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Country programme document for Iraq (2025-2029)

Please recycle

I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. The Republic of Iraq, 438,317 kilometres square, is centrally located in western Asia and has three main climate zones: an arid lowland desert in the west and southwest; a semi-arid steppe broadly covering the central region; and a moist Mediterranean climate in the north and northeast.

2. The Constitution was approved in the 2005 national referendum, marking the transition to the first constitutional government in nearly half a century. It established the semi-autonomous Kurdistan Region in Iraq, which includes the governorates of Erbil, Dohuk, and Sulaymaniyah.

3. The country has one of the fastest-growing regional populations, which will surge from 44.5 million[1] to 74.5 million by 2050.[2] Sixty-nine per cent live in urban areas and 31 per cent in rural areas, primarily along the Tigris and Euphrates Rivers. With nearly 60 per cent of the population under 25 years old,[3] there is significant pressure on the resources, infrastructure, and employment sectors.[4] The 'youth bulge' signifies a vibrant young workforce, but few institutions engage youth in public debates or decision-making structures.

4. With a Human Development Index score of 0.67, Iraq is ranked as a medium human development country.[5] However, addressing women's needs and advancing their role in development is critical, as they are underrepresented in the public sector and in leadership roles. Iraqi women lag in human development as evidenced by the Gender Development Index (0.79, compared to 0.95 globally),[6] the UNDP Women's Empowerment Index (0.363, compared to 0.607 globally),[7] and the Women, Peace and Security Index (168th out of 177 countries).[8]

5. With oil and gas accounting for 90 per cent of government revenues, Iraq is extremely dependent upon a volatile commodity that is vulnerable to a variety of factors. That dependency undermines the competitiveness of non-oil sector exports essential to economic diversification and to meeting the nationally determined contribution. To combat this, the private sector must be expanded and strengthened in areas such as agriculture, manufacturing, and services, which are crucial for creating jobs – particularly for women and youth – and developing capacities.

6. Iraq is vulnerable to climate change, pollution, and biodiversity loss. The Notre Dame-Global Adaptation Index[9] highlights its extreme vulnerability and limited readiness for climate change adaptation. With over 1.45 million hectares of cultivated land, the agriculture sector relies heavily on pesticides and fertilizers, posing environmental and health risks, particularly for groups in vulnerable situations dependent upon natural resources. To address the climate and environmental crises, whole-of-government and systems-level action is required. This is complex, given the diversity of state actors, unclear mandates and responsibilities, and outdated legal and institutional frameworks for environmental protection.

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[1] Statistics and Geographic Information Systems Authority
[2] 2023 United Nations Iraq common country analysis
[3] UNICEF country office annual report, 2023
[4] About 17 per cent of young people are employed, compared with 40.6 per cent of adults.
[5] 128th out of 204 countries and territories
[6] https://hdr.undp.org/gender-development-index#/indices/GDI
[7] https://hdr.undp.org/content/paths-equal
[8] Iraq - GIWPS (georgetown.edu)
[9] https://gain.nd.edu/our-work/country-index/rankings/

7. The National Development Plan, 2024–2028[10] highlights the challenges Iraq faces accessing energy: approximately half the population requires improved access. With less than 5 per cent renewable energy, the mix relies heavily on non-renewables. This represents a risk, as the global shift to cleaner, cheaper energy will likely turn oil into a stranded asset after 2035.

8. Approximately one million Iraqis remain internally displaced in Iraq and northeast Syria since the war ended.[11] Recent conflict has weakened the social contract with divisions along religious and tribal lines, and a residual threat of extremism, putting sustainable peace at risk.[12]

9. Despite the mandate of the Iraq High Commission for Human Rights to promote and protect human rights,[13] Iraqi institutions are fragile and fragmented. Several international human rights instruments and conventions have been ratified but not fully incorporated into the domestic legal framework or applied consistently.

10. Because the police service has historically been militarized, the Ministry of Interior endorsed a 2024–2026 strategy outlining the transition from military to police, and promoting people-centred security, women's empowerment, and climate security.

11. Iraq ranks 154th of 180 countries[14] on the Corruption Perception Index of Transparency International. With an estimated $150 billion laundered, Iraq is likely experiencing systematized corruption that will require systemic action.

12. Digital transformation is critical to improving public service delivery, accountability, and transparency. The Digital Landscape Assessment, 2023,[15] categorized the digital maturity of the Iraqi public sector as "basic". It recommended developing e-governance and cybersecurity strategies; a national data centre to enable digital identification services; an e-platform to provide digital services for new businesses; and e-banking services.

13. The UNDP country programme and the United Nations Sustainable Development Cooperation Framework, 2025–2029 – both of which are guided by the Iraq Vision for Sustainable Development 2030,[16] Iraq's Green Growth Strategy, 2024,[17] and the new National Development Plan – will help Iraq to address the economic, social, environmental, and security challenges.

