired in 2010. Consequently, the newly established National Security Council now has the opportunity and responsibility to develop and write a new post-American Security Strategy based on Iraqi perceptions, Iraqi priorities and realities. The strategy will be a challenging endeavour due to a) the departure of the US forces and a short-term reduction in resources, in particular intelligence, b) on-going political competition with top ministerial positions in the security ministries unfilled, c) lack of skills and expertise in security sector formulation, d) ongoing terror attacks which are draining on the security forces preventing them from much needed reform, e) a lack of clarity in the missions, roles and responsibilities of the existing security sector, f) no agreed logic to the existing command and control architecture of the existing security forces, g) no clear direction in the transition to police primacy for the provision of internal security and h) a culture of suspicion with political interference in the security and intelligence services.

The Iraqi Government is currently forced to simultaneously address multiple challenges that range from **insurgency, terrorism, corruption, organised crime, foreign influences in domestic affairs, extremisms** as well as **environmental challenges** in the longer term. The range of these challenges makes it imperative that the Government conducts a comprehensive threat and risk assessment and maintains a continuous process of analysis and review of the threats and risks. A primary task of Government is continuously to review the strategic environment in order to identify, pre-empt and mitigate current and future threats to national interests.

In the security sector the military has, up until now, had the security lead in all major urban centres manning checkpoints to provide security in search of insurgents and terrorists. In the last two years major progress has been made with the number of security incidents dropping significantly and with the month of March in 2012 seeing the lowest number of incidents since the occupation in 2003. In spite of this progress, the situation remains politically fragile and the Government has indicated that it wishes to embark on a process of demilitarization and a transition to police primacy. Consequently, the Police Forces are slowly taking over security duties in the cities while the Military is returning to its more conventional role of national security and guarding the borders. This transition is being gradually implemented with military forces slowly being phased out as the security situation improves.

In an environment where the response to insecurity and violence is primarily of a repressive nature (as opposed to also preventive) a gap between the security forces and citizens often becomes inevitable. This lack of community policing will inevitably have a negative impact on the confidence of the ordinary people in the Police and the rule of law. Women, and other vulnerable groups are particularly affected by this situation. Unfortunately when rule of law does not prevail and the police have yet to be fully reformed and professionalised, an ethos of corruption and impunity flourishes which can compound the lack of security and the trust of the people in the Iraqi Criminal Justice System.

The security forces are currently saturated, which has prevented the Government from absorbing more militia members into the formal military units. The number of former military personnel that were formed into militias and paid to fight the Global War on Terror (GWOT) by the US Administration and latterly the Government is significant and well over 100,000. These militias belonged in most cases to forces such as the Sons of Iraq or men associated with different local tribes to enforce security in their areas. The

Government has now indicated that these militias are to be dismantled and that payments to non-statutory forces will cease.

A security vacuum inevitably gives room to organised crime. Since most of the security forces in Iraq have been deployed to fight terrorism the capacity to fight crime is low and intelligence gathering is limited, which is dangerous in a world where crime is highly organised and technologically advanced. The Government will need to realign its strategy and approach to security to fight organised crime more effectively and to prevent criminal gangs from seizing influence that can have seriously negative influences on security in Iraq.

Foreign influences in domestic affairs in Iraq have posed significant political challenges to Iraqi sovereignty, be it from the US or from neighbouring countries. The Iraqi Government is trying to reassert its sovereignty by limiting foreign influences that can pose a threat to national security whether of a political or economic nature. Foreign influences are currently considered to be destabilising and potentially skewing the political life in Iraq. To tackle external influences the Government needs to clearly identify the challenges and dangers and have appropriate strategies in place that reinforce Iraqi sovereignty without resorting to protectionism.

Environmental challenges in Iraq are something the country will have to grapple with in the coming decades. This will require the development of a national Disaster Risk Reduction (DRR) strategy. The most serious challenge is water. On one hand there is the dependence on neighbours allowing water to flow into Iraq but on the other is the lack of effective water management and irrigation. Collapse in irrigation has led to erosion which causes frequent sandstorms that in turn ruin crops. Effective water management and managing the environment will most likely be the biggest challenges for Iraq in the long term.

Office of the National Security Advisor (ONSA)

The ONSA, established through CPA order 68, has 35 staff under its domain and is divided into 3 divisions namely the Strategic Planning Unit, the Strategic Analysis Intelligence Unit and the Clearance office which does vetting of security personnel. The National Security Advisor (NSA) heads the NSC under the overall leadership of the PM. The role of the NSA includes security policy development and the coordination of key actors from all the security entities. The deputy security advisor heads the 3 divisions. In addition to the 3 divisions there are 5 key security advisors who provide specialist support directly to the NSA and the divisions on key strategic issues. The ONSA analyses and advises the Prime Minister on matters relating to security, which usually translates into Policy. ONSA has been responsible for a large number of studies and reports, and issues regular situational updates countrywide. Considering that the ONSA has only been operating for 6 years their overall capacity to produce reports is positive. The capacity of ONSA to collect, collate information is high however its ability to analyse and translate that information into policy requires further improvement. This deficiency largely relates to a lack of internal systems and policies and the absence of standard operational procedures to ensure proper implementation. The development of the appropriate systems, policies and procedures will greatly facilitate the conduct of a national security review and the development of a new national security strategy. There is however now a new commitment to build the necessary internal capacity and start preparations for a new security review. In furtherance of this goal, the Government has formally requested that UNDP in collaboration with the United Kingdom Foreign Commonwealth Office (FCO) to provide the support necessary to build the required capacity and to advise in the conduct of the national security review. This assistance and advice will be based upon best practices developed by UNDP elsewhere and information and lessons learned in relation to security sector reform and security strategies in other countries coming out of conflict.

