



*International Reconstruction Fund Facility
for Iraq - UNDG TF*

UN STRATEGIC COOPERATION WITH IRAQ

JOINT PRIORITY ACTION PLAN

(JPAP)

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United Nations Assistance Mission for Iraq (UNAMI)
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Foreword

The UN Assistance Strategy to Iraq covering the period 2004 – 2007 was endorsed by the Iraqi Strategic Review Board (ISRB) and the IRFFI Donors' Committee in early 2004. The document was revised in mid-2005 to enhance its responsiveness to Iraqi priorities as reflected in the National Development Strategy (NDS). The update process in 2006 was focused on supporting Iraq's first constitutionally-elected government through a deliberate shift towards institutional capacity-building and skills development for various line ministries, and a reduction of the UN involvement in the provision of basic social services as this would increasingly become the responsibility of the newly elected government. However, the deterioration in the overall situation in the country following the bombing of the Askari shrine in Samarra on 22 February 2006 made it necessary for the UN country team (UNCT) to re-examine its strategic direction and to develop a more focused response to the situation. The deliberations of the UNCT resulted in the formulation of a short-term Joint Priority Action Plan (JPAP) within the overall framework of the UN's assistance strategy, which sets out a series of activities to be undertaken over the next 18 months to be jointly implemented by the UN system and the concerned Iraqi authorities. The formulation of the plan was based on the Cluster approach which constitutes the coordination model agreed by the UNCT for the delivery of assistance to Iraq and involved informal consultations with Iraqi counterparts.

On 14 December 2006, the JPAP was presented and discussed at a UNCT meeting with Dr. Faik Abdel Rasool, deputising for H.E. Minister of Planning and Development Cooperation, Ali Baban. At the conclusion of that meeting, Dr. Rasool commended the approach adopted by the UNCT in formulating the JPAP, and indicated that the vulnerability analysis which has been conducted constitutes a very useful instrument for those involved in the development planning process in Iraq. He also noted that the JPAP document will undergo further internal government consultations with relevant line ministries, and would then be tabled before the ISRB for endorsement. In a letter dated 13 February 2007, H.E. Minister Ali Baban confirmed that the JPAP is in line with emerging Iraqi priorities and reaffirmed the government's intentions to move forward with its approval.

The JPAP focuses on three workstreams that will constitute the thrust of UNCT activities over the next 18 months namely:

- 1. Support to Institutional Strengthening and Operational Capacity Building**
- 2. Support to Provision of Basic Social Services**
- 3. Emergency Preparedness and Response**

Through Workstream 1, the UNCT is expected to assist the Iraqi government in fulfilling its obligations for governance and rule of law while safeguarding the full rights of Iraqi citizens. Through Workstream 2, the UNCT is expected to continue its assistance to the government for the provision of basic social services through an Area-Based Approach where possible in order to maximize the impact of such interventions. Workstream 3 is being introduced in recognition of the need to enhance the government's capacity in responding to a range of emergency situations, including potential epidemics and the emerging displacement crisis. It is hoped that by supporting the people and government of Iraq through these workstreams, both national capacities and resilience can be strengthened.

1. Introduction

The UN Assistance Strategy for Iraq 2006 – 2008 is based on and complements the Iraqi National Development Strategy (NDS), which is structured around four pillars of sustainable development in Iraq. These pillars are: (i) strengthening the foundations of economic growth including a stable macroeconomic framework, (ii) revitalising the private sector particularly through the creation of an enabling environment, (iii) improving the quality of life starting with the provision of basic services, and (iv) strengthening good governance, security and combating corruption. It is the primary planning reference framework for the government and development partners alike.

In view of present political, security, and socio-economic developments and the reform priorities emerging from the International Compact with Iraq (ICI) the UN Country Team (UNCT) has reviewed its Assistance Strategy and prepared this Joint Priority Action Plan (JPAP). This Plan of priority initiatives, as a sub-set of the Assistance Strategy, is the UNCT's explicit response and commitment to the spirit and the intent of the ICI.

Other UN programmes and projects approved by Iraqi authorities that respond to the long-term priorities of the NDS not included in the very closely-drawn ICI, will continue as they are valid and appropriate nonetheless. The imperative for continuing international support for Iraqi-approved UN programmes and projects that address the long-term perspective, clearly reflected in the NDS and in sector strategies, is widely recognised by the donor community.

In summary, the ICI focuses on four key reform and investment areas and two sectors: public resource management, governance and institutions, economic reforms, social sector reforms, and the energy and agriculture sectors. Human development and human security are the key outcomes expected of the ICI, and will serve as the main criteria for evaluating the effectiveness of the entire process. The JPAP will directly support the Government of Iraq (GOI) in meeting its ICI commitments across sectors particularly in the: (a) review and reformulation of plans, policies, legislation and programmes and international conventions; (b) institutional strengthening and capacity building; (c) monitoring and information management; (d) delivery of basic services to the most vulnerable, and (e) emergency preparedness and response. In this regard, the Workplan, which is outlined in Section (7) below, has specific ICI cross-references for all prioritised initiatives, as well as listing the counterpart ministries and agencies, which the UNCT will support.

In parallel with the ICI, the UNCT through the JPAP and the overall UN Assistance Strategy also supports the wider governance reforms the GOI will be undertaking with respect to constitutional review, civil service reform and modernization, national reconciliation, media, gender mainstreaming and environment. There are other national needs to be addressed, which require responses of a long-term nature, and where the UN's comparative advantage can greatly support and assist the GOI. Examples here include - developing a policy and legislative framework for the production sector, as currently the ICI covers only reforming State-owned Enterprises (SOE), which are one aspect of a national industrial development policy; environmental remediation for priority areas, ICT policy and e-government; enhancing mine action capacity nationally and regionally, and developing a comprehensive mine action initiative for addressing victims' needs and for clearing potentially productive land, urban areas, and waterways that are contaminated with landmines and UXO, amongst others.

It will extend the government's outreach to help the most vulnerable through area-based initiatives and development strategies, in line with the ICI. As mentioned above and in view of the urgency of the humanitarian challenges facing Iraq, the UNCT as an integrated team is fully committed to supporting the GOI in key aspects of emergency preparedness and response – policy development, enabling legislation, institution-strengthening, capacity building, and the pre-positioning of critical food and non-food items and emergency power supplies, with appropriate equipment, logistics and funding.

Over the next 18 months, which is a relatively short period from a long-term reconstruction and development perspective, the JPAP will focus on priority areas and quick-impact interventions, in close collaboration with national partners at both central and regional/governorate levels. To this end, the UNCT commits to reinforcing its support and addressing the most urgent needs and priorities, while responding flexibly to the evolving operational context. Ongoing UN support for areas not specifically referred to in the ICI as focal will continue to be addressed via the existing Cluster system and donor funding. Similarly, the UNCT will continue to support interventions relating to emergency humanitarian situations as they arise. Overall, in the same way as the UNCT prioritised its support towards the ICI, there is a real opportunity for the donor community at large to become more strategic with its funding, including the need for support to longer-term GOI priorities.