14. The Sustainable Development Cooperation Framework proposes a robust partnership between national and international stakeholders focusing on: (a) private sector-led economic diversification; (b) strengthening micro-, small and medium-sized enterprises; (c) environmental sustainability; (d) the renewable energy transition; (e) good governance and the rule of law; (f) social inclusion; (g) addressing women-related disparities; and (h) supporting the return of internally displaced persons.

15. UNDP is strategically positioned to support implementation of the Cooperation Framework because of its: (a) historic, solid, and trusted partnership with the Government of Iraq and the Kurdistan Regional Government; (b) proven delivery capacity of large and complex

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[10] MOP: Summary of National Development Plan (2024 – 2028)
[11] About 160,000 live in 23 internally displaced persons camps in Kurdistan and 20,000 inside the Al Hol and other camps in northeast Syria.
[12] https://www.economicsandpeace.org/wp-content/uploads/2024/06/GPI-2024-web.pdf
[13] Awaiting appointment of commissioners to discharge its mandate
[14] https://www.transparency.org/en/countries/iraq
[15] Assessment Report: Digital Landscape Assessment of Iraq, 2023
[16] MOP: "The future we want", Iraq Vision for Sustainable Development 2030
[17] MOP: Iraq's National Green Growth Strategy, 2024

programmes; (c) strong track record in governance, peace, and social cohesion programming; (d) large programmatic and geographic footprint; (e) regional and global policy network; and, (f) ability to support the Government of Iraq, the Kurdistan Regional Government and citizens in critical and complex development issues.[18] As tensions in the region continue to escalate, UNDP remains poised to continue its close support to the Government of Iraq and the Kurdistan Regional Government to address emerging issues.

16. UNDP will continue to provide extensive support to South-South cooperation by: (a) facilitating inter-Arab States coordination and learning on anti-corruption, anti-money laundering and combatting the financing of terrorism; (b) supporting the Iraqi police to collaborate with the Jordanian Police Academy; and (c) collaborating on transboundary water and sandstorm risk management with neighbouring countries.

17. Following the lessons learned and recommendations of the independent country programme evaluation, 2020–2024 , UNDP will: (a) integrate anti-corruption measures in all country programme interventions; (b) work simultaneously on individual, institutional, and enabling environment capacity development; (c) build upon the stabilization partnerships[19] between UNDP, the Government of Iraq, the Kurdistan Regional Government, and development partners; and (d) support Iraq's digital transformation. UNDP will diversify its resource mobilization and business model by including other forms of development financing.[20]

18. On 31 May 2024, the Security Council adopted resolution 2732 outlining the closure of the United Nations Assistance Mission for Iraq (UNAMI) on 31 December 2025.[21] The United Nations country team is collaborating with UNAMI to gradually absorb some of its activities. With additional funding, resources, and partnership opportunities, UNDP will work to scale up its human rights, judicial, and legal support – including electoral support, public administrative and economic reforms, and other programmatic areas as requested by the Government of Iraq and the Kurdistan Regional Government.

II. Programme priorities and partnerships

19. Based upon extensive discussions with the Government of Iraq and the Kurdistan Regional Government, civil society, the private sector, academia, and development partners; UNDP comparative advantages; and thorough context analysis, the overarching ambition of the country programme is "to support Iraq's progress towards green and inclusive growth".

20. This assumes that Iraq – supported by UNDP in tandem with internal and external partnerships – promotes a development model that: (a) diversifies the economy and reduces its oil and gas dependency; (b) provides access to (renewable) energy, preserves natural resources, and reduces pollution; (c) boosts the rule of law, reduces corruption, and improves essential service delivery; and (d) ensures the return of refugees and displaced Iraqis through functioning infrastructure and programmes. This will enable Iraq to: (i) transition towards a more diversified, private sector-led, inclusive, and green economy; (ii) address the impacts of climate change and environmental degradation; and (iii) bolster accountable and transparent

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[18] Iraq independent country office evaluation, 2024, UNDP Independent Evaluation Office; and summative evaluation of the Funding Facility for Stabilization, 2024

[19] In line with the recommendation to build upon stabilization outcome results, focusing on social cohesion and climate change that could fuel extremism and reverse development gains if left unchecked

[20] Includes capitalizing on underperforming loans, innovative financing (blended, Islamic, and green/climate), and private sector and other government funding facilities financing

[21] S/RES/2732/2024

governance structures that will help ensure that youth, women, and other marginalized groups are incorporated into Iraq's economic, social, and political life.

21. Working in close partnership, UNDP will provide capacity-building and technical assistance to the Government of Iraq and the Kurdistan Regional Government in: (a) drafting legislation, policies, strategies, and regulations; (b) developing capacity at national and subnational government, civil society, and community levels; (c) responding to local needs and supporting essential public services delivery; and (d) integrating women's empowerment, conflict sensitivity, human rights, and anti-corruption measures.