External Support to Enhancing Iraqi Research and Analytical Capacity

There are a number of levels at which the capacity that the Government requires to be built in the ONSA can be delivered. At the highest level, the provision of advice and the assistance to build the internal capacity of the ONSA to conduct strategic research and analysis and to develop the necessary systems, policies and procedures can largely be delivered by a single senior advisor. A single advisor and point of contact can facilitate continuity and build relationships. In addition, however that advisor should have the resources available to call back for specialist advice and support to other UNDP agencies and appropriate policy institutes when necessary.

At a secondary level, building the capacity in the ONSA and the provision of support to the ONSA in the conduct of major research projects can be reinforced by building relationships with non-government Iraqi policy institutes, academic institutes and universities. Such relationships and the sharing of knowledge could prove mutually beneficial in terms of capacity building and academic support to both the ONSA and those institutes. A secondary purpose of this program could therefore support this mutually beneficial capacity building relationship by facilitating and supporting relationships between Iraqi security policy institutes (think-tanks) and universities and international partners of a similar nature. Both the University of Bath and Chatham House (Royal Institute for International Affairs) in the UK have existing relationships with the ONSA and have expressed a wish to develop these relationships further.

At a tertiary level, establishing and facilitating strategic international partnerships between Iraqi Universities and international partners (University of Bath and others) could improve university based policy research and the delivery of in-depth applied research papers. This capacity could be reinforced in the longer-term by the establishment of joint Iraqi and international post-graduate degree courses in conflict, development and security studies. External funding would be required for such a project but funding such a project could prove attractive to international sponsors from the industrial sector.

Parliamentary Standing Committee on Security and Defence

Oversight of the Security Sector remains challenging. This is partly due to a lack of resources and expertise in the Parliament whereby the Research Directorate has limited resources but also due to limited information being provided by relevant security ministries to Parliament. Parliament, i.e. the Standing Committee for Security and Defence, has the right to call upon any Minister or Government official to provide information to the Parliament. This is currently not being exercised. Parliamentary inquiries remain limited and public hearings are in their infant stages. Therefore there is a lack of checks and balances over the security sector, in particular in relation to expenditure.

II. UNDP's past and current support to the Iraqi Security Sector

UNDP has a global mandate to support governments in the area of good governance and Security Sector Reform (SSR), and has the widest experience of any UN agency in producing policy advice and support to governments on security and defence matters. This expertise is predicated on experience in many countries facing post conflict situations, as is the case in Iraq. Specific advice and support provided by UNDP to the Government of Iraq (GOI) has involved such areas as Small Arms and Light Weapons (SALW), 'mine-action', disaster relief planning, gender awareness, the alleviation of domestic violence, reconciliation, the Disarmament, Demobilisation and Reintegration (DDR) of militias, and more recently, a wide ranging program of support to capacity building in the Council of Representatives (Parliament).

In the course of these programs, the UNDP has developed an excellent working relationship with the Office of the National Security Advisor and consequently has been asked by the National Security Advisor's team to consider the provision of capacity building support to his office in the conduct of a comprehensive National Security Review (NSR) and the provision of advice in the formulation of a new Iraqi National Security Strategy which is likely to be shaped by new visions.

In furtherance of that goal, UNDP Implemented between June and December 2012 a Project Initiation Plan, aimed primarily at kick starting the development of the national security strategy and at providing high level technical advice and strategic guidance to the ONSA. This was successfully achieved through the following:

- UNDP and the ONSA organized a ***workshop in Istanbul on National Security Strategies*** between 4 and 7 July 2012. The workshop came as a follow up from an earlier workshop conducted in London and Bath in March 2012, done in collaboration with the Foreign Commonwealth Office. The objective of the Istanbul workshop was to provide staff members of the ONSA and a representative from the Parliamentary Standing Committee for Defence and Security some insights into different models of national security strategies. This workshop also provided an opportunity for members of the Iraqi delegation to examine the various security challenges faced in Iraq and offered room for discussions with experts from other countries on how potentially Iraq can tackle these challenges in a comprehensive and inclusive new national security strategy that promotes an effective oversight role for Parliament and civil society.

- **Deployment of a Senior Security Sector Reform Adviser to the ONSA** (July - December). This consultant worked closely within the ONSA to support the production of a series of notes and guidance and to assist in the preparation and conduct of a series of workshop to lay the foundations for the development of the national security strategy .
- **Study tour in France for a number of Members of the Iraqi Council of Representatives.**

During the period 25-30 November 2012, a delegation composed of 5 Iraqi MPs as well as two senior staff from the COR participated to a study tour in France organized jointly between UNDP and the French National Assembly. This visit enabled the Iraqi delegation to learn about the tools and mechanisms in place in the French political system to enable parliamentary oversight of the security sector by the French Parliament.

These activities, which culminated in a national workshop held in Baghdad on 4 and 5 December, proved to be very successful in developing further the trust and relationship between UNDP and the ONSA and also in evidencing the commitment of the Gol towards the development of a national security strategy.

GOI has the intention to conduct a broad security review in preparations for the new security strategy that would set security firmly within a development context with a focus on good governance, parliamentary oversight, a determination of missions and roles across the entire security sector including the rule of law and justice sectors. The conduct of the review would be predicated upon the logic of a comprehensive national threat and risk analysis that would be based against development goals, human rights and consequently would weigh response options within the national fiscal round, ensuring that the security sector should be 'right-sized' to the requirement.

III. Programme Strategy

The main objectives of this project are to support the Government of Iraq with the development of a new National Security Strategy in a post US occupation period, including through the conduct of studies and surveys; to build the capacity of the ONSA to conduct security studies; to support the establishment of a new security and defence 'think tank'; and to build capacity in the Parliament to enhance oversight of security and defence. By focusing on both the executive and the legislative the project ensures that capacity building takes place on both sides to encourage a more inclusive security sector reform with effective oversight, not least financial, by Parliament.

