

United Nations Development Programme

Country: IRAQ

Project Document

Project Title	Capacity Development on MDG Monitoring, Reporting and Planning at the National and Local level in Iraq
UNDAF Outcome(s):	N/A
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CP)</i>	National policies and an enabling environment in place to achieve the MDGs <ol style="list-style-type: none">1. National & Regional Statistical Offices have the capacities to establish and maintain a MDG Monitoring and Reporting Framework2. Government line ministries have the capacities to utilize MDG analysis and planning3. Government line ministries and local governments adopt and prepare MDG-based national planning and management
Expected Output(s): <i>(Those that will result from the project)</i>	
Executing Entity:	UNDP
Implementing Agencies:	UNDP

Brief Description

This project aims to develop the capacity of the Iraqi government to monitor and report on human development and Millennium Development Goals (MDG) indicators, and to elaborate MDG based plans at the national and local levels. The present project is part of a multi-component programme designed for capacity building and advocacy on the MDGs in Iraq which will lead to the production of the second Unstatisfied Basic Needs (UBN) report, an MDG report, and the full integration of MDGs to the national and local development frameworks.

Programme Period:	06/2008– 12/2010	Total resources required	USD 2,215,000
Key Result Area (Strategic Plan)		Total allocated resources:	USD 2,215,000
Atlas Award ID:		• Regular	USD 2,215,000
Start date:	01/06/2008	• Other:	
End Date	31/12/2010	○ Donor	
PAC Meeting Date	12/05/2008	○ Donor	
Management Arrangements		○ Donor	
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		Unfunded budget:	0
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Agreed by (Government)

Agreed by (Executing Entity):

Agreed by (UNDP):

I. SITUATION ANALYSIS

MDG Development Frameworks in Iraq

The two prevailing development frameworks in Iraq are the National Development Strategy (NDS) and the International Compact for Iraq (ICI). The UNDP Iraq Country Programme is currently being developed on the basis of the CO Retreat in 2007. The NDS and ICI frameworks express the Government's commitment to direct annual public spending and technical efforts towards reconstruction, economic reform and achievement of the MDGs. However, Action is needed to fully adapt and integrate the MDGs into Iraq's development strategies -at the national and sub-national levels- through tangible, measurable and time-bound targets which are translated clearly into action plans, legislative agendas and reflected into annual Federal Budgets. Furthermore, the present development framework can be strengthened through additional support to areas such as environment, gender, and HIV/AIDS. This Action Plan intends to operationalize an MDG achievement strategy which is, not only consistent with Iraq's development framework, but also complements and strengthens it by providing support to the specific areas where a deficiency has been identified, and UNDP can deliver based on its comparative advantages.

Since the launch of the NDS and the ICI, considerable progress has been made towards institutionalizing poverty reduction within the Government of Iraq (GoI). The government has recently created an Inter-Ministerial Poverty Reduction Committee, the mandate of which is to elaborate a Poverty Reduction strategy by September 2009. The Committee's work is based on the Living Standard Measurement Survey currently conducted in coordination with the World Bank. This situation presents UNDP Iraq with opportunities, such as a clear institutional structure through which to provide capacity building and support towards an MDG based national development strategy. A costing assessment of the MDGs at the national level needs to be integrated into the institutional process carried out by the Committee to achieve MDG-based planning. In terms of sub-national planning, the National Development Strategy does not, to date, include a localization of policies to the governorate level and the Kurdistan region. Moreover, critical local development interventions are needed. The inter-ministerial committee charged with producing the poverty strategy in 2009 only includes representatives from the Kurdish Regional Government (KRG) at the sub-national level. Therefore, local MDG-based plans also need to be developed through local area based interventions in coordination with the national authorities.

MDG Monitoring and Reporting in Iraq

In terms of monitoring, introduction of quantitative tools, and technical capacity building, UNDP has completed two successful projects in partnership with Central Organization for Statistics and Information Technology (COSIT) to prepare living conditions and poverty assessment studies. The Iraq Living Conditions Survey was completed in 2004, and a following study on the Unsatisfied Basic Needs was launched early 2007. UNDP is currently working with a team of national Human Development experts to launch the second Iraq NHDR in 2008.

The MDGR process in Iraq has produced one MDGR in 2005 and has recently prepared a draft MDGR 2007. COSIT has requested UNDP to review this draft and elaborate suggestions on bringing it to global MDGR standards through a collaborative process which overcomes its present challenges. These challenges are expressed in terms of statistical strength, such as the lack of baseline year assessment, and the different baselines and benchmarks government has established, and in terms of analysis of the MDG process to provide substantive assessments to the policy making process. UNDP is also coordinating with UNICEF and the two government

statistics offices, COSIT and KRSO, a DevInfo adaptation and implementation. Training of several officials at the user, administrator, and trainer levels has already been done. The implementation of this tool, and the elaboration of a monitoring framework will not only feed into the MDGR process, but it will more importantly serve as a shared information and knowledge base to tailor the MDGs to Iraq's needs and challenges, and as a basis of improved policy elaboration of a MDG based national development framework.

Indicators for Monitoring the Millennium Development Goals

Indicator	Base No.	Base Year	Current No.	Year	National Target 2015	Global Target 2015
The population whose income is less than one Dollar a day (%)	27.5	1990	23.2	2005	13.8	11.6
Poverty gap ratio (incidence of poverty x depth of poverty) (%)	87.7/urban 86.0 rural	1993			43.9/urban 43.0/rural	
The proportion of underweight children below 5 year of age (%)	9.0	1991	7.6	2006	4.5	6
The proportion of the population who do not have minimum consumption of energy (%)	20.0	1991	25.0	1997	10.0	
Ratio of population lacking food security			15.4	2005	0	
Net enrolment ratio in primary education	90.8	1990	86.0	2006	100	100
Rate of the number of pupils who attend school in the first grade of primary to the fifth grade	75.6	1990	95.2	2006	100	100
Literacy rate among persons aged (15-24) years	78.6	1990	74.0	2004	100	100
The ratio of girls to boys in primary education (%)	79.5	1990	91	2006	100	100
The ratio of girls to boys in secondary education (%)	64.1	1990	80.0	2006	100	100
The ratio of girls to boys in university education (%)	50.9	1990	73.3	2006	100	100
The ratio of girls to boys in higher education (%)	25.3	1990	57.4	2005	100	100
The ratio of females to males who are literate among age (15-24 years)	75.6	1990	91.4	2004	100	100
Women's share of paid jobs in the non-agricultural sector (%)	10.6	1990	15.3	2006	50.0	50
The proportion of seats held by women in national parliaments (%)	13.2	1990	27.3	2006	50.0	50
The mortality rate of children under the age of five per (1000) live births	62	1990	41	2006	21	16.7
The infant mortality rate per (1000) live births	50	1990	35	2006	17	13.3
Children of one year of age who are immunized against measles (%)	80	1990	75.0	2005	100.0	100
Maternal mortality rate per (100000) live births	117	1990	84	2006	29	29.3
Proportion of births take place under the supervision of health personnel with jurisdiction	50	1990	87	2006	100	100
The rate of condom use as contraceptive prevalence	0,7	2000	1.1	2006	58.0	