22. UNDP will leverage relationships with development partners as well as its global and regional policy network to provide technical expertise. UNDP will reference the global gender strategy, when possible, allocate 15 per cent of the overall programme budget for women's empowerment, and apply the signature solutions of the UNDP Strategic Plan, 2022–2025. The country office will continue engaging national and international United Nations Volunteers within its programming and will promote volunteerism through its support to: (a) community policing volunteers; (b) the community climate hubs; and (c) the accelerator labs – all of which are essential for successful local programme delivery and community involvement.

23. To help Iraq achieve its development goals in a complex country environment, a broad range of international support will be crucial. UNDP will partner with an array of entities including development partners, United Nations organizations, national and international public and private sector entities, international non-governmental organizations, and international financial institutions. UNDP will help facilitate effective partnerships for the Government of Iraq and the Kurdistan Regional Government to mobilize additional development financing.

24. To maximize programme visibility, enhance programmatic understanding and highlight partnerships, progress, and achievements, UNDP will develop targeted communications and advocacy plans for outreach to domestic, regional, and international audiences. These will include tailored public information campaigns – including towards women, youth, and the marginalized – on popular social and traditional media outlets to reach the broadest audience possible. Efforts will be made regularly, through targeted campaigns, to highlight development partner roles, impact, and financial generosity.

Strategic priority 1. Sustainable economic development, livelihoods, and employment

25. Reducing Iraq's dependency on oil is crucial for its long-term economic viability and to meeting its international environmental and climate change commitments. The theory of change suggests that by: (a) strengthening economic governance capacities, frameworks, and policies for economic diversification; (b) facilitating access to public and private financing for Sustainable Development Goals achievement; (c) creating an enabling environment for sustainable enterprise development by providing access to financial and non-financial assets and improving business development services in job-intensive economic growth sectors; (d) transforming the agricultural and agri-business sector and strengthening agri-food systems; (e) providing training and skills development opportunities through capacitated education and training institutions that include unemployed women, youth, and groups in vulnerable situations; and (f) ensuring that people and institutions have and benefit from digital capabilities, this will help to: (i) facilitate a just transition towards sustainable and diversified private sector-led growth; (ii) foster the creation, survival, and thriving of private sector enterprises, particularly youth and women-led green micro-, small and medium-size enterprises; and (iii) contribute to decent work, resilient livelihoods, and poverty reduction. This aligns with strategic priority 2 of the United Nations Sustainable Development Cooperation Framework (sustainable economic development, livelihoods and employment).

26. In partnership with the ministries of planning, labour and social affairs, finance, trade, water resources and agriculture, and the International Labour Organization (ILO), UNDP will facilitate enterprise incubation and access to finance, providing vocational training, capacity development, and coaching on Sustainable Development Goals impact measurement. UNDP will contribute to infrastructure upgrades, strengthen the enterprise ecosystem, and partner with Goals impact investors and the financial sector to foster innovative financial solutions and public-private partnerships. At the macro level, UNDP will advocate for policy, regulatory, and institutional reforms to improve the business environment, support foreign direct investment, and enhance government capacity for managing loans and grants. These efforts aim to increase enterprise growth, improve institutional capacities, and create a more conducive environment for business.

Strategic priority 2. Environment and climate change resiliency

27. Among the impacts of climate change are prolonged drought periods that lead to desertification, drying of wells, and declining agricultural and livestock productivity – sectors critical to Iraq's non-oil economic growth. Poor water governance and upstream water management practices in neighbouring countries will likely reduce the Tigris and Euphrates River flows by 50 per cent by 2030. That will undermine Iraq's water security, meeting only 15 per cent of its water needs by 2035.[22] The conflict has impeded urgent chemical and hazardous waste management in the 81 government-identified hotspots, including seven sites contaminated with hazardous chemicals and military waste. The Government of Iraq needs support to meet its nationally determined contribution commitments and provide access to energy for over half the population lacking access. Those most directly affected are Iraqis living in poverty, including internally displaced people and those living in the marshlands and near oil fields.

28. The UNDP theory of change supporting this strategic priority suggests that if: (a) natural resources – including water – are managed to ensure the productivity and sustainability of non-oil sectors dependent upon those resources; (b) both private sector and citizens have access to sustainable green energy; and (c) public and private institutions provide a clean, healthy and sustainable environment by upholding environmental and pollution-related legislation and regulations, then (i) the country will better adapt to climate change impact and avoid the scourge of extreme water scarcity, land degradation, and biodiversity loss; (ii) the private sector and citizens – including groups in vulnerable situations – will have livelihood opportunities and access to energy; and (iii) Iraqis will live in a clean and healthy environment. This aligns with strategic priority 3 of the United Nations Sustainable Development Cooperation Framework (environment and climate change resilience).