The project has one main output under which, UNDP Iraq will, with support from UNDP HQ, more specifically the Bureau for Crisis Prevention and Recovery (BCPR) and the UK FCO, identify top experts to conduct training and workshops that will progressively build the capacity of the ONSA for conducting assessments and reviews in preparation for the formulation of security policies. The project will be implemented with the framework of UNDP's strategy to enhance the Rule of Law in Iraq. As such, the project will be implemented in close coordination with other relevant projects undertaken by UNDP with relevance for the security sector. These projects include: Support to Small Arms and Light Weapons and Community Development, Safety and Social Cohesion, Family Security and Justice Support.

The project has one output and 3 identified activities but allows for flexibility as the priorities in the ONSA are yet to be identified and hence UNDP/UK FCO/Gol will have to adapt to the Iraqi needs in terms of what type of expertise will be required.

The key output of the project is: ***The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.*** To achieve that output, three key activities have been identified under this project which will span over a 2 year period:

Key activity 1: National security strategy developed through a participatory approach

To achieve this activity, the following results will be expected:

1. National Security Sector Review Process Developed

While extensive consultation has already taken place with both members and staff of the ONSA further work is needed at the inception phase to agree on the scope and nature of UNDP/international technical support for to the ONSA and a security sector review process. UNDP will deploy an advisor who will support the ONSA throughout the formulation of the new strategy. This advisor will guide the Iraqi team throughout the entire process but commence by identifying which assessments and consultations are necessary to feed into the a new Security Policy.

Several workshops will be conducted with the ONSA working group to identify which assessments and reviews are necessary and how to go about designing these and how to best implement them. The workshops will call upon international advisors and specifically address national awareness, outreach and communications strategy reviews.

It is also important to conduct reviews of the national security legislation and which obligations Iraq has signed and how to link these with the national security policy development. For this, it is essential to conduct consultations with both Government entities, the legislative and finally with civil society and academia, including women's groups.

The objective is to end up with agreement and endorsement of a series of assessments and review, design them and plan their implementation. These multiple assessments and reviews will lay the foundations for the future strategy. It is anticipated that this will take up to one year.

As part of this, a nationwide victimization survey will be conducted jointly between the Iraqi Central Statistic Office (CSO), the ONSA and UN Agencies. The purpose of the survey will be to better understand the perceptions of Iraqi people on issues related to violence, crime and access to criminal justice. At all stages of the design and conduct of the survey, specific attention will be given to the situation of women as victims of crimes and violence and their ability to have their rights duly enforced. As such, all data will be gender disaggregated and specific analysis will be made for women and other vulnerable groups.

This survey will be a very important tool to inform the development of the national strategy and to ensure that this latter is based on people perception of violence and insecurity. UNDP will take the lead in the conduct of this survey, in close coordination with the UN Information and Analysis Unit (IAU) and UNODC.

While the project under consideration will not support the implementation of the strategy, UNDP to ensure that relevant tools and methodologies are developed and in place for the GoI to effectively monitor the strategy. These may consist in a result oriented action plan and/or M&E framework.

2. Comprehensive National Threat Assessment Process developed and conducted to inform a new National Security Policy

Conducting a Threat and Risk Assessment is critical and is usually large in scope. The Joint Planning Centre has identified important national security threats, some of which are based on the old strategy but a threat and risk assessment will inform the strategy on the magnitude of these perceived threats. It is essential before embarking on such an assessment to agree on the breadth of the actual assessment and to ensure that the process is inclusive. UNDP will support the ONSA in identifying a process to calculate and prioritise threats and risks at the national level. For this purpose several consultations and workshops will have to be conducted to build capacity and help design the assessment.

The workshops and the training sessions will thus support the ONSA in designing a consultative program. UNDP will also provide support in analysing the outcomes of the national threat assessment to feed into the National Security Strategy as well as support the development of a national risk register and the continuous review of threats and risks.

3. Finalisation of National Security Strategy

Once the proper assessments and reviews have been conducted it is empirical to conduct a series of consultations to translate the findings into policy. This is where also any necessary amendments to national security legislation should be identified.

In anticipation for the writing up of the strategy however there will be an introduction to the ONSA working group on best practises of security policies. The project plans for 2 study tour and a series of workshops (to be identified with the ONSA and the FCO).

UNDP will support and provide regular mentoring to the ONSA and the newly established research centre to write the new security policy. A series of trainers and experts will be deployed to Baghdad for each identified area. The areas will be identified at the inception phase and after some preliminary quick assessments.

UNDP will support with the drafting and the finalisation of security strategy paper in addition to conducting a review of the paper after its adoption. Since the adoption of a new strategy rests on political stability UNDP will have to ensure that its approach is flexible to suit the needs of the ONSA. The responsibility for the implementation and oversight of the national strategy will rest with the ONSA.

Key activity2: Parliamentary and civilian oversight of the security sector strengthened concurrently and in direct support of the production of the National Security Review

UNDP is already active in the Iraqi Parliament providing support to both the Administration and the different committees. It is therefore natural to engage with the Standing Committee on Security and Defence to build the capacity of the committee to conduct effective over-sight and ensure democratic accountability of the security services in a manner that enhances national security and democratic support for the security services.

It is therefore important to involve the committee in some of the consultations in the anticipation of the new strategy and one might argue that it would also be beneficial to conduct consultations in the parliament with parliamentary blocks and minority representatives that can feed into the new strategy. During the consultation phase before Iraq's first National Security Strategy (2007-2010) the Iraqi Parliament was consulted but it remains unsure as to how extensive theses consultations were. It is important to build unity around a new strategy which will have positive effects on reconciliation.

