**Tabulated Response to Comments on the Draft CPD Iraq (2016-2020)**

**19 November 2015**

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| **Comments** | **Status** | **CO Remarks** |
| The UNDP program makes reference to the Iraqi National Development Plan of 2010-2014, and analyzes critically the extent to which this has been adequate in formulating and attaining the relevant development goals for Iraq. There is therefore a certain critical distance between the Iraqi plans and the UNDP plan. This distance, however, relates more to method and approach than to final goal. The plan makes extensive references to the need for Iraqi capacity building and for Iraqi internal rules and regulations to not impede necessary local and decentralized efforts. The plan opens for extensive dialogue with local authorities, particularly on vital development issues such as reconstruction in former combat areas subsequent to liberation from ISIL forces. | No need for specific reference in the CPD | Well noted. In addition to utilizing and upscaling in-country proven experiences, methods and approaches, UNDP will also offer global best practices in areas where UNDP had comparative advantage. |
| Relevance and approach. Iraq is a country in a de facto state of civil war. While there are a number of references to the challenges posed by the security situation, it is obvious that the long term development goals of Iraq cannot be seen in isolation from the enormous challenges posed both by the conflict itself and the humanitarian consequences of a prolonged conflict. The plan must be qualified with respect to the uncertainty posed by the conflict, and the ramification and spillover effects the conflict presents both with regard to the security situation and the humanitarian needs. | Reflected in the CPD in paragraph 25 & 26 | The risk of increased conflict has been considered from both an operational and programmatic lens. Measures to ensure continued operations in the case of increased or prolonged conflict have been elaborated and strategies to better identify and compensate for sudden or increased conflict developed including remote management and third party implementation. |
| **Contribution to national capacity-building** | No need for specific reference in CPD | As paragraphs 13-20 outline the bulk of UNDP’s programme will focus on capacity building activities at various levels of Government to support a mix of greater policy, implementation capacity, transparency and accountability. |
| Cooperation/harmonization/coordination. The UN in Iraq is subject to an overarching leadership by the UNAMI. The plan is ambitious when it comes to involving Iraqi society. This applies to government, both nationally and locally as well as civil society. The plan recognizes the inherent difficulties in involving civil society due to Iraq’s lack of democratic and pluralistic traditions. The plan is ambitious when it comes to enhancing awareness on the part of civil society in general, and traditionally marginalized groups in particular. The UNAMI aspires to assume a leadership role in relation to the various UN agencies, particularly when it comes to express priorities towards donors. This represents some challenges, which UNAMI seems to be constantly addressing. | Reflected in the CPD in paragraph 6, 12, 13, &16 | UNDP Plan is based on past experience and the strong relationships it has established with the government, both at the national and local level, as well as civil society and the engagement of the two on various issues as well as with each other.  UNDP is determined to further strengthen and optimize its joint efforts with UNAMI in line with the SAM undertaken earlier this year. There is a number of specific areas of common interest including national reconciliation, youth and gender. The UN system is also recalibrating its response through a revised UN Development Assistance Framework, 2015-2019, which will further tighten coordination of UN Agency activities. |
| Results. The plan addresses the challenges in assessing outcomes, and points to “Too many and too broad outcomes” as a weakness with previous development plans for Iraq. The remedy for this is outlined in the plan: “There are a limited number of tangible and specific outcomes for each Priority Area. These outcomes will make a significant difference in respect of development and stability….And they are outcomes in which the UN has a clear competitive advantage, and for which the UN can mobilize its own resources and those of government or donors.” | Reflected in the CPD in paragraph 25 & 26 | UNDP will take into account the ADR and other outcome level assessments which pointed to the fact that a wide programmatic scope often yielded less results with deep lasting impact. As such the area identified where UNDP had significant impact and significant advantage were made the central focus of planned programmatic interventions |
| Human rights and gender equality. There are extensive references to gender equality throughout the plan. The plan addresses in particular the need to enhance girls’ education and women’s participation in professional life and consequent economic empowerment. The plan also demonstrates how there are gender specific humanitarian consequences and recognizes the need to enable women to be more vocal in public discourse. The plan points to its inclusion of HRBA – Human Rights Based Approach as one of the UNDP programming principles. This seems to best explicitly operationalized when it comes to gender rights and civil society involvement and capacity building, and somewhat less so with respect to combatting human rights violations in general. | Reflected in the CPD in paragraph 16 | With regards to Human Rights Violation, UNDP will work at the institutional level, in partnership with UNAMI and OHCHR on the reform of judicial system as well as continuing to work with the Security and Defense Committee of CoR for the reform of the security sector. At the local level, UNDP will work with community policing interventions to improve security and awareness of human rights. These issues are of special importance for the liberated areas. |