29. In partnership with the ministries of water resources, environment, planning, and agriculture and the Food and Agriculture Organization (FAO), UNDP will promote climate-informed water resource management in the Tigris-Euphrates Basin and will work to advance water- and energy-efficient food systems and build capacity to combat land degradation and biodiversity loss. UNDP will focus on tackling pollution, enhancing solid waste management, and fostering a circular economy in urban areas while strengthening disaster risk reduction mechanisms.

30. UNDP will collaborate with the Ministry of Electricity and other relevant partners to expand renewable energy capacity, reduce energy poverty, and improve efficiency across critical sectors such as oil and gas, construction, appliances, and transport. Those actions will

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[22] The sixth Global Environment Outlook (2019) of the United Nations Environment Programme positions Iraq as the world's fifth most vulnerable country to decreasing water and food availability and extreme temperatures.

help build resilience to environmental and climate impacts, leading to more sustainable and adaptive development outcomes.

Strategic priority 3. Good governance, the rule of law and sustaining peace

31. Peace, security, political stability, and inclusive, transparent, and accountable governance are prerequisites for progress against all national priorities.

32. The theory of change emphasizes that if: (a) climate and conflict-displaced Iraqis are provided with the means to reintegrate sustainably; (b) more gender-balanced[23] juvenile and adult justice, security and human rights institutions are capacitated to provide access to justice and security; and (c) the capacity of peace infrastructures to manage conflicts and violent extremism is in place, then (i) government-led development initiatives are responsive to the population's needs and reflect their diverse perspectives, fostering more inclusive and effective governance; (ii) an enabling environment is created that promotes investment, economic diversification and growth, fighting corruption, terrorism and environmental crimes; and (iii) Iraqis live in a secure and safe environment that provides the foundation to develop their potential. This aligns with strategic priority 4 of the United Nations Sustainable Development Cooperation Framework (good governance, rule of law and human rights).

33. Through a people-centred approach to justice and security programming, UNDP will ensure that justice and security efforts are aligned with individual needs and rights, leading to more effective and equitable governance and rule-of-law outcomes.

34. UNDP will collaborate with the Prime Minister's offices, judicial councils, commissions of integrity and counsel, and houses of representatives to foster a culture of accountability and integrity by engaging citizens in anti-corruption efforts, promoting transparency, and improving the integrity of public institutions. Supporting digital transformation and e-governance will modernize public services and improve accessibility.

35. Reintegration support for displaced populations and transition from stabilization to durable solutions will promote community stability and infrastructure development, ensuring that: (a) returnees have access to housing and infrastructure in the areas of return; (b) returnees are provided livelihood opportunities; (c) communities do not stigmatize or retaliate against returnees; and (d) traumas arising from the conflict are treated to enhance reconciliation.[24]

36. To sustain peace, UNDP will work with the Prime Minister's offices, the Ministry of Migration and Displacement, the Kurdistan Regional Government and other regional stakeholders, the World Health Organization (WHO), the International Organization for Migration (IOM), and the United Nations Children's Fund (UNICEF) to strengthen national and local infrastructures for peace to: (a) support conflict early warning and response systems; (b) prevent violent extremism; and (c) foster community reconciliation and cohesion. UNDP will provide trauma resilience and psychosocial support to conflict-affected communities.

Portfolio development

37. In defining UNDP programme priorities and identifying partners, the country office identified three critical issues that align well with Iraq's ambition to simultaneously achieve an inclusive and diversified economy: (a) Recognizing young people's immense political, social, and economic potential in partnership with the Ministry of Youth and Sport, the Ministry of Higher Education, and UNFPA; (b) adapting to climate change in partnership with the

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[23] Women's representation in the judiciary and the security sector remains low: 10 per cent (judges) and 1 per cent (police).
[24] Women, girls, persons with disabilities, and other marginalized groups are at a heightened protection risk and face negative coping mechanisms.

ministries of environment, water resources and planning; and (c) supporting the Ministry of Planning, the Council of Ministers, the Prime Minister's office and the Ministry of Communications to help address Iraqis' fundamental needs through the digital transformation of redesigned digital and governance systems to help combat corruption and improve public services.

38. UNDP will use an integrated portfolio approach[25] that aims to strengthen both upstream and downstream synergies; applies systems thinking; and considers contextual changes – thus enabling continuous learning and adaptation across the three programme priorities.

III. Programme and risk management

39. Risks that may jeopardize country programme impact include political, socioeconomic, and institutional instability driven by: (a) local and national political tensions; (b) conflicts in the region and beyond; (c) macroeconomic imbalances caused by national or international shocks; (d) fraud and corruption; (e) insufficient resources, capacities, and political will to implement plans and reforms; and (f) frequent natural disasters caused by climate change.