It is anticipated that support to Parliament will be threefold: 1) i.e. a series of workshops and trainings on Security Sector Reform, 2) capacity development of both staff in the Research and Legal Directorates and MPs and 3) support to public outreach in the context of security sector reform and the development of a new security strategy. Various entities have a strong legacy of supporting parliaments when it comes to the security sector such as the institute for Democratic Control of Armed Forces (DCAF) who are also used to working with committees responsible for security and defence. The UK FCO and other entities will also be in a prime position to support UNDP in bringing in experts to interact with the Committee and Parliament as a whole.

Key activity3: Research and analytical capacities of the ONSA to inform policy development are enhanced and the Nahrain Centre for Strategic Studies (NCSS) fully established as the Gol 'think tank'

The Al Nahrain Center for Strategic Studies (NCSS) has been recently established under the auspices of the office of the National Security Advisor. This center is responsible for conducting research and engages in advocacy in areas relating to security and defence. More specifically, this research body will provide advice on public policy relating to security and defence and its members will include public officials, academics and civil society representation. This type of entity is new within the Iraqi Government and the project thus anticipates that experts from foreign Think Tanks and research centres will lend support and give guidance to this new entity so that it can become a functional institute that serves the Government and the ONSA in formulating National Security Policies.

It is anticipated that a combination of circa 8-10 workshops and regular consultations will take place over a period of 2 years. These workshops will be aimed at building the research and analysis capacity of

members and to encourage it to engage and include non-government actors and universities in regular consultations. While the support provided will focus very much on developing the capacities of the NCCS in the context of the security strategy, UNDP will also look at ways and means to support the institutional development of the center through the exchanges which will be conducted and the partnership which will be established. UNDP in collaboration with the UK FCO will also ensure that the new research centre is linked up with similar entities that can provide additional support such as Academic Experts and foreign and regional Think Tanks (such as Chatham House). It is also anticipated that members of the centre/institute will undergo at least 2 study tours to familiarize themselves with the workings of similar research centres in other countries involved in security policy work. These tours are yet to be decided with ONSA and further defined to match the real needs.

Partnership

The project will be implemented in close partnership with a relevant institutions and partners working in the area of security / security sector reform. These include, relevant bilateral partners (inc. the UK, US and French embassies), the United Nations Agencies and programmes (incl. the International Organization for Migration which as recently initiated a community policing programme), as well as local partners such as universities, think tanks, etc.

Gender analysis and strategy

Experience demonstrates that there are many different ways to integrate a gender perspective into SSR processes. These include:

- Developing gender responsive security laws and policies:

It is crucial, to address diverse security and justice needs, that laws and policies relating to security and justice are gender responsive and include the relevant international instruments in that matter. This demonstrates also a commitment and a political will to gender equality at the top-level of decisions-making. These policies and laws relating to security and justice should ensure both men and women equal access and participation in the different stages of a SSR process, such as developing, implementing and evaluating policy and/or law. They must also guarantee that their benefits, advantages and gains are equally accessible to both men and women.

- Supporting equality in recruitment, retention and advancement:

Security system institutions, from the policy making level to personnel working on the ground, have to be representative of the population they seek to serve, in order to enhance their legitimacy and efficiency in the eyes of the public.

- Promoting respect for human rights / combating Gender Based Violence and sexual misconducts

Addressing to gender based and human rights violations is crucial in order to ensure the operational effectiveness of security sector personnel and its legitimacy in the eye of the public.

In fact, sexual misconducts within the security personnel – especially where the overwhelming majority of the personnel is male –, undermines an institution through a loss of productivity, lowered morale, absence from work, increased staff turnover and prevent women from integrating security agencies.

Also, security personnel in the police, penitentiary and army sectors, if not trained and aware on human rights respect and violations in general, are consequently not able to respond adequately and efficiently to such violations. It creates thus a lack of trust, legitimacy and efficiency of those institutions for the populations they seek to serve.

- Strengthening collaboration with women's organizations:

Women's civil society organizations (CSOs) can serve as a crucial bridge between local communities and security policymakers, strengthening local ownership through communicating security and justice needs to policymakers and raising awareness of SSR in local communities.

Based on this analysis, the project manager will ensure that the three outputs of the projects are implemented in a gender sensitive manner. This will be achieved by 1) ensuring that all the activities undertaken in the context of this project takes into consideration the specific needs of women and other vulnerable groups and 2) by ensuring that the project promotes women participation in all its activities.

1. Specific needs of women and other vulnerable groups

It is critical that the national security strategy which will be developed recognizes that women and other vulnerable groups are affected differently by issues of violence and insecurity, as recalled explicitly by UN SC resolution 1325. In order to ensure that gender issues are reflected in the national strategy, the following will be done:

- All studies which will be conducted to inform the development of the strategy will need to consider the specific needs of women and other vulnerable groups. Also, any survey which will be undertaken will have gender disaggregated data in order to understand the specific needs of women and other groups and to respond accordingly.
- During the consultation phase, women groups will be consulted and their views and opinions will be reflected in the various reports which will be produced. This is reflected in the indicators of the project.
- The national strategy will include a specific chapter on gender, in addition to mainstreaming gender into all the various chapters, where applicable.

The consultant who will be deployed will be specifically tasked to follow up on this issue and one of his contract deliverable will be specifically dedicated to gender issues. The project manager, alongside with the office gender specialists will monitor the whole process.

2. Women participation and empowerment

As men are highly over-represented within SSR processes and security institutions, and as it is often perceived to be the domain of 'experts' in the security arena and is sufficiently technical to discourage non military individuals and groups from entering the debate, concrete actions will be taken during the project implementation to enhance the participation and advancement of women, and to ensure the participation of CSOs, including women's organizations. In order to achieve that, Iraqi authorities will be for instance requested to nominate women in the various activities which will be conducted (incl. Study tours, workshops, etc.). Beyond participation of women, the project manager will ensure that the voice of the female participants is heard and that their comments / views / opinions are reflected in the various documents which will be produced.