Indicator	Base No.	Base Year	Current No.	Year	National Target 2015	Global Target 2015
The proportion of population of areas at risk of malaria, who have taken effective measures to prevent and treat malaria			18.3/ treatment 7.4/ prevention	2000	100/ treatment 100/ prevention	
The number of malaria cases and deaths because of it	5502	1995	17	2006	0	0
The number of deaths because it is associated with TB per (100000) of the population	2.0	2000	12.4	2006	0	0
The proportion of TB cases detected and cured under surveillance, under treatment system for a short period under surveillance (%)	86.0	2000	89.0	2006	100	100
The proportion of land area covered with forest (%)	4.0	1990	4.0	2003	10	10
Emissions of CO2 (per capita) (in addition to the two numbers of global atmospheric pollution: penetration of the ozone layer and the accumulation of greenhouse effect gases globally)			3.08/ Ton 111.8/ M3	2000	1.5/ ton 55.9/m3	1.5
Number of population using solid fuel types (%)	35.0	2003	4.6	2006	0.0	0
The proportion of the population with access to steadily improved source of water in urban and rural areas (%)	81.3/Mg 96.3/Rural 47.1/Rural	1990	79.3/mg 91.9/ Urban 57.0/Rural	2006	90.6/mg 98.2/Urban 73.6/Rural	100
The proportion of urban and rural population who could benefit from improved sanitation, (%)	71.5/mg 95.0/Urban 48.0/Rural	1990	92.3/mg 98.2/ Urban 81.9/Rural	2006	96.3/mg 100.0/Urban 88.9/Rural	100 100 100
The proportion of households with access to safe possession (%)	60.8/Owned 23.7/Rented	1990	79.1/Owned 10.1/Rented	2005	80.4/Owned 11.6/Rented	
Net official development assistance (ODA) (million \$)	2265.3	1990	4657.6	2004	0	0
Unemployment rates among persons aged (15-24) years broken down by gender and total	7.1/mg 7.2/Males 6.3/Females	1990	30.3/mg 29.7/Males 32.5/Females	2006	3.6/mg 3.6/male 3.2/female	21.9 23.0 18.6
The number of fixed telephone lines per person (100)	5.6	1990	5.1	2005	11.2	
The number of mobile telephone lines per person (100)	0	1990	2.2	2004	40.4	40.4
Percentage of households which own personal computer (%)			5.1	2005	10.2	35.6
Percentage of households using Satellite receivers (%)			69.2	2005	100	

Source: NHDR Iraq 2008

II. STRATEGY

How the Project Relates to UNDP's Mandate and Strategy

The UN Core Strategy on MDGs focuses on four issues: campaigning and mobilization; analysis of strategies, policies and data; monitoring and reporting; and goal-driven assistance to support governments tailor MDGs to the country's needs.

Campaigning and mobilization addresses advocacy for the MDGs and works with partners to mobilize the commitments and capabilities of broad segments of society to build awareness on the MDGs. Analysis of strategies, policies and data is aimed towards sharing best strategies for meeting the MDGs in terms of innovative practices, policy and institutional reforms, means of policy implementation, and evaluation of financing options. Monitoring and Reporting helps countries report advancement towards the MDGs and track progress. Finally, operational activities such as assistance to support the GoI to tailor MDGs to local circumstances and challenges, and address key constraints to progress on the MDGs.

UNDP's 2008-2011 strategic plan includes achievement of the MDGs within its Poverty Reduction Strategy. The focus of UNDP's programmatic activities is set to shift towards upstream policy support and the integration of technical support provided by the UNCT. Specifically, to assist countries to formulate, implement and monitor MDG-based national development strategies, technical support for participatory MDG-related planning, identify policy options, undertake diagnostic studies, and conduct training to build local and national capacity. Emphasis is also placed on supporting MDG planning process at the sub-national level.

The RBAS has recently organized a Regional Consultation on UNDP's support to the MDGs in the Arab States region. The main purpose is to develop a clear strategic framework to ensure a cohesive and focused support to governments in our Region in their efforts to attain the MDGs and to Country Offices for developing their MDGs action plan. Consequently, the recommendations formulated by the RBAS document have been integrated into this Concept Paper.

UNDP Iraq's Country Programme strategy establishes the fight against poverty among its major priorities for Iraq for which the UNDP can add the highest value. Additionally, it states that all UNDP Iraq activities must be consistent with the NDS and ICI. Recently, the Country Office's trend on Poverty Reduction and Human Development has been towards upstream policy advice while at the same time launching targeted poverty reduction programmes.

Reporting MDG progress is a key step towards elaborating a country action plan towards the attainment of a set of localized MDGs. MDG achievement is firmly based on the commitments of the country poverty reduction strategy and the national development frameworks. Benchmarking and Poverty Monitoring through a country MDG Reporting process at the national and sub-national level can provide upstream policy support, while it identifies, at the same, areas for targeted poverty reduction interventions.

Strategic Focus and Key Results

Developing national capacities at the central and local levels is identified as not only a fundamental requirement to overcome the challenges described above towards MDG achievement, but also as the core of UNDP comparative advantage and development approach. Therefore, capacity development for effective governance is recognized as a priority area which will seek to improve service delivery, programme and policy implementation, and monitoring and evaluation procedures.

The strategic focus is aimed at capacity development for MDG assessments, policy and planning at national and sub-national levels. The following three key results are expected from the programme:

1. National and Regional Statistical Offices have the capacities to establish and maintain a MDG Monitoring and Reporting Framework;
2. Government line ministries have the capacities to utilize MDG analysis and planning;
3. Government line ministries and Local Governments adopt and prepare MDG-based National planning and management.
4. Extend MDG achievement to support the democratic process in the country process by encompass the civil society and legislative bodies through MDG achievement advocacy.

MDG Monitoring and Reporting Frameworks

The first priority is to obtain legitimacy and accountability towards the preparation of the MDGR with the GoI, and within the UNDP Country Office. Relevant government officials should be briefed and familiarized with MDGRs. To this purpose, counterparts should be identified and a strategic partnership with the government established. Additionally, available information should be exchanged and evaluated as to its suitability to serve as baseline data. National consensus and support to achievement of the MDGs and to tracking their progress through MDGRs should always be built in close coordination with the government to assure national ownership.

Iraq presents a number of specific data challenges. First, disaggregation of data is crucial to adapt MDGs to the situation in Iraq. Data broken down by geography and demographic groups is indispensable for an understanding of the local situation. Gender and rural/urban disaggregation is essential. Other dimensions of inequity need to be analyzed as well, and if necessary highlighted, such as regional and ethnic disparities. According to UNDP good practices reports, sub-national comparative data has proven to be a powerful trigger for public action. The second challenge is that the security situation in Iraq poses particular challenges to the preparation of the MDGRs.

The initial identification and collection of data sources and quality for MDG Reporting in Iraq will contain three important points: first, to identify and collect all relevant available data and information; second, to identify data gaps; and third, because the global consensus on a 1990 baseline year is not coherent with Iraq's realities, to establish a baseline year.

The updating of DEVINFO and mobilizing support from national authorities for a comprehensive provision of local quantitative and qualitative disaggregated indicators is necessary for pro-poor planning in order for local realities and actual progress to be accurately assessed at the national and sub-regional levels. The objective of this intervention will be to develop the capacities of national authorities to host DEVINFO and to ensure its periodic updating, dissemination of user-friendly data and allowing access to data users.