40. The country office will use corporate risk assessment instruments including the partner capacity assessment, the Harmonized Approach to Cash Transfers (HACT), social and environmental standards, and project quality assurance. This will boost operational transparency and facilitate a substantive role for national and international development partners in the programme cycle by participating in the process and creating positive spin-off effects, including collective action and shared quality standards.

41. UNDP has zero tolerance for fraud and corruption, placing great emphasis on internal oversight, quality assurance and control measures. The country office is committed to preventing, identifying, and addressing all acts of fraud and corruption by raising awareness of fraud risks, and implementing controls aimed at preventing and detecting fraud and corruption. The office will invest in additional risk management capacity and apply corporate processes and tools such as the internal control framework, social and environmental standards, anti-money laundering and combatting the financing of terrorism, and others related to potential corruption – as well as ensuring transparency and accountability. Additional risk management specialists and social and environmental standards experts will be recruited for individual projects where needed.

42. UNDP operationalizes the country programme by delineating assurance and implementation responsibilities and instituting corporate social and environmental safeguards and early-warning and community grievance-redress mechanisms in accordance with the social and environmental standards policy.

43. The dynamic local, regional, national, and international contexts require adaptive management tools such as continuous learning loops;[26] frequent risk assessment; regular review of the theory of change assumptions; and constant evidence-informed programmatic decision-making to ensure that development interventions remain impactful and responsive to evolving contexts.

44. To counter programme shocks and imbalances from natural disasters and political and security instabilities, the country office will continuously update the business continuity plan and define programme criticality as part of United Nations joint efforts.

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[25] In line with the UNDP portfolio policy

[26] The learning loops will provide the inputs for the annual meeting of the United Nations System Development Cooperation Framework Steering Committee.

45. The steering committees at country programme, portfolio and project levels will continue functioning as stipulated in relevant agreements with counterparts and development partners, and will increasingly integrate adaptive management principles by delegating authority for evidence-based decision-making to learning loops (within substantive and budget parameters).

46. UNDP will collaborate with the Government, international financial institutions, development partners, the private sector and other entities to ensure that blended development financing solutions[27] complement existing country office funding mechanisms. A strong private sector engagement aligns with the policy on private sector partnerships and the policy on due diligence and partnerships.

47. The programme team will regularly seek advice from regional, headquarters, and other country office groups such as the gender team; the partnership, advocacy and communications team; the development financing unit; the innovation and integration unit, and the programme and management support unit.

48. As part of its thought leadership role, UNDP will continue to publish evidence-based knowledge products that inform ongoing and emerging programmatic initiatives, supporting evidence-based design and implementation.

49. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at country, regional, and headquarters levels with respect to country programmes are prescribed in the Programme and Operations Policies and Procedures and the Internal Control Framework.

50. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all the programme to enable response to force majeure. HACT will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme development and effectiveness will be charged to the concerned projects.

IV. Monitoring and evaluation

51. Besides traditional monitoring and evaluation practices, UNDP and its partners will participate in learning loops to regularly analyse the political and economic context, monitor programmatic progress, risks and assumptions, and identify adaptive measures to optimize impact. Furthering the recommendations of the independent country programme evaluation on greater coherence, the country office will integrate monitoring and learning loops with delegated authority into the management arrangements for real-time decision-making.

52. In addition to the available quantitative and qualitative data hosted by national counterparts and partners, the country office uses perception surveys, social media analysis, capacity assessments, and micro-narratives for its adaptive management practices. Each portfolio will articulate how to initiate, implement, and adjust change by measuring the broader system's reaction to the interventions and what issues require attention to build momentum towards change.

53. UNDP will engage third-party monitoring agencies in hard-to-reach and insecure areas.

54. The country office operates a dedicated knowledge and data management system across programme priorities and portfolios, enabling it to regularly produce knowledge products on themes relevant to Iraq. In all evaluations, the office will align with the evaluation plan, and findings will feed the learning loop deliberations – strategically shaping policy advice,

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[27] Aimed at crowding private finance into traditional funding mechanisms to deliver sustainable impact

advocacy, and programme design and implementation. Evaluations will be conflict-sensitive and consider human rights, climate, and women's inclusion and empowerment in accordance with the UNDP evaluation policy.

55. UNDP will work with other United Nations organizations and multilateral and bilateral partners to strengthen national monitoring, evaluation, and statistical systems, enabling nationally led analysis, reflection and learning on sustainable development progress.

56. UNDP will participate in system-wide evaluations as part of the United Nations Sustainable Development Cooperation Framework requirements. The country office will allocate 5 per cent of the country programme budget to monitoring, evaluation and learning.

