



UNITED NATIONS IRAQ ASSISTANCE STRATEGY

2008 - 2010

United Nations Country Team - Mission Statement

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



PREFACE

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

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

The New Security Council Mandate

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

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

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

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

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

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

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ACRONYMS

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

NEW UNCT COORDINATION STRATEGY

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

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

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

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

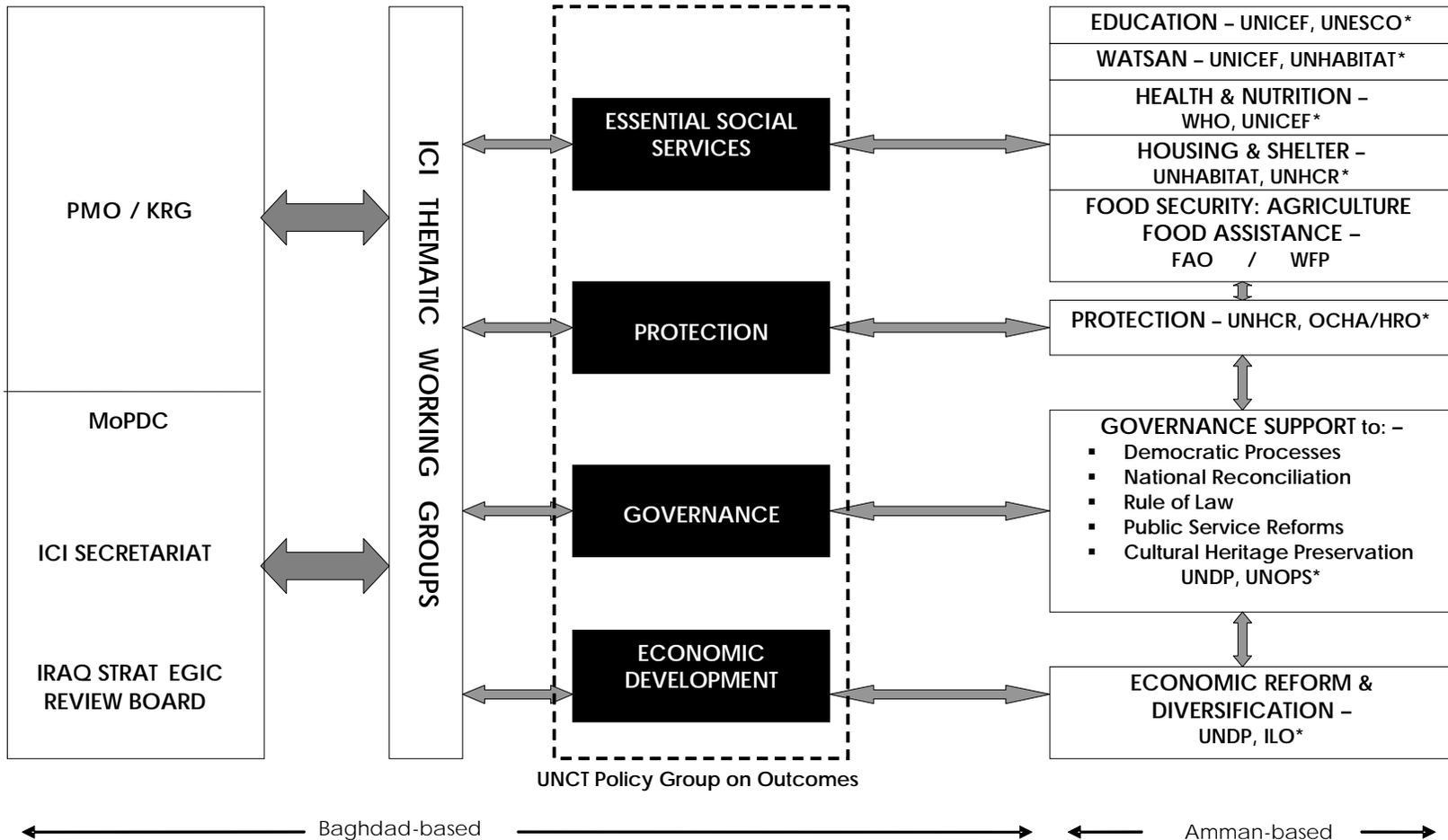
Sectors
1. Education
2. Water and Sanitation
3. Health and Nutrition
4. Housing and Shelter
5. Food Security: Agriculture, Food Assistance
6. Protection
7. Governance
8. Economic Reform and Diversification