The data collection process for MDG monitoring and reporting thus needs to be synergized. Efforts will be made to enhance capacity development in data collection and statistical analysis in relation to the MDGs in close collaboration with governmental counterparts. The statistical capacity requirements for monitoring the MDGs require the following mix of interventions package to enhance and reinforce the official statistical capabilities:

- (1) At the country level, the MDGRs will advocate MDGs to political leaders and top decision-makers, the general public and the media. At the governorate level, it will increase local awareness of the MDGs, foster engagement and spur demand for action. MDGs can help to link and bridge development frameworks at all levels and add value to each by concentrating efforts on a unified set of goals. The principles of the MDGR are: national ownership of the

process and product for monitoring progress towards the MDGs; capacity development to enable the full exercise of national ownership; and to minimize costs and efforts for monitoring progress towards the MDGs. Moreover, through collaborative investment in Iraq's capacity for monitoring as well as the use of data for informed policy-making and programming, UNDP Iraq can contribute to gradually reduce the need for external support. It is expected to publish a global standard MDG Report in 2009. The completion of Iraq's NHDR 2008 will establish policy guidelines complemented by the progress measurement, and challenges identified, which the MDGR lays out and identifies. Furthermore, the MDGR will complement the NHDR's findings by focusing on local level progress at the indicator level for the MDG targets.

- (2) Poverty is a composite phenomenon that has economic, social and cultural dimensions, as well as political ones such as marginalization and weak political participation. As with similar phenomena, the definitions used to describe poverty often fall short of expressing the totality of its constituent elements. This shortcoming is all the more pronounced when it comes to determining quantitative and accurate means of measuring it. Hence, the multiplicity of approaches to the measurement of poverty, with each approach focusing on one aspect or more, and adopting its own indicators and means of measurement. The availability of new data from the forthcoming World Bank and COSIT survey permits an update on mapping the living conditions in the country adopting the Unsatisfied Basic Needs (UBN) method. This method measures poverty based on the extent to which the population is deprived of one or more of the basic needs. Furthermore, this update will allow analysts and policy makers to elaborate trend analysis on the UBN from 2006 which was based on the results of the 2004 Iraqi Living Conditions Survey (ILCS).
- (3) Appreciation by the central authorities of the central coordination role that DEVINFO can play, as well as the integrity of its products and services. UNDP in cooperation with the UNCT will work in partnership to inform and advocate to government counterparts the importance of having suitable institutional and financial arrangements for monitoring the MDGs, particularly, the statistical capacity development needs of central statistics and their key coordinating roles in this endeavor. It is expected to implement a DevInfo (IRAQInfo) adaptation online, which will be populated with all major surveys to date.
- (4) It should be emphasized that the gender dimensions of the MDGs are critical. There must be efforts to ensure that the gender dimensions of the MDGs are identified, analyzed and reflected in national targets and that a gender perspective is maintained throughout the process of monitoring and reporting on the MDGs at the national and regional levels. The action plans tailored to the country context will outline how to monitor the MDGs using localized gender sensitive indicators. Localized gender sensitive indicators will be integrated into IRAQInfo.

Design and maintenance of locally owned monitoring systems to track progress towards the MDGs at sub national levels: Strengthening Social and Poverty Statistics at the local level. The programme aims to strengthen social and poverty statistics at the local level through devolution of the activities of the Department of Statistics to the Governorate levels by establishing and developing the capacities of statistical units within the governorates and supporting the implementation of regular local surveys to report on MDGs indicators that are disaggregated by gender. The programme aims to consolidate available data and local baselines on the MDGs; Align data producer tools and capacity with data user needs; create a body of reliable, accessible, gender disaggregated and timely statistical evidence as an essential input for making informed development policy decisions.

MDG-based Planning at the National and Local Levels

Translating the ICI's targets into actions requires applying methodologies and tools which allow national planners to examine the (multi) sectoral interventions required for achievement of the targets and to estimate investment requirements for the various sectors. The value of such tools is

that it allows planners to assess the consequences of changes in economic conditions on public finance outlays over the medium through long term and the effects of these on the ICI's achievement.

The programme will focus on capacity development of key ministries in monitoring, planning, and formulating policies toward achieving MDG-based National Plans and sectoral plans led by the Ministry of Planning. Particular attention will be devoted to ensure that gender issues are constantly mainstreamed while formulating, implementing, and monitoring policies and programmes. In this direction, UNDP intends to mainstream the Eight-Point Agenda for Women's empowerment and gender equality into its Country Programme.

It will be necessary to develop the capacities of government's line ministries on the methodology of adapting, linking and utilizing the MDG-based national planning approach. Translating the MDG agenda into action requires a detailed operational framework that can only be established at national level; because country ownership of the MDGs is key to their achievement. Global targets, however valid, cannot be imposed on countries, independent of their current situation and recent history. To be meaningful, they must be customized and tailored to national circumstances and built into national medium term goals and strategies. For over 70 of the poorest countries the key vehicle for carrying this out is a nationally owned Poverty Reduction Strategy Paper. The emergence of the PRSP, as a tool for setting national priorities and strategies, including numerical and time-bound targets for human development and poverty reduction, makes it the most important instrument for integrating the MDGs fully within priorities, policies and resource allocation decisions taken by governments.

While the World Bank leads support for the PRSP process, the UN system is, with the agreement of national governments, actively participating to help ensure the MDG targets are set at levels that balance ambition with feasibility. This can only be done through an inclusive in-country political process, by which relevant actors agree on an appropriate set of national (and sub-national) targets -- dialogue that the UN system, with its strong country presence and sectoral expertise is well placed to promote.

At the same time, the UN is taking the lead in supporting the preparation of regular MDG country reports that assess progress towards achieving the goals. These reports will serve as key benchmarks for monitoring progress, informing public debate, and assessing the impact of the PRSP. They will also provide a platform for discussion and support in setting national targets, designing pro-poor policies and enabling all parties to hold each other accountable for shared objectives and make the necessary adjustments and initiate new action.

In this way, customized and nationally-agreed MDG targets will both form the central objectives of the PRSP. Targets for macro-economic stability (e.g. inflation rate and budget deficit) are very important; they will best serve the MDGs when set through an iterative process so as to maximize their impact on outcomes for human development. In essence, the PRSP is the 'national roadmap' for reaching longer-term MDG targets through short/medium-term policy reforms and budget restructuring; the MDG country reports provide the key benchmarks to judge progress in reducing poverty and fostering human development.

Achieving National MDG targets in Iraq will require targeted interventions in pockets of deprivation, which are very context specific in terms of regions and governorates. In order to impact the lives of the Iraqi people, MDG targets and indicators need to be adapted and translated into Iraq's local realities, and embedded in national and sub-national planning processes.

Iraq displays a complex socioeconomic reality with diverse development challenges. The global MDGs can be adapted to Iraq's national circumstances by adapting global indicators and targets to local needs and by adding specific goals that reflect national priority issues - such as Internally Displaced Peoples (IDPs), reintegration of youth, unemployment reduction based on a national /

sub-national employment strategy and good governance. Moreover, additional goals adopted by both the national and sub-national levels can provide coherence and link local development efforts with the national level.