57. UNDP will review the portfolio, project performance, and progress against corporate programme quality standards.

Annex. Results and resources framework for Iraq (2025-2029)

National priority or goal: Economic diversification based on the orientation towards industries with comparative advantage in the economy through interconnections of projects (value chains).				
Cooperation framework outcome involving UNDP: By 2029, people in Iraq, particularly women, girls, youth, and groups in vulnerable situations, benefit from more resilient livelihoods and decent work opportunities resulting from a more diversified, inclusive, sustainable, green, and equitable economic development.				
Related strategic plan outcome: Structural transformation accelerated, particularly green, inclusive and digital transitions				
Cooperation framework outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme output**	**Major partners / partnerships framework**	**Estimated cost by outcome**

Outcome indicator 1.1. Number of reforms and initiatives proposed by the Government that expand services and programmes.
 	
Baseline (2024): 0
Target (2029): 5
	Data source: Records of adopted and enacted tax, public-private partnership, or other private sector-enabling legislation or regulatory reform
	
	Frequency: Annual
		Output 1.1. Access to financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity. (SP IRRF 1.3)
		
		Indicator 1.1.1. Number of youth- and women-led green start-ups and micro-, small and medium-sized enterprises (MSMEs) accessing financial services that operate for 12 months post support.
		Baseline (2024): 0
		Target (2029): 500 (55% women-led and 30% youth-led)
		Data source: Green finance reports, MSME surveys, UNDP records
		Frequency: Annual
		
		Indicator 1.1.2. Number of people employed for at least six months in green and decent jobs generated through UNDP initiatives.
			Prime Minister's office (PMO)
			
			Council of Ministers Secretariat (COMSEC)
			
			Ministries of:
			  Planning
			  Labour and Social Affairs
			  Finance
			  Trade
			  Industry and Minerals
			  Water Resources
			  Agriculture
			
			Central Bank of Iraq (CBI)
			
			National Investment Commission (NIC)
			
			Governorate offices
			
			State-owned enterprises
			
			MSMEs
			
			Private sector banks
				Regular resources: $1,340,210
				
				Other resources: $103,100,000

			Chambers of Commerce	
		Baseline (2024): 0 Target (2029): 5,000 (50% women, 40% youth) Data source: MSME surveys, UNDP records Frequency: Annual **Indicator 1.1.3.** Number of people accessing non-financial assets. (IRRF Indicator 1.3.3) Baseline (2024): 0 Target (2029): 5,000 (50% women, 40% youth) Data source: Private sector reports, MSME surveys, UNDP records Frequency: Annual	Civil society organizations Universities and research institutions	
		Output 1.2. Capacity of key government institutions to formulate and implement national strategies, policies, and institutional reforms for green and inclusive development (GID) strengthened. **Indicator 1.2.1.** Number of new policy and regulatory frameworks crafted to promote domestic revenue generation and private sector investments. Baseline (2024): 0 Target (2029): 5 Data source: Government and UNDP records Frequency: Annual		

		Indicator 1.2.2. Number of national policies, strategies and institutional reforms that promote: Climate resilience Baseline (2024): 2 Target (2029): 7 Integrity, transparency, and ease of doing business Baseline (2024): 1 Target (2029): 6 Women and youth inclusion standards and measures Baseline (2024): 1 Target (2029): 6 Data source: Ministry of Finance (MoF) and Planning (MoP) reports and UNDP records Frequency: Annual **Indicator 1.2.3.** Number of national and subnational institutions with mechanisms to implement and monitor government strategies and policies on GID. Baseline (2024): 0 Target (2029): 15 Data source: Government and UNDP records Frequency: Annual		

		Output 1.3. Public and private financing for achievement of the Sustainable Development Goals (SDGs) expanded at the national level. (SP IRRF E.3) **Indicator 1.3.1**. Amount of public and private finance leveraged for the SDGs. (IRRF indicator E.3.1) Baseline (2024): Public: $30.7 million; Private: $ 6 million Target (2029): Public: $250 million; Private: $ 50 million Data source: Private sector reports, NIC, MoF and MoP reports Frequency: Annual **Indicator 1.3.2.** Number of policies and regulatory and institutional frameworks developed and adopted by public and private actors to align public and private finance with the SDGs. (IRRF Indicator E.3.2) Baseline (2024): 0 Target (2029): 5 Data source: Private sector reports, MoF and MoP reports Frequency: Annual **Indicator 1.3.3.** Number of new public and private sector investments exceeding $500,000 brokered by UNDP. Baseline (2024): 0 Target (2029): 5		

		Data source: Private sector, NIC, MoF and MoP reports, UNDP records Frequency: Annual		
		Output 1.4. People and institutions are equitably equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies (SP IRRF: E.1.). **Indicator 1.4.1.** Number of public and private institutions that leverage digital technologies in ways that improves people's lives at national and regional levels. (IRRF indicator E.1.2). Baseline (2024): 0 Target (2029): national (Government of Iraq): 4; regional (Kurdistan Regional Government): 2 Data source: MoP, Ministry of Telecomms and UNDP records Frequency: Annual **Indicator 1.4.2.** Number of policies, strategies and laws that promote enabling and regulated digital ecosystems that are affordable, accessible, trusted, and secure. (IRRF indicator E.1.1) Baseline (2024): 1 Target (2029): 4 Data source: Government laws and regulations Frequency: Annual	PMO COMSEC CBI Iraq Development Fund Ministry of Communications Private sector WHO, UNICEF, ILO, WFP. MoP MoF Ministry of Labour and Social Affairs CBI Banks Monetary financial institutions	