Under the JPAP, UN assistance to Iraq over the stated period will be two-fold:

1. Institutional and operational capacity building through strategic and technical support to the government to better govern and manage its affairs at both the central and regional/local levels; and
2. Support for the provision of basic social services based on a human rights approach for the most vulnerable population groups in areas where UN interventions will have a significant impact on the reduction of human suffering and disparities.

Thereby, in the short term, the Iraqi population should have equitable and adequate access to basic social services. At the same time institutional and operational capacity building will enhance Iraqi capacity to manage delivery and ensure sustainability of these services in the medium term. By virtue of relative needs and costs, the greater part of the resources will be utilized for basic social services through area based approaches. Continued assistance to infrastructure rehabilitation may be required; however, the focus will shift to supporting the GOI in managing larger scale development projects.

All UN assistance will be programmed following a human-rights based approach. Critical cross-cutting themes of gender, employment, and national reconciliation (including promoting culture of peace) will be integrated in all aspects and levels of UN programming. Other considerations that have underpinned the development of the JPAP include:

- Feasibility and comparative advantage of the UN working in a particular location or sector. This will include both the UN's capacity to deliver and absorptive capacity of counterparts;
- Capacity to provide consistent monitoring and evaluation to ensure effectiveness and efficiency; and
- Resource mobilization both specifically by agencies/sectors and across the entire strategic framework.

The UNCT recognizes the fact that the security environment is volatile; therefore regular monitoring and assessment will inform programme development and field implementation, as well as the continuation of ongoing programmes and projects.

2. Support to Institutional Strengthening and Operational Capacity Building

In accordance with the commitments and guidance given in the ICI, the UNCT will further strengthen its support the GOI to improve governance across key sectors through the following broad mechanisms:

- Providing upstream policy advice, legislation formulation, and facilitating programme development;
- Promoting dialogue and communication between central and regional/local governance levels for effective coordination, decentralization and subsidiarity;
- Providing capacity building and technical assistance for institution strengthening;
- Providing support to strengthening transparency and accountability in key governance areas;

- Enhancing civil society and private sector participation in governance and service delivery; and
- Strengthening government capacity for emergency preparedness and response, with a focus on the needs and rights of vulnerable groups, such as internally displaced persons (IDPs), and for addressing causes of vulnerability and displacement.

The specific sector interventions are outlined in the Workplan as **Workstream One**

3. Support to Provision of Basic Social Services

The UNCT identified the following basic social services for priority UN support to GOI

- Local water supplies and environmental sanitation;
- Basic health services at the Primary Health Care (PHC) level;
- Basic education services, mainly at Primary School level, but including accelerated learning opportunities for out-of-school youths; and
- Adequate shelter for the poorest and marginalized groups, as well as IDPs, returnees and refugees.

The above will be delivered primarily through an area-based modality involving multi-sectoral, multi-agency, joint UN programming and community participation, to build local capacity for the provision of basic social services in select disadvantaged geographic areas. The specific sector interventions are outlined in the Workplan as **Workstream Two (A)**.

The provision of basic services which are best covered through nationwide approaches and modalities (national-level or sector-specific local level interventions) will continue to receive further support. The specific sector interventions are outlined in the Workplan as **Workstream Two (B)**.

3.1. Area-based delivery of services

The UNCT will coordinate its support for the provision of basic services in priority areas to be jointly identified, prioritised and selected with GOI. The development of the UNCT area-based joint programme will be informed by the piloting work being conducted by Cluster "C".

3.1.1 Priority districts for basic services enhancement

Area Identification and Prioritisation process

The identification and prioritisation process was based on the following **four criteria**:

- a. Great Need and potential for quick impacts/wins
- b. Potential for high social benefit and sustainable economic recovery / development (concept of demographic critical mass of population)
- c. Conducive political and security environment
- d. UN Capacity to deliver as a Team

A **four steps methodology** has been applied for the ranking of districts:

- Ranking and shortlisting of districts in northern, central and southern Iraq, using the Unsatisfied Basic Needs (COSIT/UNDP) composite index and internal displacement and gender-disaggregated data (criterion a);
- Second shortlisting using critical mass of potential beneficiary population (criterion b);
- Ruling out of districts with non-conducive security environments (criterion c)
- Final ranking of short-listed districts using a weighting of all indicators (criteria a,b,c and d).

The actual selection of districts within the final shortlist for UNCT activities will be made in association with national and local authorities, and will further consider the potential for partnering with other stakeholders (NGOs and CSOs).

In consultation and close coordination with GOI and local authorities, the UNCT will provide support to basic social services delivery in designated priority districts in northern, central and southern Iraq. In this regard and to facilitate initial discussion and programming, 25 possible districts have been identified on the basis of commonly agreed vulnerability criteria, related means of verification and a transparent ranking methodology. Details are given in Annex (1). UNCT Clusters and agencies will focus new investments and reorient as appropriate their current programmes within the finally agreed priority areas, in consultation with Iraqi authorities at all levels.

Regular inter-cluster coordination meetings within the UNCT Peer Group will ensure synergy in the interventions of Clusters and Agencies. Cluster Coordinators will report on activities of their respective Clusters at the meetings. Cross-cutting themes focal points will ensure the mainstreaming of gender, employment and national reconciliation in all aspects of area-based delivery of basic services.

3.1.2. Area-based joint programming

The UNCT is in an advanced stage of commencing a pilot joint programming approach within a multi-agency and multi-sectoral intervention at the local level through the Cluster "C" Area-Based Programme. Eight UN agencies are partnering to delivering a joint programme to enhance basic services delivery, economic development and governance at the local level at select geographical locations in northern, central and southern Iraq. Cost-efficiency and inter-agency synergies are maximised through the definition in the programme design of area-specific and transversal roles and responsibilities of each participating agency. The experience of formulating and implementing this pilot project will inform UNCT wide joint programming.

Programmatic Framework of the Cluster "C" Local Area Development Programme

Area Coordinators and National Coordinator

An area coordinating agency has been identified to coordinate, monitor and facilitate liaison with local authorities and stakeholders in each of the three areas of intervention. The area coordinating agencies will furthermore have chief responsibility in building capacities and providing technical support for local planning processes.

A national coordinating agency has been identified to support the development of local development plans with national authorities and monitor the overall programme implementation.

Lead technical agencies

Lead technical agencies have been identified to assume chief responsibility for each of the programme outputs across the three areas of intervention. These agencies have been selected on the basis of: institutional mandate, core technical capacity and field presence. Lead agencies will receive specific technical or sectoral assistance from other partner agencies.

Project governance structures

A *national programme steering committee* will be established to guide and monitor the implementation of the programme. It will include representatives from MOPDC and key line Ministries, as well as from each of the three local area steering committees (see below), UN partner agencies, and donors.

A *local area steering committee* will be established in each of the three project areas. It will coordinate and monitor the project implementation at the area level as well as assume lead role in the preparation of the local area development plans. It will report to the local authorities and the National Steering Committee. Its members will comprise local elected officials and senior staff, major stakeholders from civil society and the private sector, the UN and donors.

The national and local steering committees will be supported respectively by a UN Team chaired by the national coordinator and by local Working Groups chaired by the Area Coordinators.