However, not all MDGs are equally relevant across the sub-national level, such as access to health, energy or an improved water source. Analysis must take into account geographic (regions, governorates) and demographic (urban/rural, gender issues) differences and particularities. Adaptation of the MDGs to local contexts is critical for ownership and success. Tailoring the MDGs allows for different regions and governorates to focus on their particular needs, to set goals that are meaningful and to draft plans that are achievable. All these processes should contribute to the final establishment of numerical targets and indicators associated with relevant goals.

The Cairo MDG Achievement Workshop, which took place in October 2007, recommended that a special working group be formed with representatives from the offices in crisis countries. The objective is to identify the nature of MDG programmes in crisis countries, and thus elaborate a common strategy and umbrella guidelines which could be adopted by these countries. Iraq specific and priority MDG areas will be addressed with the help of the strategies and policies that will be formulated.

The MDG+ provided the guidelines in terms of localizing. It aims to: a) select all the goals and targets that have been adopted in the Millennium Summit; b) select appropriate goals and targets but adapt them to the country circumstances; c) focus only on a few select goals and targets; and d) add other goals and targets that are relevant to the country.

Since the degree of progress on the MDGs depends on national development priorities, contextualizing the MDGs to governorate-specific situations is important. Variations may exist not only in terms of inter-country differences but also intra-country variations. Thus, it is necessary to ensure that in cases where tracking indicators using national averages is not of much use, a more useful analysis of the prospects and performance of lower-level administrative units is done, so that appropriate policy interventions can be targeted to the governorates and districts that are lagging behind with respect to the MDGs.

Delivering on the MDGs at the Local Level- The achievement of the MDGs at the global level, and even at country level, will require meeting more locally defined development goals at the sub national level. The paths to reaching such goals, based on the resources and capacities and political will mobilized, will be varied and often non linear. The challenge underway in Iraq is two fold: at the national level, for Iraq to move towards MDG-based national planning and data systems that provide the necessary national level MDG-based policies and budgets that support local action; and at the local level to ensure the participatory planning, monitoring and service delivery that will enable the achievement of these goals. UNDP/Iraq aims to support capacities at both levels as follows:

- (1) Enabling environment and strengthened capacity to scale up achievement of the MDGs by 2015 at the national level: Supporting the national government in the preparation of an MDG-based Socio-Economic Development and Poverty Reduction Strategy. Integrate MDGs within priorities, policies and resource allocation within the national development framework. To this purpose a MDG baseline, needs assessment, and costing exercise will be carried out, and integrated into the PRSP as the monitoring and evaluation framework.
- (2) Enabling environment created to scale up achievement of the MDGs by 2015 at the governorate local level: Supporting selected Governorates in the preparation of MDG-based Provincial Development Strategies by strengthening decentralization and local governance through localization of the MDGs. The project will aim to assist the Governorates to undertake a MDGs needs assessment and a long-term planning exercise for achieving the MDGs guided by the national development framework. These will in turn be used as inputs to ensure that medium-term MDG-based local planning framework is adapted to the local level. To this

purpose, an MDG assessment, analysis and mapping will be done at the local level. Furthermore, partnerships arrangements will need to be established in support of a local capacity development towards elaborating a budgeted MDG-based provincial development strategy.

- (3) Regarding the institutional structure which will serve as a counterpart to the project, UNDP, in consultation with government counterparts, has identified the following partners:
- a. National Level Planning:
 - i. The Ministry of Planning and Development Cooperation as the primary counterpart: Sector Directorates / National Directorate for Economic Planning. The contact focal point is the DG for Economic Planning.
 - ii. The Ministry of Finance and the Central Bank as additional counterparts contacted directly.
 - iii. The inter-ministerial committee as the line-ministries counterpart. This committee is charged with the elaboration of a Poverty Reduction Strategy in 2009 as the focal point for national level capacity building on MDG-based planning.
 - b. Governorate / Local Level Planning: the recently established Planning Units at each selected governorate will be project's focal point for capacity building. The governorates to be covered by this project will be established in consultation with all relevant stakeholders at the strategic planning workshop, and need be coherent with the available budget for this component.

To this purpose, capacity needs assessments of the various counterparts will be carried out. Participation of the relevant political structures at the governorate level will be planned into each annual workplan according to the prevalent responsibilities for planning and budget execution. To this objective, participation will be finalized at each strategic planning workshop of this component.

MDG Advocacy and Communication at the National and Local Levels

Advocacy and campaign activities are an essential part of the action plans and aim at building a broad-based 'constituency of support' for greater policy coherence. The action plans of this component outlines how advocacy and campaign activities will be organized, by identifying the constituencies and the roles of different actors. Such activities sensitize policy makers and engage them in policy dialogue and in turn provide substance for encouraging public debate and forums. Issues such as decentralization, budgets, and subsidies are a part of the development agenda in the elaboration of the national development framework, and thus need to be dealt with through proper channels of communication from the top levels through to the people. The advocacy initiatives will be taken to the local government level to mainstream the MDGs into their work. Localizing the MDGs will add value through effective delivery of services and better performance. These messages on the MDGs will incorporate gender dimensions on each of the Goals.

This building block will concentrate on raising awareness with the legislative bodies, civil society and the media. It will also support national consultation (vertical), sub-national consultations (horizontal) and networks (circular). Steps will be:

- (1) Raise awareness to Iraq's commitment to MDG achievement at the Millennium Summit in 2000, and the 2005 confirmation.
- (2) Organize study tours to countries in the region which are advanced in MDG monitoring, reporting and planning for relevant senior government officials.
- (3) To develop materials for advocacy (videos, CDs, PowerPoints, public information tools (video clips, interactive CDs, etc) with the support of the SURF.
- (4) For members of the MDG Programme network to write articles for the press.

- (5) To target line ministries, local authorities, the media and civil society organizations to conduct advocacy for training and sensitization.
- (6) To disseminate the materials through the official TV and print and local press.

Strategic Partnership

An institutionalized, strategic partnership between UNDP and the GoI is one of the most important underlying objectives of this MDG Action Plan. According to the ICI 2007 Mid-Year Progress Report, the Government established an Inter-Ministerial Committee on poverty reduction. This accomplishment can be capitalized to establish an accountable body on MDGRs and MDG based planning in the government. This would contribute to the GoI taking ownership, assuming accountability on timely and serious preparation of the MDGR and MDG based plans, as well as the establishment of an authorized decision making body on the issue. Furthermore, Liaison Officers from the relevant government agencies, especially one in charge of data identification, collection and distribution will be needed.

UNDP Iraq has identified, in consultation with government counterparts and partner agencies, the Ministry of Planning and Development Cooperation as the main government partner in taking this MDG achievement support programme forward. The sectoral Directorates within this Ministry at the national level, and the Governorate Planning units at the local level, position this Ministry as a key actor in the elaboration and implementation of the country's development strategies and action plans. The Ministry of Finance and the Central Bank of Iraq have also been identified as critical partners of the programme, as they constitute essential actors in the process of allocating the necessary funds which the country's development strategies will require for implementation.