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

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

UNCT IRAQ COORDINATION STRUCTURE:
Humanitarian, Reconstruction and Development

SECTOR OUTCOME TEAMS:
UN Agencies and NGO Partners



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

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

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

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

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

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

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

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

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

SECTOR ASSISTANCE STRATEGIES

BACKGROUND AND CONTEXT

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

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

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

EDUCATION



SOURCE - UNICEF

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

Enrolment rates for the academic year 2006/2007 indicate low participation of students in education and a significant fall compared with previous years. Net kindergarten enrolment is exceptionally low, with only 0.06% of the age group having access to educational activities. This is a drop compared to Multi-Indicator Cluster Survey #3 (MICS-3, 2006) finding of 2.5%. Net enrolment in primary school (grade 1-6) is 54%, which is substantially lower than the 82.1% reported in the MICS-3. Drop-out rates at primary schools range from 1.1% to 5.1%, and are highest in certain areas of Baghdad, Anbar, Erbil and Missan. The enrolment pattern at the secondary level shows a wide variation between governorates with a national gross enrolment (GER) of 51.19%. The GER for female students is reported to be 43.8%. According to Ministry of Education (MoE) figures, only 28% of all 17 year-old sat final exams to graduate from high school in 2007. Enrolment rates for higher education are also low.

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

OUTCOMES AND OUTPUTS:

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

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

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

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

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

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

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WATER AND SANITATION

SITUATION ANALYSIS: The MICS-3 indicates that, in the rural areas, only 47% of the population uses drinking water that is piped into their dwellings. Nearly half (48%) of those who have access to improved drinking water sources in Baghdad indicated problems with the condition of services. Untreated wastewater is being discharged daily into the Tigris, Euphrates and other waterways. Of the estimated 1,407,419,000 liters of wastewater / sewage generated every day in Baghdad city alone, only 34% of it is treated; the rest is untreated and discharged directly into the waterways. Damaged sewer lines and deteriorated water networks compound contamination, with grave implications for public health and the environment.



SOURCE - UNICEF

Of the estimated 2 million displaced persons within Iraq, one-third reportedly relies on broken pipes, lakes and streams as primary water sources. Although the percentage of rural households using improved sanitation facilities seems high at 82%, this figure does not reveal the situation on the ground, as 40% of the respondents indicated problems with the functionality of the sewage system around their houses.

OUTCOMES AND OUTPUTS:

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

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

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

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

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

HEALTH AND NUTRITION



SOURCE - UNICEF

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

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

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

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

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

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

OUTCOMES AND OUTPUTS:

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

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Output 1.6	Emergency preparedness and response. Access to basic health services to the most vulnerable people affected by the ongoing humanitarian crisis assured
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The Health and Nutrition Sector's (HNS) assistance strategy will provide support to improve the performance of the national health system and provide equal access to services, with special emphasis on vulnerable, marginalized and excluded individuals and families.

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

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

HOUSING AND SHELTER

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



SOURCE - UNHABITAT

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

OUTCOMES AND OUTPUTS:

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

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

WORK PLAN: In responding to a growing housing crisis, the HSS will adopt a twin track approach. On the one hand, it will continue efforts to support implementation of the NDS and the ICI by providing policy, institutional and capacity development

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assistance in formulating effective housing strategies and redesigning housing and housing micro-finance programmes for vulnerable groups and on the other, it will engage in direct interventions to quickly improve housing conditions for the most needy and vulnerable through an integrated community development approach. The HSS will respond to the humanitarian and temporary shelter needs of IDPs and ex-refugee returnees, and will assist local authorities with necessary emergency shelter plans.

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

FOOD SECURITY: AGRICULTURE AND FOOD ASSISTANCE



SOURCE - FAO

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

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

AGRICULTURE OUTCOMES AND OUTPUTS:

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

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

WORK PLAN: The AG will achieve its goal by promoting agricultural and macro-economic policy initiatives covering subsidy, price and trade reforms, supported by reliable information and robust analysis, and promoting the restructuring and strengthening of public sector institutions concerned with agricultural development. The AG will also develop linkages between agro-enterprises

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and financial service providers, a consolidated land and water management policy and a comprehensive approach to resolve trans-boundary water and environmental issues.