3.2. Downstream Interventions

The area-based interventions of the UNCT will focus on selected districts with distressed overall basic services provision. The multi-sectoral area-based modality cannot encompass all needs, therefore sector-specific interventions - national, regional, local - may still be required in response to such specific needs.

By virtue of their nature, certain (especially preventive) activities such as child immunization, basic teaching/learning support to primary students, animal health programmes will continue to be provided through national interventions.

4. Emergency Preparedness and Response

Given the importance of emergency preparedness and response, the priority UN interventions in support of GOI and authorities at various levels in this area are outlined in the Workplan as **Workstream Three**.

5. Cross-cutting Themes

As mentioned previously, cross-cutting themes of gender, employment, and national reconciliation will be fully integrated in all aspects of the operationalisation of this Plan.

Gender

In light of the UN commitment to promote gender equality through the two-pronged approach of gender mainstreaming and women empowerment, the UNCT will:

- Take into consideration the different needs, interests and conditions of women and men, in the design, implementation, monitoring and evaluation of programme strategies and activities;
- Undertake assessments and studies to better understand the situation of women, girls, men and boys and account for the differences in experiences, perceptions and engagement of each while mapping gender roles and relations;
- Enhance the capacity of partners to develop gender-sensitive policies, legislation, strategies, programmes, and working approaches;
- Promote women's participation in decision-making processes particularly at area programming level; and
- Address gender gaps and undertake targeted initiatives to achieve gender equality and equity.

Additional efforts will be undertaken to enhance the capacity of the State Ministry of Women Affairs to assume a more active role in promoting gender equality and women empowerment within governing structures. Simultaneous efforts will be made to protect women rights and gender equality within the framework of the constitution and legislation review processes.

Employment Generation

To promote employment generation, the UNCT will:

- Enhance the capacity of MOLSA to mainstream employment promotion within Iraqi policies and legislation including to meet international conventions on Labour Rights by the development of inter-ministerial policy mechanisms such as the National Committee for Employment;
- Promote linkages between MOLSA, other Iraqi stakeholders, and the UNCT on employment promotion issues;
- Support technically national and international stakeholders to place employment and related socio-economic issues at the centre of major policy frameworks, including the ICI; and
- Maximise and monitor employment creation through adoption of labour-intensive implementation modalities in its projects and programmes.

National Reconciliation

In line with UNSC resolution 1546, the UNCT reaffirms the importance of the rule of law, national reconciliation and the respect for human rights and, the UNCT will:

- Support the various efforts on national reconciliation announced by the Government of Iraq aimed at creating a genuine dialogue among parties at conflict and more specifically any incentive for individuals accepting to renounce violence under the forthcoming amnesty programme.
- Assist Iraq in overcoming the legacy of the past by supporting the work of the National Centre for Missing and Disappeared Persons and transitional justice efforts in general.
- Promote reconciliation through media campaigns and support the work of civil society organizations promoting a modern approach to community relations and creative in reconciliation initiatives.
- Mechanisms to restore and/or retrain former government employees now unemployed because of CPA dissolution orders.
- Assist the Government of Iraq in developing an effective and comprehensive human rights regime in Iraq.
- Support the establishment of an effective human rights commission with regard to monitoring, investigation, promotion and protection of human rights.

6. Risk Assessment

The risk assessment (Table 1 below) consolidates the UNCT perspectives on potential risks to effective implementation of this Joint Priority Action Plan. The purpose of this exercise has been primarily to take into account the potential risks in planning/design formulation and incorporate specific offsetting and contingency measures. It has considered in its scope, objective and implementation modalities the major potential external risks. The UNCT is already addressing its internal assessed risks, in particular in taking forward the recommendations of the “Task Force on Procedures and Processes” to improve the efficiency of project approval processes. The UNCT has also made progress in establishing a multi-agency approach to area-based development and joint programming process through Cluster C’s Local Area Development Programme.

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Risk	Risk Description	Probability of Occurrence High/Medium/Low	Level of Impact High/Med/Low	Description of Impact	Risk mitigating measures
Increased sectarian tension and deterioration of security	External	High	Medium to high	Suspension of UN activities in large areas of Iraq	<ul style="list-style-type: none"> Continue to observe 'security conditions' as criteria for selection of locations for project activities. Adopt additional security measures to enhance the protection of UN staff and partners Increase work at the political and religious levels to promote unity, national reconciliation and dialogue
Slow reform progress and shifting priority of partners	External	Medium	Medium to low	<p>Level of effective engagement with authorities significantly reduced</p> <p>Suspension of specific interventions</p> <p>Further deterioration of basic social services and shift to humanitarian interventions</p> <p>Outputs of UN interventions not sustainable.</p>	<ul style="list-style-type: none"> Solicit partner commitment on objectives, strategies, selection of locations and scope of interventions through regular consultations and through use of acceptable good quality data. Secure commitments from new/changed political stakeholders and decision makers. Adopt greater programming and implementation flexibility Increase emphasis on capacity building and policy related work Concentrate project activities in areas with stable local political conditions.
Local social perceptions and attitudes	External	Medium	Medium	Perception of the UN and its principles may not be conducive in certain regions or population segments	<ul style="list-style-type: none"> Devise outreach strategies and identify entry points carefully, Use quick win interventions Work through appropriate intermediaries
Insufficient (time + financial) resources for effective delivery	Internal and External	High	High	<p>18 months timeframe of the priority action plan is relatively short</p> <p>Loss of momentum in Iraq, contributing to 'losing' the country</p>	<ul style="list-style-type: none"> Hold regular consultations with GOI and donors on UNCT revised strategy and areas of work Design implementation strategies that optimize UNCT expertise and resources Further harmonize inter agency approaches for effective joint programming for ABD. Concentrate on conducive areas Increase resource mobilization efforts through diversified strategies and high-level political dialogue
Prolonged approval processes	Internal and External	Medium	High	Delayed implementation response	<ul style="list-style-type: none"> Further streamline project/programme approval processes. Agree and enforce timelines

7. Workplan and Funding

7.1 Overview

The Joint Priority Action Plan will be implemented over an eighteen-month period. The service delivery interventions will be designed to generate quick impacts and will therefore be largely completed in 12 months. On the other hand, projects related to policy reforms and institution building will run over the entire period of the Plan. The UNCT work plan features four workstreams for a total resource requirement of **US \$240 million, over 18 months.**

US\$ 62.4 million will be utilized on upstream interventions including policy, legislative support, institutional strengthening and capacity building. **US\$127 million** will support the provision of basic services, including **US\$56.5 million** within priority districts selected in association with national authorities. The remaining funds will be utilized to support specific basic services sectors (nationwide, regionally or locally). **US\$ 50.6 million** are for emergency preparedness and response interventions.

The Plan's interventions and outputs conform to the UNCT Assistance Strategy for Iraq. At the same time these have been refined in line with the emerging priorities of the ICI, thus helping the GOI to achieve the various sectoral reform indicators of the ICI.