Joint Programming

Cooperation among UN agencies is now a top priority for UN member states, donors and the UN Secretary General. UNDP is the designated agency by the UN to take the lead on achievement of the MDGs. Involving and securing support of all relevant UNDG agencies should be present in a MDG Action Plan design and implementation. Capacity can be enhanced through exposure to and exchange of MDG achievement experience and knowledge with other colleagues on the regional and global arenas.

Furthermore, joining virtual knowledge networks relevant to MDGs can provide methods to organize, store and display data in a uniform format to facilitate data sharing across government departments and UN agencies. The MDG Indicators database (UN Statistics Division) and DevInfo, and the recently launched MDG Monitor are examples which UNDP Iraq can capitalize on and provide the national government and statistical offices with a tool to monitor the MDGs.

The project component which focuses on an adaptation of DevInfo to Iraq's specific situation, challenges and requirements was originally initiated by UNICEF during 2007, and has since then brought onboard OCHA as well. The planning and implementation of this component, as well as the future hand-over of "IRAQInfo" to the relevant government counterparts will be done in close cooperation with these partner agencies.

The ongoing elaboration a Poverty Reduction Strategy Paper (PRSP) by the government's Inter-Ministerial Committee on Poverty Reduction with the support of the World Bank constitutes the first exercise in consolidating MDG based planning at the national level. To reach the objective of establishing the MDGs as the PRSP's monitoring framework, UNDP Iraq and the relevant counterparts will work in close cooperation with the World Bank's representatives.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: <i>National policies and an enabling environment in place to achieve the MDGs</i>				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<ul style="list-style-type: none"> • Government leadership and ownership of MDG mechanisms and processes prioritized in national development policies and adapted to the needs of local development strategies by December 2010 • Increased stakeholder involvement in defining and designing the implementation of MDG action plans and programmes at national and local level by December 2010 • A national monitoring system for the MDGs strengthened to measure the effectiveness of development strategies (outputs) as well as changes in capacity (outcomes) by December 2010 				
Applicable Key Result Area (from 2008-11 Strategic Plan): Promoting inclusive growth, gender equality and achievement of the MDGs				
Partnership Strategy: Partnership with UNICEF, OCHA and the World Bank				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 <i>National & Regional Statistical Offices have the capacities to establish and maintain a MDG Monitoring and Reporting Framework</i></p> <p>Indicators: <i># of relevant government staff trained to work with IRAQInfo</i> <i>% increase in number of indicators of IRAQInfo</i> <i>Global Standard MDG Reporting is established in Iraq</i> <i>Global Standard UBN Reporting is strengthened in Iraq</i></p> <p>Baseline: Staff trained on DevInfo: COSIT: 10 / KRSO: 6 Indicators (not counting subgroups) in database: 150</p>	<p>Targets (2008) - 50% increase in number of indicators in DevInfo</p> <p>Targets (2009) - 50% increase in number of indicators in IRAQInfo - 50% increase in number of staff trained in DevInfo - UBN Report elaborated on World Bank IHSES data - MDG Report elaborated</p> <p>Targets (2010) - 50% increase in number of indicators in DevInfo - 50% increase in number of staff trained in DevInfo</p>	<p>1 IRAQInfo Indicator Increase</p> <ul style="list-style-type: none"> ▪ COSIT/KRSO input indicators into database ▪ UNDP/UNICEF in partnership with COSIT/KRSO with support from DevInfo Group conducts quality workshop <p>2 Government Staff trained in DevInfo</p> <ul style="list-style-type: none"> ▪ User Training workshop conducted ▪ Admin Training workshop conducted ▪ IRAQInfo Launch organized <p>3 UBN Report</p> <ul style="list-style-type: none"> ▪ Strategic Planning Workshop ▪ Elaboration ▪ Translation ▪ Review ▪ Publication and Launch 	<p><i>UNICEF, OCHA</i></p> <p><i>COSIT, KRSO</i></p>	<p><i>MDG Project Manager (25%): 60,000</i></p> <p><i>MDG Project Associate (25%): 15,000</i></p>

<p>UBN Report: 2006 based on ILCS 2004 data MDG Report: National MDG statistics report in 2005</p>		<p>4 MDG Report</p> <ul style="list-style-type: none"> ▪ Strategic Planning Workshop ▪ Elaboration ▪ Translation ▪ Review ▪ Publication and Launch 		
<p>Output 2 <i>Government line ministries have the capacities to utilize MDG analysis and planning</i></p> <p>Indicators: <i>Design and Mobilization of the capacity assessment exercise of the national level planning structure</i> <i>Design and Mobilization of the capacity assessment exercise by the selected governorate planning units</i> <i># of relevant national government officials trained successfully according to capacity assessment</i> <i># of relevant local government officials trained successfully according to capacity assessment</i></p> <p>Baseline: No national level MDG-based capacity assessment in place No local level MDG-based capacity assessment in place National government officials capacitated on MDG-based planning: 0 Local government officials capacitated on MDG-based planning: 0 # MDG-based Plan at the National Level: 0 # MDG-based Plans at the Governorate (Local) Levels: 0</p>	<p>Targets (2008)</p> <ul style="list-style-type: none"> - National level MDG-based planning capacity assessment in place - 50% of national government officials identified in strategic workshop trained <p>Targets (2009)</p> <ul style="list-style-type: none"> - Local level MDG-based planning capacity assessment in place for selected governorates - 50% of local level government officials identified in strategic workshop trained - 100% of national level government officials identified in strategic workshop trained <p>Targets (2010)</p> <ul style="list-style-type: none"> - 100% of local level government officials identified in strategic workshop trained 	<p>1 National Level MDG-based planning Capacity Needs Assessment</p> <ul style="list-style-type: none"> ▪ Strategic Planning Workshop ▪ Consultancy ▪ Elaboration and Agreement with Government counterparts <p>2 Local Level MDG-based planning Capacity Needs Assessment</p> <ul style="list-style-type: none"> ▪ Strategic Planning Workshop ▪ Consultancy ▪ Elaboration and Agreement with Government counterparts <p>3 Implementation of National level MDG-based planning capacity building</p> <ul style="list-style-type: none"> ▪ Training Workshops <p>4 Implementation of Local level MDG-based planning capacity building</p> <ul style="list-style-type: none"> ▪ Training Workshops 	<p><i>MOPDC, MOF, CB & All members of Inter-Ministerial Committee</i></p> <p><i>Planning Units from Selected Governorates</i></p>	<p><i>MDG Project Manager (25%): 60,000</i></p> <p><i>MDG Project Associate (25%): 15,000</i></p>

<p>Output 3 <i>Government line ministries and local governments adopt and prepare MDG-based national planning and management</i></p> <p>Indicators: <i># MDG-based Plan at the National Level</i> <i># MDG-based Plans at the Governorate (Local) Levels</i></p> <p>Baseline: <i># MDG-based Plan at the National Level: 0</i> <i># MDG-based Plans at the Governorate (Local) Levels: 0</i></p>	<p>Targets (2008) - None</p> <p>Targets (2009) - 1 MDG-based national level plan</p> <p>Targets (2010) - MDG-based local levels plans for all selected governorates</p>	<p>1 Elaboration of National level MDG-based plan</p> <ul style="list-style-type: none"> ▪ Elaboration Workshops <p>2 Elaboration of Local level MDG-based plans</p> <ul style="list-style-type: none"> ▪ Elaboration Workshops 	<p><i>MOPDC, MOF, CB & All members of Inter-Ministerial Committee</i></p> <p><i>Planning Units from Selected Governorates</i></p>	<p><i>MDG Project Manager (50%): 120,000</i></p> <p><i>MDG Project Associate (50%): 30,000</i></p>
				<p>TOTAL Inputs (2008 – 2010) 300,000</p>

