



UNDP - Iraq

Catalytic Climate Action in Iraq Project (CCAI)-Iraq

Final Project Evaluation
Final Evaluation Report

Iraq-December 2024

Acknowledgement

Acknowledgment is extended to all the UNDP Country Office and Project Team for their professional and impartial support to the project evaluation process.

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| Project/outcome Information | | |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Project/outcome title | Catalytic climate action in Iraq | |
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| Corporate outcome and output | <p>4.1. Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters.</p> <p>Indicative Output(s) with gender marker:</p> <p>Output 1: Government of Iraq is supported to facilitate energy transition in Iraq, GEN Marker: 1</p> <p>Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations, GEN Marker: 2</p> <p>Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq, GEN Marker 2</p> | |
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| Evaluation type (project/ outcome/thematic/country programme, etc.) | Project- Decentralized |

¹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

| | | |
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Abbreviations

| | |
|--------|-------------------------------------------------------------------------|
| BAF | Bahr Alolom Foundation |
| CCA | Climate Catalytic Action Project |
| CO | Country Office |
| COMSEC | Council of Ministries Secretariat |
| FCDO | Foreign Commonwealth and Development Office |
| GAC | Global Affairs Canada |
| GRM | Grievance Redress Mechanism |
| GWH | Geneva Water Hub |
| iMMAP | iMMAP Inc. is an international nonprofit organization |
| JCMC | Joint Coordination and Monitoring Center |
| MOA | Ministry of Agriculture |
| MOE | Ministry of Electricity |
| MENV | Ministry of Environment |
| MOF | Ministry of Finance |
| MOFA | Ministry of Foreign Affairs |
| MOP | Ministry of Planning |
| MOT | Ministry of Transport- Iraqi Meteorological Organization and Seismology |
| MWR | Ministry of Water Resources |
| NCWRM | National Center for Water Resources Management |
| NDC | Nationally Determined Contributions |
| NDIW | National Directorate of Iraqi Women |
| PMNOC | Prime Minister’s National Operations Centre |
| RCREEE | Regional Center for Renewable Energy and Energy Efficiency |
| RIMES | Regional Integrated Multi-Hazard Early Warning System |
| SESA | Social and Environmental Strategic Assessment |
| SESP | Social and Environmental Standards Template |
| WHH | Welt Hunger Hilfe |
| KRG | Kurdish Regional Government |
| RBAS | UNDP Regional Bureau of Arab States |
| GPS | Global Positioning System |
| GPRS | General Packet Radio Service |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| PPP | Public-Private Partnership |
| WHH | Welt Hunger Hilfe |

Executive Summary

Background: Iraq aims to shift its development strategies to align with its commitments under the [Paris Agreement, signed in January 2021](#). In line with the Paris Agreement, Iraq has developed its [Nationally Determined Contributions \(NDC\)](#) to establish a national vision for mitigation and adaptation across various sectors. However, the country faces institutional and technical challenges implementing the necessary tools to operationalize the NDC. In addition, the [National Poverty Reduction Strategy \(2018-2022\) \(NPRS\)](#) acknowledges the governance, corruption, and accountability challenges and their impact on state effectiveness and efficiency in delivering quality public services.

The Catalytic Climate Action Project CCA (2022-2025)²¹ in Iraq aims to support of institutional operational improvements and changes within the Government of Iraq, including the Kurdistan Region, to strengthen the country's capacity to mitigate climate change and adapt to its impacts by:

- a) managing natural resources,
- b) developing renewable resources,
- c) and increasing resilience to climate-induced hazards.

The Project targets gaps that address institutional performance and operational changes that lead to significantly increased and improved delivery of the national climate plans. The Project approach focuses on (1) technical assistance, (2) capacity building, and (3) operational support for NDC implementation, with sectoral deep dives into energy, transboundary water resources, and drought preparedness.