TABLE (1) - Resource Requirement (in US\$ million)

	Workstream (1)	Workstream (2.A)	Workstream (2.B)	Workstream (3)
<i>Cluster (\$ million)</i>	Upstream Policy & Institutional Reform	Basic Service Delivery (Area-Based)	Basic Service Delivery (Nationwide)	Emergency Preparedness and Response
"A" s/total = \$14.5	9.7	-	-	4.8
"B" s/total = \$40.0	10.0	20.0	10.0	**
"C" s/total = \$13.8	13.8	-	-	**
"D" s/total = \$34.0	7.5	7.0	19.5	**
"E" s/total = \$57.45	17.95	29.5	10.0	**
"F" s/total = \$34.45	3.45	-	31.0	**
<i>Cross-cluster EPR policy + planning + inst. strengthening s/total = \$ 2.8</i>				2.8 **
<i>Cross-cluster EPR pre-positioning s/total = \$43.0</i>				43.0 ****
Total: \$ 240.0	62.4	56.5	70.5	50.6

** = UNCT, coordinated by UNAMI
**** = coordinated by Cluster "F"

7.2 Funding and Allocations

The amount of US\$ 240 million is a summary of the priority initiatives under each of the four workstreams presented in the following tables. Each initiative is cross-referenced to the ICI as indicated. The majority of initiatives are approximately of 18 months duration, and have been selected based on the comparative advantage of the particular clusters and agencies to add value to the GOI's efforts in that area of endeavour. In-depth discussions have taken place within each cluster, using the UN Assistance Strategy as the starting point, and seeing how the programmes and projects in that document link to the emerging ICI. From this linking exercise, programmes and project are further prioritised to reflect the spirit and intent of the ICI.

Resources as allocated in the Workplan are a best-effort at this time and must be considered indicative. Given the uncertainty in the operational environment, the UNCT has explored how work in one area of one workstream, if blocked for whatever reason, could be continued in a similar area in the same or another workstream. Of necessity, this will require flexibility in allowing resources to follow the realistic and feasible work paths available to each cluster in a timely manner. Complex situations, such as that faced by the Government and its development partners in Iraq, require good contingency planning and flexibility to optimise the use of resources for maximum impact, whatever the situation.

As stated previously, the JPAP is just one component of the UNCT's assistance to Iraq. The need for continuing funding for the GOI/UNCT's longer-term initiatives remains, as reflected in the UN Assistance Strategy 2006 – 2008 and go beyond the 18 months of the ICI.

7.3 Implementation, Monitoring and Evaluation

The last two – three years have taught the government and its development partners a lot about the challenges facing reconstruction, development and humanitarian response in an environment of fluctuating insecurity. For its part the UN, through the Iraq Country Team of Clusters and Agencies, has sought out innovative solutions and best practices.

For the foreseeable future, it is assumed that the UNCT will not be able to return safely in numbers to Iraq. This being so and ever mindful of Agencies' programme and fiduciary management responsibility and accountability under the IRFFI terms of reference for the UNDG Iraq Trust Fund, every effort continues to be made to empower local staff, consultants and contractors throughout Iraq, who with the cluster teams temporarily based in Amman, strive to work closely with counterpart ministries, agencies and governorates at all times. Different UN agencies, in consultation with their respective counterparts, determine the most suitable implementation modality including national execution, based on the proposed programme or project, and previous experience of implementing similar initiatives. Hence, the UNCT continues to build up a body of knowledge and best practice on implementation modalities, suitable for adoption with or without adaptation, as the situation requires. Expertise, local knowledge, flexibility, and speed of response to changing circumstances have all been key to effective delivery to date countrywide.

A crucial contributing element of successful programme and project management is real-time monitoring feeding into decision-making. In the same way that UN agencies have built up a menu of implementation modalities, so too have they adapted monitoring mechanisms to meet the challenges of monitoring. Examples include (a) having a network of established and trusted national and international NGOs, who have the necessary on-the-ground presence and technical expertise, and are familiar with the agency's standards and financial regulations, (b) retaining the services of a professional firm in Iraq with a proven track record in project monitoring, to complement direct monitoring by local staff who interview beneficiaries and counterparts, and (c) developing a sophisticated and extensive monitoring system, under a framework agreement with a professional firm, which maintains a large network of monitors, mostly former UN staff members familiar with the agencies rules and regulations, throughout the country. Other options are also being reviewed, so as to always ensure that the chosen modality is fit-for-purpose and responsive to the need of decision-makers and stakeholders alike.

Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
WORKSTREAM ONE:					
Provide strategic and technical support to the Iraqi Government to better govern and manage its affairs at both central and regional / decentralised levels					
<i>Support To Upstream Policy Reforms, Technical Assistance and Institutional Capacity Building</i>					
Agriculture sector - 1.1.A Policy and Institutional Reform Interventions	<ol style="list-style-type: none"> 1. Development of a National Water Management plans. 2. Internal Water Policy formulated and regional dialog with upstream countries facilitated. 3. One local mine/UXO clearance organizations with EOD/mine clearance/disposal teams operating and able to function independently in the South. 4. Capacity building for the technical and management staff in the various fields of agriculture, water management, livestock and disease combating, food and non-food processing, food security and vulnerability assessment and mine clearing. 5. Capacity building for Iraqi scientists for refresher training, policy planning rehabilitation, research and extension centres rehabilitation. 6. Two high quality reports about food security status in Iraq published. 7. Assist MOPDC/COSIT in building Iraqi institutional capacity in monitoring and analyzing food security. 	4.6	MOWR MOA MOEnv MOI MOT&C MOH MOPDC / COSIT	Cluster "A": FAO UNDP UNIDO UNESCO WFP	USD 9.7 million 12 – 18 months
Education sector - 1.1.B Policy Formulation and Planning -	<ol style="list-style-type: none"> 1. Medium-term national education development plan formulated. 2. Rules and regulations for decentralized administration and institutional autonomy enacted. 3. Cultural policy with relation to reconciliation 	4.4.1.3	MOE MOC MOHE	Cluster "B": UNESCO UNICEF UNIFEM	USD 5.0 million 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
	<p>efforts formulated.</p> <p>4. National school survey completed.</p> <p>5. Core indicators for monitoring progress towards national education goals developed.</p> <p>6. NFE department strengthened and administrative structures delineated.</p> <p>7. Norms, standards, practices and subject content with regard to TVET reviewed and revised.</p>			<p>WFP</p> <p>WHO</p> <p>ILO</p>	
<p>Education sector -</p> <p>1.2 .B Capacity Building</p>	<p>1. 50 core group MOE/DOE staff trained in education planning and administration</p> <p>2. 50 core group of Educational statisticians trained</p> <p>3. 50 MOE staff trained in education finance management.</p> <p>4. 50 MOC staff trained with special focus on heritage protection</p> <p>5. 50 MOE/DOE staff trained in storage handling and management of warehouses</p> <p>6. 100 MOE/MOHE staff trained on gender mainstreaming</p> <p>7. 500 DOE staff trained on computer literacy</p> <p>8. 25 MOE staff trained on monitoring of MDGs and EFA goals</p> <p>9. 30 curriculum designers trained</p> <p>10. 20 MOE staff trained in project appraisal, negotiation, consultation and coordination with donors</p> <p>11. Five staff in each DOE trained in school maintenance and service delivery</p>	4.4.1.3	<p>MOE</p> <p>MOHE</p> <p>MOLSA</p> <p>MOC</p> <p>DOE</p>	<p>Cluster "B":</p> <p>UNICEF</p> <p>UNESCO</p> <p>UNIFEM</p> <p>UNHABITAT</p> <p>WFP</p>	<p>USD 5.0 million</p> <p>18 months</p>
<p>Governance and Human Development</p> <p>1.1.C.1 Policy and Legislation Formulation (general)</p>	<p>1. MDGs and vulnerable groups growth strategies adopted into national policy options and development strategies supported.</p> <p>2. Policy papers commissioned.</p> <p>3. An enabling legal and regulatory environment conducive to press freedom and pluralism of</p>	<p>4.2</p> <p>4.4.1</p>	<p>MOPDC</p> <p>CMC</p> <p>MOHR</p>	<p>Cluster "C ":</p> <p>UNDP</p> <p>UNESCO</p> <p>WHO</p>	<p>USD 1.65 million</p> <p>18 Months</p>