IV. ANNUAL WORK PLAN

Year: 2008

EXPECTED OUTPUTS&MONITORING ACTIVITIES	Key Activities List all the activities to be undertaken during the year towards stated output		TIMEFRAME				RESPONSIBLE PARTNER	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Improved National MDG-Based Monitoring, Reporting, and Planning Capacities	Project Support	Project Manger			X	X	UNDP	TRAC	61305	40,000
		Project Associate			X	X	UNDP		61205	10,000
		Equipment (Hardware)			X		UNDP		72805	7,000
		Equipment (Software)			X		UNDP		72810	8,000
										Total
	Second UBN Report	International Consultant			X	X	UNDP	TRAC	71210	30,000
		National Consultants			X	X	UNDP		71310	25,000
		Travel			X	X	UNDP		71600	20,000
		Contracts (LOAs)			X	X	UNDP		72125	30,000
		Contracts (Translation)			X	X	UNDP		72127	10,000
		Contracts (Venue)			X	X	UNDP		72128	15,000
		Contracts (Printing)					UNDP		72129	0
		Miscellaneous			X	X	UNDP		74525	7,000
								Total	137,000	
	Second MDGR	International Consultant				X	UNDP	TRAC	71210	20,000
		National Consultants				X	UNDP		71310	12,000
		Travel				X	UNDP		71600	10,000
		Contracts (LOAs)				X	UNDP		72125	20,000
		Contracts (Translation)				X	UNDP		72127	5,000

	Contracts (Venue)				X	UNDP		72128	7,000
	Contracts (Printing)					UNDP		72129	0
	Miscellaneous				X	UNDP		74525	5,000
								Total	79,000
IraqInfo	International Consultant			X	X	UNDP	TRAC	71210	30,000
	Travel			X	X	UNDP		71600	50,000
	Contracts (LOAs)					UNDP		72125	0
	Contracts (Translation)			X	X	UNDP		72127	3,000
	Contracts (Venue)			X	X	UNDP		72128	10,000
	Miscellaneous			X	X	UNDP		74525	4,000
							Total	97,000	
MDG-based Planning at the National Level	International Consultant			X	X	UNDP	TRAC	71210	30,000
	National Consultants			X	X	UNDP		71310	10,000
	Travel			X	X	UNDP		71600	60,000
	Contracts (LOAs)					UNDP		72125	0
	Contracts (Translation)			X	X	UNDP		72127	10,000
	Contracts (Venue)			X	X	UNDP		72128	15,000
	Miscellaneous			X	X	UNDP		74525	5,000
							Total	130,000	
MDG-based Planning at the Local Level	International Consultant					UNDP	TRAC	71210	0
	National Consultants					UNDP		71310	0
	Travel			X	X	UNDP		71600	20,000
	Contracts (LOAs)					UNDP		72125	0
	Contracts (Translation)			X	X	UNDP		72127	5,000
	Contracts (Venue)			X	X	UNDP		72128	6,000
	Miscellaneous			X	X	UNDP		74525	4,000
							Total	35,000	
								GRAND TOTAL	543,000

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 <i>National & Regional Statistical Offices have the capacities to establish and maintain a MDG Monitoring and Reporting Framework</i> Indicators: <i># of relevant government staff trained to work with IRAQInfo</i> <i>% increase in number of indicators of IRAQInfo</i> <i>Global Standard MDG Reporting is established in Iraq</i> <i>Global Standard UBN Reporting is strengthened in Iraq</i> Baseline: <i>Staff trained on DevInfo: COSIT: 10 / KRSO: 6</i> <i>Indicators (not counting subgroups) in database: 150</i> <i>UBN Report: 2006 based on ILCS 2004 data</i> <i>MDG Report: National MDG statistics report in 2005</i> Related CP outcome: <i>National policies and an enabling environment in place to achieve the MDGs</i>	IRAQInfo Indicator Increase - COSIT/KRSO input indicators into database - UNDP/UNICEF in partnership with COSIT/KRSO with support from DevInfo Group conducts quality workshop	X	X	X	X	UNICEF, OCHA COSIT, KRSO	TRAC2		10,000
	Government Staff trained in DevInfo: - User Training - Admin Training	X	X	X		COSIT, KRSO	TRAC2		45,000
	UBN Report: - Review - Publication and Launch	X	X			COSIT, KRSO	TRAC2		120,000
	MDG Report: - Elaboration - Translation - Review - Publication and Launch	X	X	X	X	COSIT, KRSO	TRAC2		195,000
	Personnel: - MDG Project Manager (25%) - MDG Project Associate (25%)			X	X	UNDP	TRAC2		25,000
Output 2 <i>Government line ministries have the capacities to utilize MDG analysis and planning</i> Indicators: <i>Design and Mobilization of the capacity assessment exercise of the national level planning structure</i> <i>Design and Mobilization of the capacity assessment exercise by the selected governorate planning units</i> <i># of relevant national government officials trained successfully according to capacity assessment</i> <i># of relevant local government officials trained successfully according to capacity assessment</i>	Follow-up of National level MDG-based planning capacity building - Strategic Planning Workshop - Training - Advocacy Workshops - Consultancy	X	X	X	X	MOPDC, MOF, CB & All members of Inter-Ministerial Committee Legislative Representatives	TRAC2		210,000