The government of Iraq is the prime beneficiary. The Project contributes to developing the government's capacities to initiate and adopt conducive policies for low-carbon and climate-resilient development. The Project approach addresses the policy level at central and regional government and local community levels to support climate-vulnerable communities. The focus on the inductive intervention at the community level verifies the feasibility and effectiveness of current and required government policies. These ground-level initiatives include promoting sustainable agricultural practices, enhancing water management systems, and supporting the adoption of renewable energy sources. The central line ministries participating in this project are:

- [Ministry of Environment](#)
- [Ministry of Electricity](#)
- [Ministry of Water Resources](#)
- [Ministry of Agriculture](#)
- [Kurdish Regional Government](#)

The Project budget is USD 5,771,296, and funding is provided by the United Kingdom- [Foreign Commonwealth and Development Office FCDO](#) and the Government of Canada-[Global Affairs Canada GAC](#). The United Kingdom contributes 80% to all three outputs, while Canada provides 20% specifically to output two on water. The Project started in January 2022 and is planned to end in March 2025. [UNDP](#)

²¹ CCAI-Project Document, UNDP-2022

[Iraq Country Office](#) is part of the [UNDP Regional Bureau for Arab States RBAS](#) and is the Project's implementing party.

The CCA Project has the following three outputs:

Output 1: The government of Iraq is supported to facilitate the energy transition in Iraq

Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations

Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq

Evaluation Methodology: The CCA Project final evaluation is commissioned to assess the catalytic effect of the project towards:

- a) fulfilling the CPD Outcome 4.1, Strengthened and resourced policies and frameworks are implemented to manage natural resources.
- b) enabling the Government to develop and implement climate-related policies and frameworks and
- c) enhancing the resilience of vulnerable communities to climate change.
- d) to assess whether the implemented activities verify and fulfill the requirement to achieve the project outputs

The Project evaluation method aligns with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation](#) ([UNEG Guidelines for Integrating Human Rights and Gender Equality in Evaluations](#) and [UNEG Ethical Guidelines for Evaluation](#)) and UNDP Evaluation Guidelines.

An evaluation matrix criterion, Annex 3, was developed by the evaluation team that reflects evaluation priority questions for each criterion, such as relevance, efficiency, effectiveness, sustainability, crosscutting issues: human rights, social and environmental safeguards, women empowerment, and vulnerable groups. The evaluation process is for a total of thirty-five working days, including:

- Literature review of the project documents, and monitoring reports and deliverables. A list of reviewed documents is presented in Annex 4,
- Interviews with project stakeholders, including line ministries, donor representatives, project responsible parties, not-for-profit Organizations, community groups, and the UNDP program team,
- Field visit to KRG-Sulaymaniyah that included farmer's focus group and visits to local farmers.

The evaluation assesses the Project's relevance and coherence, effectiveness, efficiency, sustainability, and cross-cutting issues (Environment, Human rights, Women Empowerment, and Vulnerable Groups), identifies and documents lessons learned, and provides recommendations for future interventions. The evaluation's findings and recommendations will guide the key stakeholders, relevant Iraqi institutions, Project donors, UNDP and UN agencies, responsible parties, and not-for-profit organizations and community groups in their future endeavors.

Relevance to national development plans: Iraq is committed to the 2030 Agenda for Sustainable Development. The [Iraq Vision 2030](#)³, [the National Development Plan \(NDP\) 2018-2022](#)⁴, the Reconstruction

³ Iraq Vision 2030, Ministry of Planning, Iraq-February 2019

⁴ National Development Plan 2018-2022, Ministry of Planning, Iraq

and Development Framework (RDF) 2018-2027, and the Poverty Reduction Strategy (PRS) 2018-2022, [Iraq Vision 2050 article](#) are all anchored in the Sustainable Development Goals.

Coherence: The CCA Project's compatibility with other interventions in Iraq is ensured as the Project is consistent with the UNDP CPD (2020-2024) and the UNSDCF for Iraq (202-2024)⁵. The country UNSDCF (2020-2024) is the governing document that ensures the external coherence of the Project. The UNSDCF represents areas of cooperation and commitment with the Government of Iraq, including the Ministry of Planning, which is responsible for donor coordination, and UN agencies operating in Iraq. The UNSDCF ensures alignment with external policy commitments and coherence with interventions implemented by other actors in a specific context.

Efficiency: The efficiency of the CCA Project management arrangements, approaches, and strategies, including monitoring and risk management approaches, were challenged due to several factors that include external risks beyond the control of the Project management team, in addition to the pressure exerted on the Project team during the planning phase of the Project to develop the Project document and secure the funds in a short time. The brief time allocated to draft the Project document led to a lack of due diligence assessment of national institutions participating in the Project. The lack of due diligence resulted in the wrong assessment of the government's capacities, resulting in the Project challenge of (lack of government capacity in implementing the Project processes). The UNDP management and the Project did not attend to the missing Project inputs, e.g., stakeholders' analysis, communication strategy, and updates of the SESP, even after the Project endorsement and commencement. The Project has a high implementation rate of 85% of the budget. The quarterly and annual monitoring and reporting were relevant and reflected the Project's achievements and challenges.