The note on gender sensitivity in a SSR process which has been developed in the framework of this project will provide guidance for the implementation of the project throughout its various stages. In particular, adherence to the principles and mechanisms contained in the following matrix will be monitored on a continuous basis

Gender responsive Mechanisms	
Objectives	<p>Do the objectives include:</p> <ul style="list-style-type: none"> - The improved delivery of security and justice services to men, women, girls and boys? - More representative and participative security sector institutions? - Increased accountability and reduced human rights violations?
Activities	<ul style="list-style-type: none"> - Are initiatives designed to address the particular security needs of women and girls, as well as marginalized men and boys? - Are there activities to increase the participation of women and other under-represented groups in security sector institutions? - What activities address human rights violations by security sector personnel? Are those activities pointing at all the different levels, from prevention and awareness raising with trainings, to formal procedures to resolve complaints and sanctions?
Outputs	<ul style="list-style-type: none"> - Are specific outputs directed towards women, men, girls and boys? - Are there outputs that focus on preventing, responding and prosecuting GBV and increasing

	the recruitment, retention and advancement of women within security and justice institutions?
Indicators	<ul style="list-style-type: none"> - Are there specific indicators to monitor gender-related objectives and the impact of gender activities? - Is data collection sex-disaggregated?
Budget	<ul style="list-style-type: none"> - Are specific funds earmarked for gender objectives, activities and outputs? - Are personnel and officials stakeholders involved in budget process aware and trained on technical methods to plan and implement a gender sensitive SSR budget?
Partners / beneficiaries	<ul style="list-style-type: none"> - Are women, girls, handicapped, minorities, elderly, youth and marginalized people clearly identified as beneficiaries? - Are women's and men's organizations working on gender issues, included as potential partners? - Do identified partners have the commitment and capacity to work in a gender-responsive manner? Are responsibilities and expectations regarding gender clearly spelled out in programme documents, agreements and contracts?

The project will also look at building linkages and synergies between the ONSA / Al Narhain Center with relevant institutions / organizations having dedicated expertise and / or particular interest on the issue of gender and security. These may include for instance the Iraqi Center of Excellence on Gender that UNDP is supporting and Iraqi NGOs which are part of the 1325 CSOs network.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 2: Enhanced rule of law, protection and respect for human rights in line with international standards

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

Review of security sector conducted and presented to the GOI (2010: no; 2014: yes)

Applicable Key Result Area: Democratic Governance

Partnership Strategy

Project title and ID (ATLAS Award ID):00067618

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2013-2014	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1:</p> <p><i>The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.</i></p> <p><i>Indicators:</i></p> <p>1. A National Security Strategy is developed through a participatory approach</p> <p><i>Baseline:</i></p> <p>Outdated national security strategy (2007-2010)</p> <p><i>Target:</i></p> <p>By 31/12/2013 the National Security Strategy is drafted</p> <p>2. Number of consultations held between the</p>	<p>1. Framework for technical assistance and joint work-plan developed and agreed between UNDP and the GOI/ONSA (2013)</p> <p>2. National Security Sector Review Process developed and Agreed (2013)</p> <p>3. National Threat Assessment developed to inform a new National Security Policy (2013)</p> <p>4. Victimization survey conducted and launched (2013)</p> <p>5. National Security Strategy produced that adheres to best practices and HR principles.(2013)</p>	<p><u>Key activity 1:</u></p> <p><u>Development of a National security strategy through a participatory approach.</u></p> <p>Series of consultations / meetings with various stakeholders in Iraq</p> <p>Support to the realization of studies and public surveys to inform the strategy development process</p> <p>Provision of high level expertise on specific issues through the recruitment of dedicated expertise</p> <p>Provision of technical support and strategic guidance on the conduct of the strategy through the deployment of a senior SSR consultant</p>	<p>UNDP UNODC</p>	<p>Technical expertise Realization of studies / surveys Meetings/workshops</p> <p>TOTAL: \$410.000 (UK: 210.000 UNDP: 200.000)</p>

<p>ONSA and the D&S committee members during the national security strategy development process and number of public hearings held by the D&S committee</p> <p><u>Baseline:</u> The CoR is rarely consulted on issues related to SSR.</p> <p><u>Target:</u> By 01/07/2013, a minimum of 3 consultations have been held and by 31/12/2013 at least three additional public hearings have been held on security related issues</p>	<p>6. Support to CoR Security and Defence Committee to build their capacity to conduct effective over-sight and ensure democratic accountability of the security services in a manner that enhances national security and democratic support for the security services. (2014)</p>	<p>Key activity 2: Strengthen Parliamentary and civilian oversight in direct support of the production of the National Security Review</p> <p>Provision of high level technical expertise and establishment of a mentoring programme to support the D&S Committee of the CoR (institutional contract with international NGO)</p> <p>Exchange of experience with relevant National Parliaments</p> <p>On site trainings / capacity development sessions for members of the D&S committee</p>	<p>UNDP</p>	<p>Technical Expertise Travel Meetings/ workshops</p> <p>TOTAL: \$268.000 (UK: 168.000 UNDP: 100.000)</p>
<p>3. Number of researches and studies conducted</p> <p><u>Baseline:</u> To be defined</p> <p><u>Target:</u> By 30/09/2014, a minimum of 10 research papers/studies have been produced by the ONSA</p>	<p>7. Think Tank Established under the ONSA with capacity to support the formation of the new Security Policy (2013)</p> <p>8. Communication and knowledge transfer networks established with non-government security policy institutes and university research centres (2014)</p> <p>9. Enhanced capacity in non-government security policy institutes and research centres at universities to support government security research requirements (2014)</p>	<p>Key activity 3: Enhance the research and analytical capacities of the ONSA to inform policy development and support the Nahrain Centre for Strategic Studies (NCSS) to become the GoI 'think tank' on security issues.</p> <p>Provision of high level technical expertise and establishment of a mentoring programme to support the ONSA through the exchange of experience with relevant Think Tank and policy research centers.</p> <p>On site trainings / capacity development sessions for members of the Office of the NSA</p> <p>Provision of technical support and strategic guidance through the deployment of a senior SSR consultant</p>	<p>UNDP</p>	<p>Technical expertise Travel</p> <p>TOTAL: \$335.000 (UK: 335.000 UNDP: 0)</p>