		Indicator 1.4.3. Number of people using digital technologies and services in ways that improves their lives. (IRRF indicator E.1.3). Baseline (2024): 36.22 million (male/female data unavailable) Target (2029): 49 million (50% female) Data source: Government records, international platforms and tracker on digitalization Frequency: Annual		

National priority or goal: Positive adaptation to climate change

Cooperation framework outcome involving UNDP: By 2029, people in Iraq, particularly women, girls, youth, and groups in vulnerable situations, live in a clean, healthy, safe, and resilient environment and have increased resilience to climate change impacts and disaster risks.

Related strategic plan outcome: Resilience built to respond to systemic uncertainty and risk.

Cooperation framework outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme output**	**Major partners / partnerships framework**	**Estimated cost by outcome**
Outcome indicator 2.1. Installed renewable energy capacities. Baseline (2024): 1.6 MW Target (2029): 5,000 MW	Data source: Ministry of Electricity, MoP, UNDP records Frequency: Annual	**Output 2.1. Natural resources protected and managed to enhance sustainable productivity and livelihoods. (SP IRRF 4.1)** **Indicator 2.1.1.** Number of people with enhanced resilience of health, food, and water security due to public resources. (IRRF indicator 4.2.2) Baseline (2024): 1.0 million (50% female) Target (2029): 1.5 million (50% female)	Ministries of: Water Resources Electricity Environment Planning Agriculture NIC FAO United Nations Environment Programme	Regular resources: $1,380,505 Other resources: $106,200,000

Outcome indicator 2.2. Amount of new and additional climate finance mobilized to implement nationally determined contribution. Baseline (2024): $ 50 million Target (2029): $1 billion	Data source: Climate Public Expenditure Review Frequency: Biannual	Data source: MoP, civil society organizations (CSOs), Ministry of Water Resources (MoWR), Ministry of Environment (MoEnv), Ministry of Agriculture (MoAgr), UNDP records Frequency: Annual **Indicator 2.1.2.** Number of farmers accessing irrigation water from UNDP-supported initiatives. Baseline (2024):120 (40% female) Target (2029): 30,000 (40% female) Data source: MoWR, MoEnv, MoAgr, UNDP records Frequency: Annual **Indicator 2.1.3.** Number of people directly benefiting from initiatives to protect nature and promote sustainable use of the environment. (IRRF indicator 4.1.1) Baseline (2024): 10,426 (50% female) Target (2029): 500,000 (50% female) Data source, MoWR, MoEnv, MoAgr, MoP, UNDP records Frequency: Annual		
		Output 2.2. Transition to renewable energy accelerated capitalizing on technological gains, clean energy innovations and new financing mechanisms to support green recovery. (SP IRRF 5.2)		

		Indicator 2.2.1. Number of people who have gained access to clean, affordable and sustainable energy. (IRRF indicator 5.1.1) Baseline (2024): 100 (50% female) Target (2029): 10,000 (50% female) Data source: Ministry of Electricity (MoE), UNDP records Frequency: Annual **Indicator 2.2.2.** Volume of investment leveraged to support green recovery. (IRRF indicator 5.2.3) Baseline (2024): $0 Target (2029): $100 million Data source: MoE, NIC, CBI, MoP, MoF, UNDP records Frequency: Annual		
		Output 2.3. Public and private sector institutions can uphold environmental and pollution-related international conventions, legislation, standards, and regulations for a clean, healthy and sustainable environment. **Indicator 2.3.1.** Number of civil society and private sector entities engaged in climate change and environmental justice initiatives at national and subnational levels. Baseline (2024): 0 Target (2029): 7 civil society 8 private sector		

		Source: Ministry of Justice (MoJ), MoEnv, UNDP records Frequency: Annual **Indicator 2.3.2.** Policy measures[28] in place to enable the enhancement and implementation of nationally determined contribution under the Paris Agreement. Baseline (2024): 1 Target (2029): 4 Rating scale: 0=Not in place 1=Work started 2=Work in progress 3=Work almost complete 4=In place Source: MoEnv, UNDP records Frequency: Quarterly **Indicator 2.3.3**. Number of mechanisms established at national and subnational levels to address the impact of climate change and improve environmental justice. Baseline (2024): 0 Target (2029): Climate change: 2 Environmental Justice: 2 Source: MoJ, MoEnv, UNDP records Frequency: Annual		

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[28] Policy measures include inclusive governance, financing mechanisms.