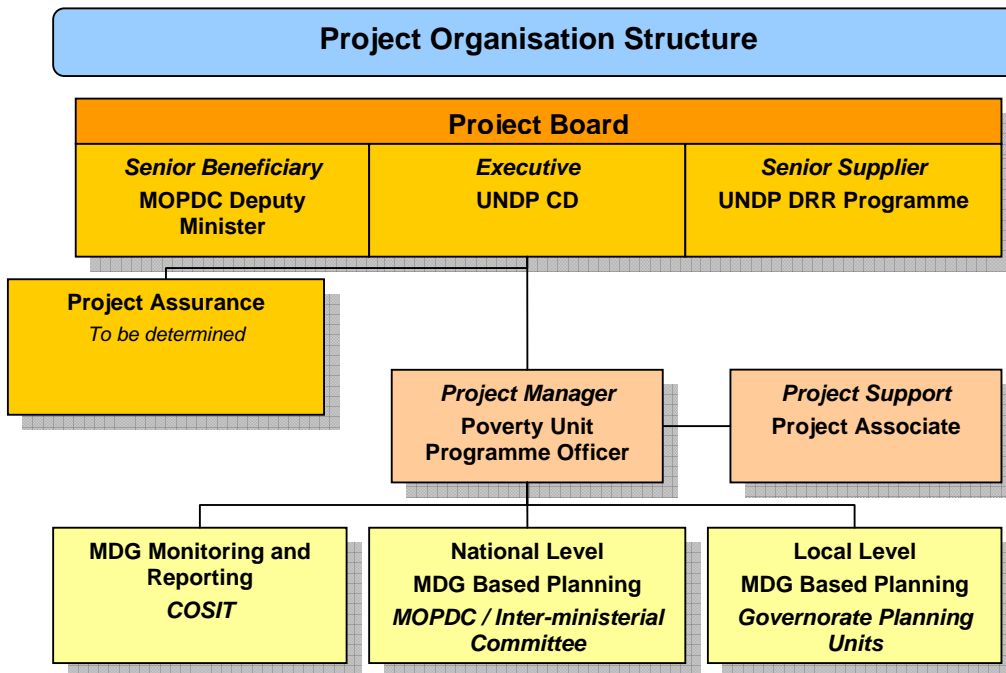
Baseline: No national level MDG-based capacity assessment in place No local level MDG-based capacity assessment in place National government officials capacitated on MDG-based planning: 0 Local government officials capacitated on MDG-based planning: 0 # MDG-based Plan at the National Level: 0 # MDG-based Plans at the Governorate (Local) Levels: 0 Related CP outcome: <i>National policies and an enabling environment in place to achieve the MDGs</i>	Local Level MDG-based planning Capacity Needs Assessment - Strategic Planning Workshop - Consultancy - Elaboration and Agreement with Government counterparts	X	X	X	X	Planning Units from Selected Governorates	TRAC2		195,000	
	Personnel: - MDG Project Manager (25%) - MDG Project Associate (25%)				X	X	UNDP	TRAC2		25,000
Output 3 <i>Government line ministries and local governments adopt and prepare MDG-based national planning and management</i> Indicators: # MDG-based Plan at the National Level # MDG-based Plans at the Governorate (Local) Levels Baseline: # MDG-based Plan at the National Level: 0 # MDG-based Plans at the Governorate (Local) Levels: 0 Related CP outcome: <i>National policies and an enabling environment in place to achieve the MDGs</i>	MDG Advocacy: - Strategic Planning Workshop - Elaboration and Dissemination of Advocacy Materials	X	X	X	X		TRAC2		110,000	
	Elaboration of Local level MDG-based plans - Elaboration Workshops				X	X	Planning Units from Selected Governorates	TRAC2		100,000
	Personnel: - MDG Project Manager (50%) - MDG Project Associate (50%)				X	X	UNDP	TRAC2		50,000
TOTAL									1,085,000	

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 <i>National & Regional Statistical Offices have the capacities to establish and maintain a MDG Monitoring and Reporting Framework</i> Indicators: <i># of relevant government staff trained to work with IRAQInfo</i> <i>% increase in number of indicators of IRAQInfo</i> <i>Global Standard MDG Reporting is established in Iraq</i> <i>Global Standard UBN Reporting is strengthened in Iraq</i> Baseline: <i>Staff trained on DevInfo: COSIT: 10 / KRSO: 6</i> <i>Indicators (not counting subgroups) in database: 150</i> <i>UBN Report: 2006 based on ILCS 2004 data</i> <i>MDG Report: National MDG statistics report in 2005</i> Related CP outcome: <i>National policies and an enabling environment in place to achieve the MDGs</i>	Government Staff trained in DevInfo - IRAQInfo Hosting transfer to GOI	X	X	X	X	COSIT, KRSO	TRAC2	50,000	
	Personnel: - MDG Project Manager (25%) - MDG Project Associate (25%)			X	X	UNDP	TRAC2	25,000	
Output 2 <i>Government line ministries have the capacities to utilize MDG analysis and planning</i> Indicators: <i>Design and Mobilization of the capacity assessment exercise of the national level planning structure</i> <i>Design and Mobilization of the capacity assessment exercise by the selected governorate planning units</i> <i># of relevant national government officials trained successfully according to capacity assessment</i> <i># of relevant local government officials trained successfully according to capacity assessment</i> Baseline: <i>No national level MDG-based capacity assessment in place</i> <i>No local level MDG-based capacity assessment in place</i> <i>National government officials capacitated on MDG-based</i>	Follow-up of National level MDG-based planning capacity building - Training - Advocacy Workshops	X	X	X	X	MOPDC, MOF, CB & All members of Inter-Ministerial Committee	TRAC2	55,000	
	Follow-up of Local level MDG-based planning capacity building - Strategic Planning Workshop - Training - Advocacy Workshops - Consultancy	X	X	X	X	Planning Units from Selected Governorates	TRAC2	220,000	

planning: 0 Local government officials capacitated on MDG-based planning: 0 # MDG-based Plan at the National Level: 0 # MDG-based Plans at the Governorate (Local) Levels: 0 Related CP outcome: <i>National policies and an enabling environment in place to achieve the MDGs</i>	4 Implementation of Local level MDG-based planning capacity building - Training Workshops					<i>Planning Units from Selected Governorates</i>	TRAC2		
	Personnel: - MDG Project Manager (25%) - MDG Project Associate (25%)			X	X	UNDP	TRAC2		25,000
Output 3 <i>Government line ministries and local governments adopt and prepare MDG-based national planning and management</i> Indicators: # MDG-based Plan at the National Level # MDG-based Plans at the Governorate (Local) Levels Baseline: # MDG-based Plan at the National Level: 0 # MDG-based Plans at the Governorate (Local) Levels: 0 Related CP outcome: <i>National policies and an enabling environment in place to achieve the MDGs</i>	MDG Advocacy: - Elaboration and Dissemination of Advocacy Materials	X	X	X	X		TRAC2		70,000
	Personnel: - MDG Project Manager (50%) - MDG Project Associate (50%)			X	X	UNDP	TRAC2		50,000
TOTAL									495,000

V. MANAGEMENT ARRANGEMENTS



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall 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. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Republic of Iraq and UNDP, signed on 20th October 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 plan.

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.

VIII. ANNEXES

1. Risk Analysis

Project Title: Capacity Development on MDG Monitoring, Reporting and Planning at the National and Local level in Iraq	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Government Counterparts at the National level have the political mandate and technical capacity to elaborate MDG-based national strategies	May 2008	Political	The national strategies developed would not be adopted as the official strategies, and therefore not implemented into actions. P = 2 I = 5	The strategic planning workshop will be constituted by all identified government counterparts to arrive at an informed decision with which the government is in consensus	UNDP Iraq	UNDP Iraq	May 2008	No change
2	Government Counterparts at the Local level have the political mandate and technical capacity to elaborate MDG-based governorate strategies	May 2008	Political	The governorate strategies developed would not be adopted as the official strategies, and therefore not implemented into actions. P = 3 I = 5	The strategic planning workshop will be constituted by all identified government counterparts to arrive at an informed decision with which the government is in consensus	UNDP Iraq	UNDP Iraq	May 2008	No change
3	Security situation in selected areas does not allow conduction of project activities	May 2008	Security	Inability to maintain flow of activities and to complete the project P = 3 I = 3	Shift of activities to safer areas in the country	UNDP Iraq	UNDP Iraq	May 2008	No change
4	Inability to transfer funds in time due to the Banking system situation in the country	May 2008	Economy	Slow down in project activities P = 1 I = 3	Use alternate money transfer companies or local banks	UNDP Iraq	UNDP Iraq	May 2008	No change

2. Terms of Reference



I. Position Information

Job Code Title: **Programme Officer**

Position Number:

Department: Poverty Team

Reports to: Team Leader (P5)

Reports:

Position Status: New

Current Grade: N/A

Approved Grade: ALD 3

Position Classified by:

Classification Approved by:

II. ORGANIZATIONAL CONTEXT

UNDP Iraq has launched a project in partnership with the Iraqi Ministry of Planning and Development Cooperation and partner UN Agencies to support the achievement of the MDG targets in Iraq. The project will focus on capacity building of the relevant government counterparts in terms of monitoring, reporting and MDG based planning, both at the national and local levels. Additionally, the project includes an advocacy component on MDG achievement.