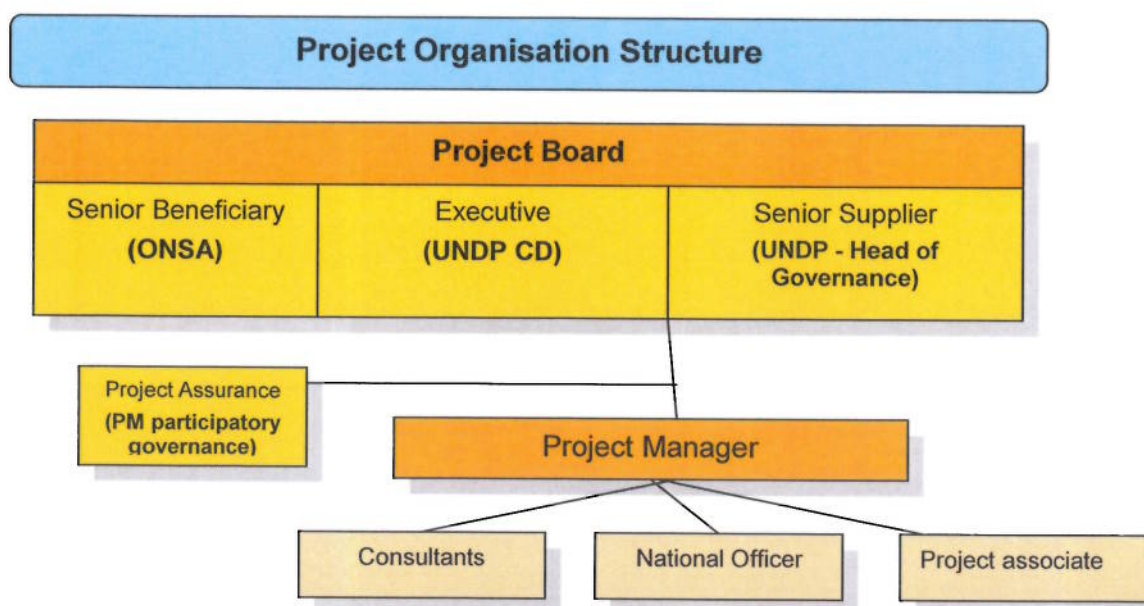
<p>1. Number of consultations held between the ONSA and the D&S committee members during the national security strategy development process and number of public hearings held by the D&S committee</p> <p><i>Baseline:</i> The CoR is rarely consulted on issues related to SSR.</p> <p><i>Target:</i> By 01/07/2013, a minimum of 3 consultations have been held and by 31/12/2013 at least three additional public hearings have been held on security related issues</p>	<p>Key Activity 2: Key activity 2: Strengthen Parliamentary and civilian oversight in direct support of the production of the National Security Review</p>										
	X	X	X	X	X	X	X	UNDP	UK	NGO - Contract	50,000
									UNDP		50,000
									UK	Workshop & travel (71600)	45,000
<p>Indicators</p> <p>1. Number of researches and studies conducted</p> <p><i>Baseline:</i> To be defined</p> <p><i>Target:</i> By 30/09/2014, a minimum of 10 research papers/studies have been produced by the ONSA</p>	<p>Key Activity 3: Enhance the research and analytical capacities of the ONSA to inform policy development and support the Nahrain Centre for Strategic Studies (NCSS) to become the GoI 'think tank' on security issues</p>										
	X	X	X	X	X	X	X	ONSA / UNDP	UK	Workshop & Travel (71600)	50,000
	X	X	X	X	X	X	X	ONSA / UNDP	UK	NGO Service contract - See activity 1 above	
	X	X	X	X	X	X	X	UNDP	UK	Consultancy (71200 - international)	100,000

TOTAL ACTIVITY 1 - 3										688,019	
Key Activity 4: Management											
										Service Contract (71400)	39,000
											45,000
										73100	20,000
										UK	15,000
TOTAL MANAGEMENT										119,000	
TOTAL MANAGEMENT + ACTIVITY 1-3										807,019	
											8,070
											24,518
											16,140
											42,374
TOTAL YEAR 1										898,031	

Year: 2014

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions				Timeframe				RESPONSIBLE PARTY	PLANNED BUDGET		
	Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount					
<p>Output 1:</p> <p><u>The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.</u></p> <p>Indicators:</p> <p>1. <u>Number of consultations held between the ONSA and the D&S committee members during the national security strategy development process and number of public hearings held by the D&S committee</u></p> <p>Baseline:</p> <p>The CoR is rarely consulted on issues related to SSR.</p> <p>Target:</p> <p>By 01/07/2013, a minimum of 3 consultations have been held and by 31/12/2013 at least three additional public hearings have been held on security related issues</p> <p>2. Number of researches and studies conducted</p> <p>Baseline:</p> <p>To be defined</p> <p>Target:</p> <p>By 30/09/2014, a minimum of 10 research papers/studies have been produced by the ONSA</p>												
		X							UNDP	UK		55,000
		X							CoR / UNDP	UK	Workshop & travel (71600)	32,000
									CoR / UNDP	UNDP		50,000
									CoR / UNDP	UK	See activity 1	

<p>Key Activity 3: <u>Enhance the research and analytical capacities of the ONSA to inform policy development and support the Nahrain Centre for Strategic Studies (NCSS) to become the GoI 'think tank' on security issues</u></p>	X	X	X	X	X	X	X	ONSA / UNDP	UK	Workshop & Travel (71600)	75,000
	X	X	X	X	X	X	X	ONSA / UNDP	UK	See activity 1 above	
	X	X	X	X	X	X	X	UNDP	UK	Consultancy (71200 international)	110,000
	TOTAL ACTIVITY 1 - 3										
<p>Key Activity 4: <u>Management</u></p>											
	TOTAL ACTIVITY 1 - 3										



The project will be executed by UNDP using a Direct Implementation modality under the overall coordination of the Project Board which will consist of representatives from the ONSA, UK FCO and UNDP. The management and implementation structure for the programme will consist of the (a) Project Board (b) a Programme Management Unit under the Project Manager in addition to external and internal experts, including the CPR and Gender Advisors.