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
	<p>media ownership as well as ensuring principles of right to access to public information.</p> <p>4. Macroeconomic advice on pro-poor growth strategies adopted in line with reform policy</p> <p>5. Draft legislation developed, progressive legal and regulatory framework developed, including the adoption and integration of MDGs at ministry level</p>				
<p>Governance and Human Development</p> <p>1.1.C.2 Policy and Legislation Formulation (children)</p>	<p>1. Protective Legal Reform for Children/Child Rights Monitoring Mechanism:</p> <p>2. Restorative justice and diversion services for children in conflict with the law established</p>	4.2.1	CWC MOLSA DOJ NGOs	Cluster "C": UNICEF	USD 1.0 million 18 Months
<p>Governance and Human Development</p> <p>1.1.C.3 Policy and Legislation Formulation (labour and protection)</p>	<p>1. MOLSA is better able to mitigate the social impact of the Compact's economic reforms through legislative and policy interventions in the fields of:</p> <ul style="list-style-type: none"> • Social safety nets; • job security; and • small enterprises development 	4.4.2	MOLSA	Cluster "C": ILO	USD 1.5 million 18 Months
<p>Governance and Human Development</p> <p>1.1.C.4 Policy and Legislation Formulation (media and civil society)</p>	<p>1. A progressive legal framework for the development of a vibrant civil society that support its participation to better governance in Iraq.</p> <p>2. Law makers, government officials, law enforcement agency officials and judges, as well as the public at large, are well aware of the rights and roles of the civil society.</p>	4.2.1.	MOCS	Cluster "C": UNOPS	USD 0.5 million 12 Months
<p>Governance and Human Development</p> <p>1.2.C.1 Organisational Strengthening (municipalities)</p>	<p>1. Municipal and central government officials exposed to international best practices in the organization and operation of municipal associations through reports, study tours and participation in international municipal association conferences.</p> <p>2. Development of a constitution for the municipal association and a budget and workplan for its first three years of operation</p>	4.1.2	MMPW	Cluster "C": UN-HABITAT UNDP	USD 2.0 million 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
	<ol style="list-style-type: none"> 3. Regional forums and workshops to develop understanding and support for an Iraqi municipal association and discuss issues relating to decentralization and local government strengthening. 4. Formal establishment of the municipal association at a founding conference. Training in the operation of a municipal association. 5. A capacity development and institutional strengthening plan for each directorate. 6. The training of six staff from the Institute of Urban and Regional Planning and Development at the University of Baghdad and selected Iraqi consultants by an international institution who in turn would provide general basic training in Iraq to professional staff from the two directorates in urban and regional planning, GIS mapping, local economic development and development control. 7. Specialized training (both inside and outside Iraq) for selected Ministry staff in areas such as urban transportation planning, environmental planning, local economic development, GIS mapping and project management. 8. Procurement of reference materials, computers and GIS software. 				
<p>Governance and Human Development</p> <p>1.2.C.2 Organisational Strengthening (Census 2007)</p>	<ol style="list-style-type: none"> 1. Capacity for the 2007 Population & Housing Census in Iraq built and enhanced. 	4.4.1	MOPDC COSIT	Cluster "C": UNFPA	USD 3.0 million 18 Months
<p>Governance and Human Development</p> <p>1.2.C.3 Organisational</p>	<ol style="list-style-type: none"> 1. A fully functioning human rights commission supported in the fulfilment of its objectives with regard to monitoring, investigation, protection and promotion of human rights. A complete 	3.3.1	Iraqi Human Rights Commission	Cluster "C": UNAMI	USD 1.0 million 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
Strengthening (human rights)	project to set up the Iraqi Human Rights Commission has been designed. USD 1.0 Million will be allocated for the training component of the project only. Training sessions in human rights, monitoring techniques, international conventions and treaties, detention; community outreach sessions to successfully promote human rights understanding of the roles of the Commission, etc., will be delivered for 53 persons (one executive Director, 35 professional staff, 8 commissioners and nine members of the Advisory Board), both in Iraq and abroad.			UN-OHCHR UNDP	
Governance and Human Development 1.3.C.1 Capacity Development (Iraqis rebuilding Iraq)	1. IRAQIS REBUILDING IRAQ initiative 25 highly qualified Iraqis deployed to build capacity in Ministries and other public institutions through providing specialized services, professional support and training.	4.2.3	MOPDC Various ministries	Cluster "C": UNDP IOM	USD 1.15 million 18 Months
Governance and Human Development 1.3.C.2 Capacity Development (MOPDC)	1. The Capacity of MOPDC strengthened to meet NDS goals and to implement the Compact: <ul style="list-style-type: none"> • Regionalization of MOPDC • Capacity building for governance and accountability • Assistance to support the private sector • Support national consultation and implementation of NDS 	4.2 6	MOPDC	Cluster "C": UNDP	USD 1.0 million 18 Months
Governance and Human Development 1.3.C.3 Capacity Development (national reconciliation)	1. National reconciliation process supported through a sustainable independent and professional media in Iraq, facilitating Civic Education for Peace, Democracy and Development	3.1.1 4.2.1 4.4.2	CMC MOHR	Cluster "C": UNESCO	USD 1.0 million 18 Months
Health sector -	➤ Pro-poor health system reform framework	4.4.1.4	MOH	Cluster "D":	USD 0.5 million