The Programme Officer will be responsible for managing the implementation of the Programme for its period of duration.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the overall supervision of the Country Director, the Senior Deputy Country Director, the Deputy Resident Representative (Programme), and the direct supervision by the Poverty & Human Development Team Leader, the incumbent shall be expected to carry out the following key functions:

- MDG Strategy Policy Advice, Programme Implementation and Support
- Contribute to the preparation and elaboration of concept notes and other tasks of the Unit as indicated by the Team Leader
- Contribute to objectives of the Information and Analysis Unit under the DSRSG Office in UNAMI

1. MDG Strategy Policy Advice, Programme Implementation and Support:

- Advice and Support the implementation of the Country Office's MDG Strategy Proposal;
- Implement Action Plan for a National MDG Report in coordination with government officials;
- Implement Action Plan for an update of the Unsatisfied Basic Needs (UBN) Report based on the data collected by the Iraq Household Socio Economic Survey (IHSES);
- Implement Action Plan for capacity development to Iraq's Inter-Ministerial Poverty Reduction Committee on the elaboration of an MDG based Poverty Reduction Strategy;
- Implement Action Plan for capacity development to Governorate Planning Units on the elaboration of MDG based Governorate Development Strategies
- Support Implementation of DevInfo as Database Repository for development indicators

(IRAQInfo) in coordination with UNICEF, Government Statistical Offices and other partners;

- ❑ Implement Action Plan for MDG Information and Awareness Strategy
- ❑ Support to the Poverty Reduction and Human Development Unit on ongoing activities on the MDGs

2. Contribute to objectives of the Information and Analysis Unit under the DSRSG Office in UNAMI:

- ❑ Represent UNDP at this Inter-Agency Unit
- ❑ Support the elaboration of Situational Analysis Reports and the data collection on a quarterly basis
- ❑ Support the elaboration of ad-hoc analysis reports as required
- ❑ Support the elaboration of a performance and impact analysis on a yearly basis

3. Contribute to the preparation and elaboration of concept notes and other tasks of the Unit as indicated by the Team Leader, including support to other Poverty Programmes.

IV. COMPETENCIES

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Strong IT skills
- Ability to lead implementation of new business policies, and affect staff behavioral/ attitudinal change

Communication

- The ability to show people that they have been heard and understood
- Present difficult ideas and concepts in a simplified way to be understood easily by non Technical audience
- The ability to change communication styles to meet the needs and preferences of the audience and be aware of the impact of both verbal and non-verbal communications

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- BUILDS STRONG RELATIONSHIPS WITH CLIENTS AND EXTERNAL ACTORS
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

V. Recruitment Qualifications

Education:	Master Degree in Social Sciences, business administration, or related field.
Experience:	<p>A. 2 to 3 years of relevant experience in policy advice, programme implementation and organizational support in development related areas.</p> <p>B. 3 to 5 years of relevant experience in data collection, analysis and information management.</p> <p>C. Knowledge of the socio-economic aspects of Iraq</p>
Language Requirements:	Fluency in written and spoken English is mandatory. Knowledge of Arabic and other UN languages an asset.

Women are strongly encouraged to apply.



**UNITED NATIONS DEVELOPMENT PROGRAMME
GENERIC JOB DESCRIPTION**

I. Position Information

Job Code Title : **Programme Associate**
Pre-classified Grade: ICS-6
Supervisor: Poverty Unit Team Leader and MDG Programme Officer

II. ORGANIZATIONAL CONTEXT

Under the overall guidance of the Poverty Unit Team Leader and the MDG Programme Officer, the Programme Associate ensures effective delivery of the MDG programme by entering and managing data and supporting programme implementation consistent with UNDP rules and regulations.

The Programme Associate can supervise clerical and support staff of the Poverty Unit. The Programme Associate works in close collaboration with the operations, programme and projects' staff in the CO and UNDP HQs as required for resolving complex finance-related issues and exchange of information.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of Key Functions:

- Support to formulation of MDG programme strategies and implementation of the MDG Programme Action Plan
- Support to management of the MDG programme
- Administrative support to the MDG Programme
- Support to resource mobilization
- Facilitation of knowledge building and knowledge sharing

1. Supports formulation of **MDG programme strategies and implementation of the MDG Programme Action Plan** focusing on achievement of the following results:

- Collection, analysis and presentation of background information for preparation of MDG Programme strategies, effective application of RBM tools and establishment of management targets (BSC).
- Presentation of background information for formulation of MDG programme, draft project documents, work plans, budgets, proposals on implementation arrangements.

2. Provides effective support to **management of the MDG programme** focusing on the achievement of the following results:

- ❑ Creation of a project in Atlas, preparation of required budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial close of a project.
- ❑ Provision of guidance to the executing agencies on routine implementation of projects.
- ❑ Presentation of information for audit of projects, and supports implementation of audit recommendations.

3. Provides **administrative and operational support to the MDG Programme** focusing on achievement of the following results:

- ❑ Review of projects Financial Reports; preparation of non-PO vouchers for development projects.
- ❑ Maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas.
- ❑ Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- ❑ Creation of requisitions in Atlas for development projects, register of goods receipt in Atlas.
- ❑ Making budget check for requisitions, POs and vouchers.

4 . Supports **resource mobilization** focusing on achievement of the following results:

- ❑ Track and reporting on mobilized resources. Review of contributions agreement, managing contributions in Atlas.

5. Ensures **facilitation of knowledge building and knowledge sharing** in the CO focusing on achievement of the following results:

- ❑ Organization of trainings for the operations/ projects staff on programme.
- ❑ Synthesis of lessons learnt and best practices in programme.
- ❑ Sound contributions to knowledge networks and communities of practice.

IV. Impact of Results

The key results have an impact on the overall performance of the Programme Unit and success in implementation of programme strategies. Accurate analysis, data entry and presentation of information ensure proper programme implementation.

V. COMPETENCIES AND CRITICAL SUCCESS FACTORS

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- Shares knowledge and experience
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
- Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems
- Good knowledge of Results Management Guide and Toolkit
- Ability to draft well in Arabic and English

Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

VI. RECRUITMENT QUALIFICATIONS

Education:	University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences or other related field.
Experience:	5 to 6 years of progressively responsible administrative or programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems. Knowledge of socio-economic aspects of Iraq is a requirement
Language Requirements:	Fluency in written and spoken English as well as Arabic is essential

Women are strongly encouraged to apply.