The role and the responsibilities of each entity in the organization structure are as follows:

1. Project Board

The PB will include senior representatives from UNDP and of the relevant Governorate authorities. It will be chaired by UNDP Country Director, who also functions as the Senior Executive of the PB, and will meet regularly and have a decision-making role. The Project Board will specifically be responsible for the following

- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Address project issues as raised by the Project Manager
- Provide guidance and agree on possible countermeasures/management actions to address specific risks
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner
- Review each completed project stage and approve progress to the next

- Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes through revisions

At the end of the project

- Assure that all Project deliverables have been produced satisfactorily
- Review and approve the Final project report , including lessons learnt
- Make recommendations for follow on actions to be submitted to the Outcome Board
- Commission project evaluation, if recommended by the PB
- Notify operational completion of the project to the Outcome Board
 - Ensure full implementation of the project
 - Provide strategic orientations and recommendations to the project manager and implementers.

❖ **The Executive**

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

❖ **The Senior Beneficiary**

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

❖ **Senior Supplier**

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

2. Project Team

❖ **Project Manager**

The PM will be responsible for the day to day implementation of the project. The PM also resides over any consultants or advisors that are hired to do capacity support. The Gender Advisor and the CPR Advisor will provide support in facilitating for the implementation of the programme and identify entry points. The PM is responsible for: Preparing the annual work plan

- Ensuring the implementation of the activities of the project
- Ensuring the financial follow up
- Identifying potential donors
- Producing narrative and financial reports

The PM is thus in charge of the day-to-day management of the project, including the work plan, budget planning and oversight, drafting terms of reference for the acquisition of services and goods, elaborating

and implementing a procurement plan, and the oversight of operations in the field. The Unit will also be responsible for producing financial and progress reports as required.

❖ **National Officer**

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

❖ **Project Associate**

The project associate will support the implementation of the project from an administrative and financial point of view. He/she will be responsible for organizing meetings, missions and all other programme related events by securing the venue, arranging tickets, accommodations, entitlements, required security clearance requests and any other necessary support for the participants and team members; assisting in preparing mission planning; following up the requires approval process as well as preparation of necessary documents after the return from the mission for UNDP Rule of Law team (staff and consultants) and other participants as requested and preparing financial reports, update on available funds, monitoring and evaluation of results.

VII. MONITORING FRAMEWORK AND EVALUATION

As mentioned above the management committee of the Project is in charge of the monitoring through narrative and financial progress reports in accordance with UNDP procedures and requirements. The steering committee will provide additional oversight to the monitoring and evaluation process by reviewing and leading the annual project report.

Ongoing monitoring and evaluation will be undertaken through the life of the project.

Monitoring and Review Milestones

Project Board meetings: These meetings will review progress reports half way through the implementation of the project so as to take necessary actions to ensure the project results are achieved and where necessary, recommend a change in implementation strategy.

Annual project review: Based on the Annual Review Report an annual project review will be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year should the project be extended or enter a phase II. This review will be driven by the Project Board and may involve other stakeholders as required. It will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality at entry assessment. This will be conducted in the framework of the outcome evaluation which is planned for 2013.

Financial Reporting

Financial reporting will be done in accordance with standard UNDP practises and UNDP financial rules and regulations. UNDP will be responsible for preparation of the project's Final Financial Statement. The project will be subject to a standard annual audit as per UNDP's rules, regulations and procedures. Any NGOs used during this project will be audited after implementation.

Quarterly Progress Reports

In accordance with UNDP procedures, quarterly progress reports will be produced by the Project Manager and submitted to the Project Board. These will include lessons-learned, risk log, issues log and a monitoring schedule plan to provide an assessment of progress against outputs, stipulated indicators and their

contribution towards the outcome as stated in the results framework, and as measured by the corresponding indicators.

Final Report:

A final report will be prepared by Project Manager and shared with the Project Board. This report will include a summary of results achieved against the pre-defined annual targets at the output level and presented to the Steering Committee review.

Quality Management for Project Activity Results

Output 1:		
<u>The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.</u>		
Activity Result (Atlas Activity ID)	Key Activity 1: National Security Strategy	Start Date: 01/01/2013 End Date: 31/12/2013
Purpose	To develop a national security strategy which will be endorsed by the Gol	
Description	In order to develop the strategy a number of activities will be conducted. These includes: <ol style="list-style-type: none"> 1. Establishment of a working group 2. Development of a number of studies and surveys 3. Series of technical workshops 	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
See above indicators, as identified in the RRF. These includes, number of surveys / studies conducted, number of workshops / meetings held, etc.	On-sight monitoring Consultant reports Reports by ONSA	The quality assessment will be performed on a continuous basis by the project manager and under the guidance of the project board