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
1.1.D Policy, Legislation, Formulation Support the institutional development of the MOH and assist in developing the framework for Health Sector reforms with PHC focus	adopted		MOPDC MOF MOHE MOLSA Parliament Religious Trust Fund	WHO	12 - 18 Months
Health sector – 1.2.D Organisational Strengthening (1) Strengthen the MOH and Governorate health offices capacity to steer and manage a responsive health system that offers priority services that are accessible, affordable, equitable, and of high quality.	1. Enhanced Governorate capacity in planning, implementing and monitoring and evaluating local development plans including District Problem Solving; 2. Governorate plans are developed and funding assured	4.4.1.4	MOH MOPDC MOF Governorates	Cluster "D": WHO UNFPA UNICEF	USD 0.5 million 12 - 18 Months
Health sector – 1.2.D Organisational Strengthening (2) Provide technical and, where required limited financial back-up for strengthening of priority public health and primary health systems taking into consideration public private mix , including emergency preparedness & response especially those related to communicable disease control	1. PHC policies, guidelines reviewed developed and implemented 2. Policies for public private synergies in Public Health programs and system established	4.4.1.4	MOH MOPDC MOF MOHE MOHR MOEnv	Cluster "D": WHO UNFPA UNICEF	USD 1.0 million 12 - 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
and those that respond to acute maternal and child health and reproductive health needs.					
<p>Health sector –</p> <p>1.2.D Organisational Strengthening</p> <p>(3) Enhance the capacity of the Ministry to coordinate the implementation of activities that are implemented by all internal and external stakeholders and partners.</p>	<p>3. Overlapping and gaps identified by implementing a <i>Human Resources for Health Development</i> policy and plan</p>	4.4.1.4	MOH MOHE	Cluster "D": WHO UNFPA UNICEF	USD 0.5 million 12 - 18 Months
<p>Health sector –</p> <p>1.2.D Organisational Strengthening</p> <p>(4) Assist with the development of technical capacity among health professionals (allied health professionals nurses, health care managers, general practitioners, specialists, and ancillary staff) through support for basic education, continuing education and fellowships.</p>	<p>4. Enhanced national capacity for the implementation of human development strategies and retention of staff</p>	4.4.1.4	MOH MOHE	Cluster "D": WHO UNFPA UNICEF	USD 5.0 million 12 - 18 Months
<p>Infrastructure</p> <p>1.1.E.1 Policy, Legislation Formulation, Organisational Strengthening</p>	<p>1. Review of by-laws and policies for water and sanitation sector and management of urban Solid, Biological and Hazardous waste completed. Policies/laws that need to be aligned with international standards identified. National Solid Waste Management Policy</p>	4.4.1.5	MMPW MOB MOEnv KRG	Cluster "E": UNICEF WHO UNDP	US \$ 3.0 million 12 - 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
(1) Water and Sanitation sector	<p>formulated.</p> <p>2. A detailed assessment of existing systems and capacities completed and multi year investment programme for rehabilitation and capacity augmentation prepared. Modalities and mechanisms established for decentralization of planning, budgeting, implementation and monitoring at Governorate level, and the same piloted in at least two Governorates.</p>			UNOPS UN-HABITAT	US \$ 2.0 million 12 - 18 Months
<p>Infrastructure</p> <p>1.1.E.2 Policy, Legislation, Formulation, Organisational Strengthening</p> <p>(2) Housing, Housing Finance & Construction sector – improved land management and shelter delivery capacity particularly relating to vulnerable populations</p>	<p>1. Blueprints for improving access of low Income and vulnerable groups to housing, using market oriented delivery approaches with private sector and civil society participation. (including innovative housing microfinance products and subsidy schemes).</p> <p>2. Feasibility studies and implementation strategies for demonstration projects on housing and slum upgrading, in line with the advocated policy reforms.</p> <p>3. Construction Sector modernized and improved capacities for research, production and quality assurance.</p> <p>4. Policies and regulatory frameworks for housing and land are developed which adequately reflect the needs of IDPs, refugees, returnees and other vulnerable populations.</p> <p>5. System for assessment of IDP housing needs is developed and capacities for regular update and analysis are enhanced.</p>	4.4.1.5	MOCH KRG MOB	Cluster "E ": UN-HABITAT ESCWA UNHCR	USD 1.45 million 18 Months
<p>Infrastructure</p> <p>1.1.E.3 Policy, Legislation, Formulation, Organisational Strengthening</p>	<p>1. Priority legislative, policy and programme reform proposals in the areas of urban and land management and municipal finance developed in collaboration with government officials and stakeholders.</p> <p>2. Detailed reports prepared in collaboration</p>	<p>4.1</p> <p>4.2</p> <p>4.4.1.5</p>	MMPW MOB MOCH KRG	Cluster "E ": UN- HABITAT	USD 3.5 million 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
(3) Urban sector – improved city management	<p>with local stakeholders recommending improvements to the organizational structure and planning and financial management systems and procedures in the three cities.</p> <ol style="list-style-type: none"> 3. Changes implemented in the organizational structure and planning and financial management systems and procedures in the three cities based on the recommended improvements. 4. City Development Strategies completed in three cities. 5. Selected national and local level staff and elected officials in the three cities trained in good urban management and planning. 6. Civil society groups in the three cities more effectively involved in local government affairs. 7. Lessons learned and best practices developed while carrying out the project are documented and communicated to other municipalities through newsletters and regional discussion forums.. 				
<p>Infrastructure</p> <p>1.1.E.4 Policy, Legislation, Formulation, Organisational Strengthening</p> <p>(4) Electricity sector</p>	<ol style="list-style-type: none"> 1. The Ministry of Electricity (MOEI) coordinates stakeholders , mobilizes resources for the implementation the Electricity Master Plan 2. A Master Plan for Energy is elaborated by MOEI with ministries of Oil and Water Resources; 3. MOEI implements plans, to access and manage available budget resources and international credits, to improve regulatory framework and realize cost recovery strategies; 4. Strategic interventions in plant assessments, distribution planning, asset management, are performed through the provision of technical 	4.5	MOEI	<p>Cluster “E ”:</p> <p>UNDP</p>	<p>USD 3.0 million</p> <p>18 Months</p>

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
	advisory and procurement services. 5. MOEI develops business plans to ensure optimal use of limited resources, through financial and procurement planning;				
Infrastructure 1.1.E.5 Policy, Legislation, Formulation, Organisational Strengthening (5) Transportation sector	1. Capacity of Port Authorities enhanced to plan and manage rehabilitation, reconstruction, and development of Port and Access Channel Facilities; 2. Capacity of Port Authorities enhanced to access and manage budgetary and loan allocations; 3. Capacity of Civil Aviation Authorities built through the engagement of ICAO 4. Efforts of all national and international actors coordinated in support of Civil Aviation,	4.1.4	MOTrans Iraqi CAA	Cluster "E": UNDP	US \$ 3.0 million 18 Months
Infrastructure 1.1.E.6 Policy, Legislation, Formulation, Organisational Strengthening (6) Communications sector - management and regulatory capacity building of the public institutions	1. Formulation of telecom regulatory policy, strategy and plan of action for the Ministry of Communications and ICMC.	4.2.2	MOCOMMS ICMC	Cluster "E": ESCWA ITU UNDP	USD 2.0 million 18 Months
IDPs and Refugees – 1.1.F.1 Policies, Legislation and Formulation – (1) National policy framework on displacement challenges and durable solutions, including implementation agenda (2) Reformed legislative system for the protection of	1. Central, regional and local authorities devise an Implementation Agenda of the still to be adopted National Policy on Displacement Challenges and Durable Solutions, including the establishment of structures for coordination and monitoring. 2. Accession to refugee and statelessness instruments/ revision of respective national legislation	3.3.1 4.4	Office of the Prime Minister, MODM and sixteen other line and state ministries	Cluster "F": UNHCR IOM UNOPS UN-HABITAT WHO UNICEF UNIDO UNIFEM ILO	USD 0.8 million 12 - 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
refugees and stateless persons				In coordination with Clusters "A" – "E"	
IDPs and Refugees – 1.1.F.3 Policies, Legislation and Formulation – (3) Development of shelter strategies for vulnerable populations, including identification of financing models	5. Shelter strategic plans and manuals are developed for displaced groups in specific locations [model for replication].	4.4.1.5	MOCH MODM MMPW	Cluster "F": UN-HABITAT UNHCR In coordination with Cluster "E"	USD 0.45 million 18 Months
IDPs and Refugees – 1.2.F.1 Organisational Strengthening (1) Enhancement of MODM's institutional capacity and development of its operational capacities, relevant regional Ministries, civil society organizations and members of the judiciary.	1. Standard operating procedures are developed for areas including legislative development, planning and programme development as well as protection/ programme field operations systems. 2. Relevant ministerial and judicial counterparts, together with KRG officials and civil society organisations, are equipped to effectively fulfil their functions for the protection and assistance of persons of concern.	3.3.1 3.3.2 4.4	MODM KRG MOI MOFA MOHR MOE MOHE MOLSA MOJ	Cluster "F": IOM UNHCR In coordination with Cluster "C"	USD 2.20 million 12 - 18 Months
Total resources required for Workstream One: USD 62.4 million					

Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
WORKSTREAM TWO - (A): (adopting an area-based approach)					
Provide support to the provision of basic social services to the most vulnerable population groups in areas where UN interventions will have a significant impact to ameliorate human suffering and reduce disparities					
2.1.B Primary Education	<ol style="list-style-type: none"> 1. 100 schools comprehensively rehabilitated and 200 water and sanitation facilities provided. 2. 50 inspectors/supervisors and 150 headmasters trained in school- and classroom-based management. 3. 15 community learning centres established for adult illiterates and out-of-school children. 4. School feeding scheme in place in nine most vulnerable districts. 	4.4.1.3	MOE DOE	Cluster "B": UNICEF UNHABITAT UNESCO WFP	USD 20.0 million 18 Months
2.1.D Basic Health Care:					
Support to the equitable delivery of quality curative and preventive health services at PHC level (including emergency health services and preparedness), and the development/functioning of the public health system					
(a) Increase access to quality health care services especially for vulnerable groups, IDPs, the un-reached and those need to be treated outside	<ol style="list-style-type: none"> 1. Increased access to quality Health services for vulnerable and un-reached 2. 30 % reduction in U5 and IMR and 15% reduction in MMR based on recent studies 2006 3. Enhanced disease prevention and control including HIV/AIDS 4. Enhanced Healthy living environment and healthy lifestyle promoted among women and men 5. Enhanced RH services 	4.4.1.4	MOH MODM MOEnv DOH	Cluster "D": WHO UNICEF UNFPA WFP UNHABITAT UNIDO UNOPS IOM	USD 7.0 million 12 - 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
2.1.E Infrastructure – Water and Sanitation	1. Access to water and sanitation services increased by 5 % from the existing level (baseline year 2006).	4.4.1.5	MMPW MOB MOEnv KRG	Cluster “E”: UNICEF WHO UNOPS UNDP	USD 24.0 million 18 Months
2.1.E.1 Infrastructure - Shelter	1. Improved shelter conditions and community based long term maintenance management systems in place for 2,500 vulnerable and poor households using participatory and partnership-based approaches.	4.4.1.5	MMPW MOCH KRG	Cluster “E”: UN-HABITAT UNOPS	USD 5.5 million 12 - 18 Months
2.1.F.1 IDPs and Refugees (1) Education	1. Strengthened absorption capacity of host communities in prioritized districts through improvement of educational facilities and enhancement of staff capacity, including psychosocial support training.	4.4.1.3	MOE MOLSA MODM + Branch Offices Governorate Authorities	Cluster “F”: UNICEF IOM UNOPS UNHCR In coordination with Cluster “B”	<i>Funding to be drawn from the corresponding Component in Workstream Two (B) below, once priority areas agreed with GOI.</i>
2.1.F.2 IDPs and Refugees (2) Basic health care	1. Rapid rehabilitation of health facilities provided in critical areas within prioritized districts, together with refresher training, basic drugs and health education campaigns.	4.4.1.4	MOH DOH MODM + Branch Offices MOEnv Governorate Authorities	Cluster “F”: UNICEF IOM UNOPS UNHCR In coordination with Cluster” D”	<i>Funding to be drawn from the corresponding Component in Workstream Two (B) below, once priority areas agreed with GOI.</i>
2.1.F.3 IDPs and Refugees (3) Water and Sanitation	1. Healthy and sanitary living conditions are maintained in prioritized districts through rapid improvement of water and sanitation infrastructure in areas particularly impacted by return and displacement.	4.4.1.5	MMPW MOCH MODM + Branch Offices Governorate Authorities	Cluster “F”: IOM UNHCR UNOPS In coordination	<i>Funding to be drawn from the corresponding Component in Workstream Two (B) below, once priority areas</i>

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
2.1.F.4 IDPs and Refugees (4) Shelter	1. Replicable temporary and permanent shelter solutions ensure secure housing for IDPs, returnees and refugees in prioritized districts through: (1) quick-impact shelter projects and assistance; (2) IDP beneficiary-led improvements; (3) effective self-help solutions for returnees allocated public lands; and (4) shelter as part of a community assistance package facilitating sustainable (re-)integration	4.4.1.5	MMPW MOCH MODM + Branch Offices Governorate Authorities	with Cluster "E" Cluster "F": UNHCR UN-HABITAT UNOPS In coordination with Cluster "E"	<i>agreed with GOI.</i> <i>Funding to be drawn from the corresponding Component in Workstream Two (B) below, once priority areas agreed with GOI.</i>
Total resources required for Workstream Two (A): USD 56.5 million					

Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
WORKSTREAM TWO (B): (other important interventions nationwide)					
Provide support to the provision of basic social services to the most vulnerable population groups in areas where UN interventions will have a significant impact to ameliorate human suffering and reduce disparities					
2.2.B Primary Education	1. Equipment and essential learning materials (furniture, blackboards, globes, maps, first-aid box, etc.) and pedagogical materials to promote peace and reconciliation provided to primary school children.	4.4.1.3	MOE	Cluster "B": UNICEF UNESCO	USD 10.0 million 12 Months
2.2.D Health – national coverage: Support to the MOH in the delivery of an integrated primary health care package related to woman & child health, nutrition, water, sanitation, sexual and reproductive health, health & hygiene promotion, immunization, advanced referral system including addressing IDP needs	1. Increased access to quality Health services for vulnerable and un-reached 2. 30 % reduction in U5 and IMR and 15% reduction in MMR based on recent studies 2006 3. Enhanced disease prevention and control including HIVAIDS 4. Enhanced Healthy living environment and healthy lifestyle promoted among women and men 5. Enhanced national capacity for the implementation of human development strategies and retention of staff 6. Enhanced RH 7. Assure at least 80% of these services for all governorates.	4.4.1.4	MOH MOHE MOEnv MOE MOLSA MOHR Ministry of Youth & Sport DOH	Cluster "D": WHO UNICEF UNFPA UNIFEM WFP UNHABITAT UNOPS IOM	USD 19.5 million 12 -18 Months
2.2.E Infrastructure – Water and Sanitation	1. Access to water and sanitation services increased by 5 % from the existing level (baseline year 2006).	4.4.1.5	MMPW MOB MOEnv KRG	Cluster "E": UNICEF WHO UNOPS UNDP	USD 10.0 million 18 Months