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

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

FOOD ASSISTANCE OUTCOMES AND OUTPUTS:

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

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

WORK PLAN: The FA will accomplish its objective by protecting poor and vulnerable groups from the fall-out of change and by reintegrating them into society, communities and the economy. The FA will also address the needs of IDPs, refugees and returnees, enabling them to realize their potential as contributing members of the community. The FA will improve the food security situation of vulnerable groups through increased and equal access to adequate food and improved nutritional content. The FA will also build the capacity of the GoI to establish and manage national food assistance and hunger-reduction programs. The FA will achieve this by enhancing the capacity of Food Security Units to better monitor and report on progress and identify gaps in food security issues in each governorate, establishing an emergency preparedness system to respond to food crises. The FA will build the capacity of staff at the Ministry of Trade to rationalize the function of the PDS to sustain the national agriculture sector.



SOURCE - WFP

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

PROTECTION



SOURCE - UNHCR

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

capacity among rule of law institutions, corruption and lack of awareness concerning accountability mechanisms.

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

OUTCOMES AND OUTPUTS:

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

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

WORK PLAN: The PS will address protection concerns by promoting pro-protection legislation and policies, human rights awareness raising and among government, including security forces, non-state actors, civil society and the civilian population,

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

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

GOVERNANCE

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



SOURCE - UNIFEM

OUTCOMES AND OUTPUTS:

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

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

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

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

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

ECONOMIC REFORM AND DIVERSIFICATION

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

OUTCOMES AND OUTPUTS:

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

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

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

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

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execution by key ministries. To that effect, the ERDS will support the elaboration of master plans and other capacity-building initiatives for rapid reconstruction and development of strategic economic sectors.

The ERDS's strategy will support the optimal use of economic resources for inclusive growth and MDG-oriented and equitable development planning. To this end, the ERDS will assist relevant line ministries to implement social protection schemes that stimulate employment and equitable economic growth. The ERDS will also assist the Ministry of Social and Labor Affairs (MoLSA) to design and foster active labor market policies and programs to increase participation, assist youth in their transition from school to work, provide relevant work skills and to boost private sector employment.

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

CROSS CUTTING ISSUES

GENDER

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

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

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

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

HUMAN RIGHTS

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

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

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

EMPLOYMENT

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

ENVIRONMENT

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The UNCT believes that development in Iraq can take place in an environmentally sensitive context, particularly since the degradation of the environment is one of the major causes for the loss of employment opportunities and poverty, as well as one of its effects. The UNCT will focus on strengthening national policy frameworks to support sustainable energy use, reduction of pollutants and promote energy services, clean energy technologies to mitigate climate change and increased access to investment financing for sustainable energy.

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

EMERGENCY PREPAREDNESS

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

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

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

RESOURCE MOBILIZATION

IRAQ RECONSTRUCTION FUND FACILITY AND IRAQ TRUST FUND

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

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

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

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

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

CONSOLIDATED APPEALS PROCESS

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

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

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

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

ANNEXES

INTERNATIONAL COMPACT WITH IRAQ - UPDATE

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

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

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

ICI PROGRESS ACROSS MAJOR SECTORS

POLITICAL, SECURITY AND LEGISLATIVE PROGRAM

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

HUMAN RIGHTS

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

PUBLIC RESOURCE MANAGEMENT AND ECONOMIC REFORM

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- The GoI declared 2008 'The Year of Reconstruction and Anti-Corruption.' The Parliament passed the 2008 budget – at US\$ 48 billion, the largest in Iraq's history and for which US\$ 18.6 billion is committed to capital investment in infrastructure and essential services. Important anti-corruption and accountability measures are envisaged in 2008.
- Iraq's economy grew by 10.4 % during 2007. IMF forecasts further GDP growth of 7.1% for 2008 and 7.5% for 2009, respectively. The IMF further estimates that in December 2007, consumer price inflation stabilized at 20%, down from 64.8% in December 2006.
- Public finances are improving. Successful completion and renewal of the Stand-by Agreement with the IMF in December 2007 opened a final phase leading to the release the last 20% of the Paris Club debt. GoI reports indicate that execution of the capital investment budget increased to 60% in 2007, compared with 26% in 2006.
- As evident from economic expansion in 2007, Iraq is a major emerging market. The GoI is currently developing several 'economic free-zones' and working with the Organisation for Economic Cooperation and Development (OECD) to promote intra-regional investment. Implementing regulations for the Investment Law are being enacted and a National Investment Commissioner was appointed.

ENERGY

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

HUMAN DEVELOPMENT AND HUMAN SECURITY

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

DEBT-RELIEF AND REGIONAL COOPERATION

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

DETAILED SECTOR OUTCOME AND OUTPUT MATRICES

ACRONYMS

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

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Please place Outcome Matrices here to replace this sheet.