| In general Sweden supports the analyses in “program rationale” as well as the proposed priorities for the country program. We do however have questions as to whether the implementation is yet sufficiently adapted to the Iraqi context and level of capacity in state institutions at central and provincial levels, including crises coordination mechanisms at federal level. During the first week of Nov 2015, the Parliament withdrew its support for the Prime Ministers reform package which leads to a need to reassess the feasibility of parts of the UNDP program. | Specific reference in the CPD in slightly adjusted paragraph 17. | Although a number of political challenges continue, it is also widely believed that the reforms in the PM’s plan are crucial. UNDP is focusing on supporting areas of this reform programme which fall under its mandate where it can contribute to significant effect and bolster operat ionalization. |
| One of the key priorities proposed is Public Institutional Reform. Given that the international community now has more than a decade of experience of supporting such reforms in Iraq with a substantial level of funding and ambition, we suggest UNDP mentions and integrates the main lessons learned from this type of work in the proposed program to ensure that previous shortcomings are not repeated. | Reflected in the CPD in paragraph 6, a slightly altered paragraph 10 &16 | UNDP does reference its past work in supporting the Independent Parliamentary bodies, Council of Representatives, Commission of Integrity, Security and Defense Committee with regards to this CPD building on the good results of those interventions. The CPD also now clearly refers to the ADR which included very clear conclusions and recommendations on Governance activities. |
| When supporting decentralisation and implementation of development plans at provincial level, we suggest the UNDP makes it a consistent priority throughout the programmes to ensure relevant local actors gain experience from engaging in processes that are more transparent and participatory and strengthens accountability. | Reflected in the CPD paragraphs 18, 20, 22 & 23 | This point is well taken and UNDP will work at the central, governorate and community level to ensure that the further implementation of decentralization is inclusive of local actors. This is prominent in interventions under both outcomes 2 & 3 in the RRF. |
| As regards crises coordination at federal level we suggest UNDP clarifies its assessment of the capacity of these mechanisms as well as takes steps to ensure it does not contribute to further confusion in the administration of the different roles and responsibilities of the various mechanisms. The capacity of the administration to provide relevant and accurate briefings for senior government officials taking a leadership role must not be overestimated and the UNDP must ensure a reasonable balance between doing work in parallel with building the capacity of the government to do it. | Reflected in the CPD in paragraph 8. | UNDP is working closely with the JCC and the JCMC to build government capacity to monitor and coordinate development and humanitarian efforts in Iraq. UNDP’s efforts are aimed at avoiding confusion and duplication of efforts by respective Government institutions. In the meantime, UNDP is realistically assessing existing capacities of the partner institutions in order to better tailor capacity support including through on the job training sessions |
| The program would be more relevant and have a clearer human rights-profile if groups in vulnerable positions such as minorities and youth were also specifically targeted | Reflected in the CPD paragraphs 14 & 23, RRF Outcome 3 indicators | This point is well noted. Youth and minorities have been highlighted in the programme priorities section- as well as specific indicators under Outcome 3 |
| In light of the many challenges in this regard, we would like UNDP to elaborate how it will “support the federal government in establishing a performance management system to measure the progress of line ministries towards national development goals”. |  | This will be achieved through building a comprehensive performance system based on the best practices to develop set of performance criteria for each ministry in light with their core functions and tasks. This indicator will take into account national development goals as well as specific role of each ministry in achieving these goals, Discussions are currently still on going to define concrete activities and time frame. |
| It would be useful if the CPD could address known challenges as regards presence, coordination and performance monitoring. | Reflected in the CPD paragraphs 26, 28 & 30 | UNDP has steadily increased its presence across Iraq since the office’s full relocation in 2014, hubs have been established in strategic areas across the country to provide better outreach to beneficairies, implementation and monitoring of interventions. UNDP has a dedicated Unitand an established timeframe for project and programme monitoring. UNDP is also engaged with the UN and other international partners in the assessment and monitoring of the development context and progress of target areas and interventions to ensure that they remain relevant and effective. |