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
<p>2.2.F.1 IDPs and Refugees</p> <p>(1) Education</p> <p>Enhancement of available educational facilities and resources increases local absorption capacity.</p>	<ol style="list-style-type: none"> Up to 100 educational facilities nationwide rehabilitated and/or expanded (QIPs) to particularly accommodate newly-displaced children and students 300 governmental and NGO staff are provided with training in psychosocial support to assist IDP children 	4.4.1.3	<p>MOE MOHE MOLSA MODM + Branch Offices Governorate Authorities</p>	<p>Cluster "F":</p> <p>UNICEF IOM UNOPS UNHCR</p> <p>In coordination with Cluster "B"</p>	<p>USD 3.70 million</p> <p>12 Months</p>
<p>2.2.F.2 IDPs and Refugees</p> <p>(2) Basic health care -</p> <p>(2.1) Support to ministry counterparts at the local level in the provision of basic health services to vulnerable groups</p> <p>(2.2) Support to communities impacted by displaced persons and returnees which enhances local absorption capacity in the health sector.</p>	<ol style="list-style-type: none"> Provision of basic health services localized within communities impacted by displacement throughout Iraq. Up to 6 PHCs rehabilitated and/or expanded with provision of necessary equipment and furniture. 	4.4.1.4	<p>MOH DOH MODM/Branch Offices</p>	<p>Cluster "F"</p> <p>WHO</p> <p>In coordination with Cluster "D"</p>	<p>USD 4.0 million</p> <p>12 Months</p>
	<ol style="list-style-type: none"> Up to 40 PHCs nationwide rehabilitated and/or expanded in areas impacted by displacement and return, with provision of refresher training, basic drugs and health education campaigns. 480 health care providers trained in basic health care services 		<p>MOH DOH MODM/Branch Offices Governorate Authorities</p>	<p>UNICEF IOM UNOPS UNHCR</p> <p>In coordination with Cluster "D"</p>	<p>USD 4.0 million</p> <p>12 Months</p>
<p>2.2.F.3 IDPs and Refugees</p> <p>(3) Water and Sanitation</p> <p>Improvement of water and sanitation infrastructure in communities impacted by displaced persons +returnees, thus enabling healthy and sanitary living conditions.</p>	<ol style="list-style-type: none"> Small-scale water and sanitation solutions provided through quick-impact projects in up to 50 locations nationwide. 	4.4.1.5	<p>MMPW MOCH MODM/Branch Offices Governorate Authorities</p>	<p>Cluster "F":</p> <p>IOM UNHCR UNOPS</p> <p>In coordination with Cluster "E"</p>	<p>USD 1.80 million</p> <p>12 Months</p>

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Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
2.2.F.4 IDPs and Refugees (4) Shelter Various temporary and permanent shelter solutions to ensure secure housing for IDPs and returnees respectively, while providing an alternative to tented camps and also reducing homelessness.					
(4.1) Communities are supported in the provision of rapid housing for newly-arriving families, as an alternative to tented accommodation.	1. Temporary housing solutions delivered for up to 1,700 IDP, returnee and refugee families throughout Iraq.	4.4.1.5	MMPW MOCH MODM/Branch Offices Governorate Authorities	Cluster "F": UNHCR In coordination with Cluster "E"	USD 5.50 million 12 Months
(4.2) Beneficiary-led public works and home improvement programmes provide a model for securing shelter for IDPs in major urban centres.	1. Some 400 urban IDP families are temporarily housed as tenants in adequately expanded homes, with municipal support.	4.4.1.5	MMPW MOCH MODM/Branch Offices Governorate Authorities	Cluster "F": UN-HABITAT In coordination with Cluster "E"	USD 2.50 million 18 Months
(4.3) Replicable self-help housing project developed for usage of urban lands allocated to MODM.	1. 200 homeless returnee families benefit from permanent housing on government-allocated land.	4.4.1.5	MMPW MOCH MODM/Branch Offices Governorate Authorities	Cluster "F": UN-HABITAT in coordination with Cluster "E"	USD 3.50 million 18 Months
(4.4) Replicable community-based pilot project in rural areas facilitates sustainable (re)integration.	1. Up to 500 houses of 45 m ² are rebuilt for returnee families as part of an integrated community-assistance package (shelter, healthcare, education, water and sanitation).	4.4.1.5	MMPW MOCH MODM/Branch Offices Governorate Authorities		USD 6.0 million 18 Months
Total resources required for Workstream Two (B): USD 70.5 million					

Component	Outputs	Compact reference	Counterpart Ministries	UN Cluster / Agencies	Resources / Duration
WORKSTREAM THREE:					
Emergency Preparedness and Response (EPR)					
3.A Agriculture	<ol style="list-style-type: none"> 1. A National Contingency Plan developed for combating Avian Influenza (AI). 2. Core number of veterinarians trained. 3. Stock of equipment and materials expedited. 4. Number of AI monitoring teams established. 5. Survey on the numbers of poultry in each governorate carried out. 6. Disease control improved through vaccination. 7. A national Brucellosis vaccination campaign carried out. 	4.6	MOA MOWR	Cluster "A": FAO	USD 4.8 million 12 - 18 Months
3.1. EPR – 3.1 Policy , Legislation, formulation, Institution Strengthening and Capacity Building	<ol style="list-style-type: none"> 1. A policy framework, including contingency plans, early warning systems and standard operating procedures are developed with key ministries and relevant regional authorities (with linkage to the Office of the Prime Minister) that clearly institutionalizes the planning, preparedness, coordination and response to national emergencies as well as clearly delineating responsibilities, roles and actions by the various state and non-governmental actors: <ol style="list-style-type: none"> 1. National and Sub-National Plans prepared 2. Guidelines and SOP prepared 3. Information management system in place 4. Staff trained in EPR, at different levels 5. Institutionalized and effective national/ local emergency coordination and response mechanisms in place 	4.4	Office of the Prime Minister MOPDC MOH MOT MMPW MODM MOE Other line ministries, Governorates	UNCT, coordinated by UNAMI Cluster "A" Cluster "B" Cluster "C" Cluster "D" Cluster "E" Cluster "F"	USD 2.8 million 18 Months

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<p>3.2.EPR – 3.2 Pre-positioning of critical items, services, funds and logistics</p>	<p>1. Emergency items are pre-positioned with appropriate equipment, logistics and funds for distribution:</p> <ul style="list-style-type: none"> ➤ Meeting basic needs (includes: food, water, sanitation, hygienic kits, NFIs) ➤ Provision of electricity to hospitals, water treatment plants, sewage treatment plants ➤ Ensuring provision of basic health and education services 	<p>4.4</p>	<p>Office of the Prime Minister MOPDC MOH MOT MMPW MODM MOE Other line ministries, Governorates NGOs</p>	<p>UNCT, coordinated by UNHCR</p> <p>Cluster “A” Cluster “B” Cluster “D” Cluster “E” Cluster “F”</p>	<p>USD 43.0 million 12 Months</p>
Total resources required for Workstream Three: USD 50.6 million					