Output 1:		
<u>The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.</u>		
Activity Result (Atlas Activity ID)	Key activity 2: Parliamentary support	Start Date: 1/01/2013 End Date: 3/06/2014
Purpose	To strengthen the role of the CoR to oversee the security sector	
Description	The output will be realized through the provision of technical support and strategic guidance to the Defense and Security Committee of the CoR. This will be done through the implementation of a monitoring programme with the support of an international NGOs / research policy center.	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
See above indicators, as identified in the RRF. These includes, number of public hearings on security issues held by the CoR, number of	On-sight monitoring CoR gazette Contractor report	The quality assessment will be performed on a continuous basis by the project manager and

questions to the government, etc.		under the guidance of the project board
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Output 1:		
<u>The reform of the Iraqi Security Sector is initiated, in line with relevant international and regional standards.</u>		
Activity Result (Atlas Activity ID)	Key Activity 3: Development of research and analytical capacities of the ONSA	Start Date: 01/01/2013 End Date: 31/12/2014
Purpose	To support the ONSA to develop its research and analytical capacities	
Description	This output will be realized through the provision of technical support and strategic guidance to the ONSA and the Narhain Center. This will be achieved through the deployment of a consultant and the establishment of a twinning programme with a foreign research center	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
See above indicators, as identified in the RRF. These includes, Number of exchange of experience with relevant Think Tank and policy research centers, number of research produced, etc.	On-sight monitoring Consultant reports Reports by ONSA	The quality assessment will be performed on a continuous basis by the project manager and under the guidance of the project board

VII FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY

Though progress is currently discernible in respect of the security situation in Iraq, to some extent reflected in the outcomes of the January 2009 provincial elections and later the March 2010 General Elections, the security situation, while seeing some vast improvements remains unpredictable. This necessitates the formulation of a detailed *risk management strategy* that includes potential scenarios which identify risk factors and a flexible response strategy. This also necessitates the development of a sound communication approach in close coordination with the GoI. This approach will identify how the GoI wishes to communicate on its efforts to support the reform of the security sector and also describe how UNDP will communicate on a subject that is highly sensitive.

As indicated earlier, the holistic approach on which the UNDP Project is based requires a multi-pronged implementation process which serves to reinforce the inter-linkages between the three expected outputs. This needs to be clearly reflected in all the identified risk scenarios, which also includes estimating the (additional) cost of contingency plans (see risk log for further details).

The security situation in Iraq remains a risk to the implementation of all projects although because many of the counterparts are situated in the IZ access for this particular initiative is good.

Another risk is political stability as well as political will. National ownership is thus essential so that the major stakeholders feel that they have a stake in the project which will be ensured through their participation in the Steering Committee and the Project Board and with regular liaison with the all the national counterparts in the National Security Council and other security entities. Although this is not expected during the year 2013, a change in Iraq leadership could have significant influence on the project implementation.

Lessons Learned

Past experiences in implementing projects in Iraq have taught us:

- This project will conduct most of its consultations and capacity building inside Iraq.

- National ownership is crucial for buy in and willingness to improve/change.
- Training or consultation/advice without substantive follow-up does not lead to sustainable capacity building. Training has got to be practical to increase technical expertise and in line with GoI needs. A follow up needs to be done where those trained get to implement what they have learned.
- Political appointments and or potential nepotism must be avoided at all costs.
- Changes in staff can lead to setbacks in projects. It's essential to have institutionally agreed frameworks that are flexible to anticipate any changes in counterparts.
- The project board will ensure the project remains on track and is delivered as planned.
- The ability to bring in external advisors and UN staff members depends on the security situation and availability of slots. Contingency plans have to be in place to ensure that the project is not compromised badly by security challenges or changes in UN staff ceilings.

VIII LEGAL CONTEXT

- *The project has been subjected to LPAC for validity in the Country Office.*
- *The country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#):*

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Iraq and UNDP, signed on 12 January 1976

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan¹.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

¹It is worth noting that due to the challenging security situation in Iraq the UN currently relies on its own security measures in addition to host nation support.

ANNEX II RISK LOG

Description	Risk Type	Potential Effect	Risk Impact	Risk Probability	Most Recent Management Response (i.e. action to be taken)	Risk Owner
Financial risks associated with non-core resources (late or non-payment)	Financial	Late or non-payment by donor represents significant risks to the CO, given scale of operations.	3	1	<i>Entered by unit</i> Apply new Risk Management Guideline tools to mitigate the risk.	Project Manager
Project management in complex environment, subject to compliance with cumbersome procedure	Environmental	Compromises the likelihood of achieving expected results.	3	2	<i>Entered by unit</i> Use fast track procedures and Crisis rules and regulations	Country Director
Capacity of government to plan and deliver.	Strategic	Slow and unsteady coordination with government institutions often results in changes of scope late in the project cycle, requiring additional negotiations, sourcing and procurement, all of which creates additional implementation delays.	2	3	<i>Entered by unit</i> Provision of additional support to GoI at different levels to assist in overcoming strategic shortcomings. Emphasis on scheduling and responsibilities and help focusing all stakeholders on responsible planning.	DRR - operation
Necessary reliance on remote management operational modalities.	Operational	Constraints on oversight and quality assurance to the site by UNDP. More expenses incur on consulting services for risk mitigation and quality assurance measure. Limited ability to monitor progress, financial arrangements, transparency of recruitment and	4	2	<i>Entered by unit</i> Apply the principles from the draft version of UNDP's Remote Management Programme Guidance Outsourcing services and quality to mitigate risk and ensure quality of work. Involve local	DRR - Operation

Changes in regulatory environment and introduction of new regulations and legislation	Regulatory			3	3	Delays project implementation due to cumbersome additional processes introduced by new policies, leading to low delivery.	development. The cancellation of one activity will not result in other activities folding.	DRRs (Programme)
Improved operating environment in some parts of the country	Operational			4	4	Improved UN presence in Iraq	<i>Entered by unit</i> Expansion and new presence established in, Ramadi and Najaf	DRR Program
deterioration of the security situation in Iraq	Political			4	2	field operation and field presence severely limited affecting program delivery	<i>Entered by unit</i> Reduction on staffing ceiling	DSS / DO