National priority or goal: Improving human capital				
Cooperation framework outcome involving UNDP: By 2029, people in Iraq, particularly women, girls, youth, and groups in vulnerable situations, benefit from transparent, accountable, inclusive, and effective governance in institutions that enhance peace, the rule of law, and human rights.				
Related strategic plan outcome: Resilience built to respond to systemic uncertainty and risk.				
Cooperation framework outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme output**	**Major partners / partnerships framework**	**Estimated cost by outcome**

Outcome indicator: Social Cohesion and Reconciliation Index (SCORE)
 	
Baseline: To be determined (TBD) (in 2025)
 	
Target (2029): TBD (in 2025)
	Data source: SCORE Index, perception survey
	
	Frequency: Every 2 years
		Output 3.1. Iraqis displaced by conflict or climatic factors have the means and access to voluntarily and sustainably reintegrate into safe and secure areas of return.
		
		Indicator 3.1.1. Number of displaced people who have received reintegration support, by sex, age, and people with disabilities (PwD).
		Baseline (2024): 8,122 (4,164 women 2,791 youth 527 PwD)
		Target (2029): 24,800 (12,366 women, 7,962 youth 2,234 PwD)
		Data source: Ministry of Migration and Displacement (MoMD), IOM displacement tracking matrix, UNDP records
		Frequency: Quarterly
		
		Indicator 3.1.2. Percentage of UNDP-supported returnees who perceive reintegration in their communities as sustainable.
		Baseline (2024): 0
		Target (2029): 60%
			Ministries of:
			  Migration and Displacement
			  Labour and Social Affairs
			
			Office of the National Security Advisor
			Women's Directorate
			Youth Directorate
			Committee for Dialogue and Societal Peace
			Governorate-level authorities
			Community-based organizations and CSOs
			Youth and women-led organizations
			IOM, UNICEF, WHO
				Regular resources: $1,687,285
				
				Other resources: $129,800,000

		Data source: UNDP perception survey, MoMD reports Frequency: Annual		
		Output 3.2. Capacities for conflict prevention and peacebuilding strengthened at regional, national and subnational levels and across borders. (SP IRRF 3.2) **Indicator 3.2.1.** Percentage of citizens who express confidence in the ability of the peace infrastructures to prevent and manage conflicts and violent extremism Baseline (2024): 0 Target (2029): 15% Data source: SCORE Index, perception survey Frequency: Every 2 years **Indicator 3.2.2.** Number of women and youth with leadership positions in mediation, reconciliation and peacebuilding mechanisms. Baseline (2024): 4 Target (2029): 30 (15 youth, 15 women) Data source: UNDP records, evaluation reports Frequency: Annual **Indicator 3.2.3.** Number of cross-border, regional, national, and sub-national policies, strategies, and action plans for conflict prevention and peacebuilding. (IRRF indicator 3.2.1)		

		Baseline (2024): 7 prevention of violent extremism (PVE) 0 reconciliation 0 reintegration 0 climate adaptation and mitigation Target (2029): 18 PVE 1 reconciliation 1 reintegration 1 climate adaptation and mitigation Data source: UNDP records, project evaluation reports, MoMD Frequency: Annual **Indicator 3.2.4.** Number of peace mechanisms established at the local level to facilitate dialogue, civic engagement and action on community issues. Baseline (2024): 49 Target (2029): 59 Data source: MoMD, UNDP records Frequency: Annual		
		Output 3.3. Improved frameworks and capacities to enhance accountability and transparency, protect human rights, and provide access to justice, safety, and security with a focus on women, girls, youth, and groups in vulnerable situations. **Indicator 3.3.1.** Institutions, systems, or stakeholders with capacities to support fulfilment of nationally and internationally ratified human rights obligations. (IRRF indicator 2.2.1) Baseline: Rule of law (ROL)and justice (2024): 1 Human rights (HR) (2024): 0	PMO Council of Ministers Secretariat Ministry of Information in Government of Iraq and Kurdistan Regional Government Supreme and Kurdistan Regional Government judicial councils Commissions of integrity and counsel and House of Representatives`	

		Target: ROL (2029): 3, HR (2029): 3 Rating scale: 0=Not in place 1=Capacity low 2=Capacity neither low nor high 3=Capacity high 4=Capacity very high Source: UNDP records, programme evaluation reports, MoJ Frequency: Annual **Indicator 3.3.2.** Number of model police stations developed and operationalized with UNDP support. Baseline (2024): 7 Target (2029): 12 Source: UNDP records Frequency: Annual **Indicator 3.3.3.** Number of survivors of violence against women who have access to justice through UNDP-supported initiatives. Baseline (2024): 0 Target (202): 250 Source: Family protection unit in model police station Frequency: Quarterly **Indicator 3.3.4.** Country score for control of corruption Baseline (2022): 10.85/100 Target (2029): 13.35/100 Source: Worldwide Governance Indicators Frequency: Annual		