Effectiveness: The CCA Project's achievements are applaudable, and their quality and quantity fulfill the requirements of the outputs. The indicators included in the Project Results Matrix in the Annex 06 are verifiable and were assessed during the evaluation process. The indicators were evaluated through interviews with line ministries and a review of the Project book-keeping records at the UNDP-Country Office. For example, the review included a comparison between the attendance list as part of the workshop report, the invoice and the number of people of the workshop hosting provider, such as hotels, and the actual payment in the UNDP accounting system. All checked records showed the correct information. The overall Project processes and indicators are gender sensitive. The women's participation in the Project activities, including training, studies, influence of decision making, and community-farmers beneficiaries, are acceptable and meet the target indicators considering the local culture and security conditions.

Sustainability: The Ministry of Water Resources-Transboundary Water team holds the Project's ownership, sustainability, and success. The Transboundary Water team is following up with national committees and attending and preparing for future negotiations. The MWR is internally coordinating efforts of the transboundary water team, water information systems, early warning and drought prediction, and the implication of the climate sensitivity index on their user groups. Meanwhile, the MWR maintains good

⁵ United Nations Sustainable Development Framework (UNSDCF), Iraq 2020-2040

relations with civil society organizations for informal discussions on transboundary water. The energy transition roadmap is in a perfect position of ownership by the MOE. The MOE has complete knowledge of the gaps and required procurement regulations and technical procedures to implement the energy transition framework and partner with the private sector.

For the national authorities to mobilize resources and move forward in implementing national technical guidelines prepared by the Project and making new climate change policies and investments, it is a requirement to test the guidelines, simulate an economic and financial model of the operationalizing of the guidelines and their effect on the national economy, budgeting, public debts, employment, and the required change management and changes in the roles and layout of the governing institutions of the energy and water sector. These elaborations can be part of the next UNDP program plan in Iraq.

Cross-Cutting Issues:

The Project successfully addressed human-rights and women empowerment as part of the Project activities. However, the Project approach did not address the following sustainability cross-cutting factors, for example:

- Governance: public management capacity building, institutional role and layout, access to public information, cyber security and communication and disclosure of information, digitalization, and modernization of workflow and processes
- Social Coherence: identification of vulnerability and vulnerable groups, women influence in planning in the energy sector, and support to vulnerable women as beneficiaries and user groups
- Environment: alignment with environmental safeguards, development of environment assessment and management tools, and ESG Reporting

Findings: The UNDP County Office enjoys good relations and networks with national partners from both government and civil society organizations. The CCA Project management team continues demonstrated professionalism, technical competency, good command of the Project-work plans and activities, a strong network with the national counterparts, and good vetting and management of responsible parties. Most of the Project's three output plans and activities have been achieved successfully, and the 800 target beneficiaries in terms of the number of trainees have been fulfilled, too.

The pending activities for the disclosure of the water information study and the procurement of the Weather Stations are being addressed by the Project management team and should be resolved shortly. The issue of women's empowerment and participation in Project activities, influencing the making of guidelines and framework, are successfully addressed in the Project inputs and processes. The Project did not address women's empowerment issues when implementing the project guidelines and framework.

Project catalytic approach: The CCA Project successfully serves its catalytic purpose for each output. Where, the Ministry of Water Resources-Transboundary Water captures the most prominent catalytic chain reaction. The ministry follows up with national committees and plans for future negotiations with neighboring countries. They have also visualized the interdependency of climate change's impact on water resources in neighboring counties. The MWR has also realized the importance of managing the water

database and generating evidence-based policies and decisions. They made a complete correlation with the early warning system with a focus on drought, and they have reached out to UNDP to include their seven dam reservoirs in the early warning system introduced by the Project. Transboundary water is a strategic issue and is one of the pillars of national water security, the ministry has the necessary strategy and know-how to participate in informal transboundary water discussions and forums with neighboring countries. The follow-up of the climate sensitivity index study is on the MWR's agenda, too.

The Ministry of Electricity MOE, jointly with the Ministry of Environment MEnv, owns the energy transition framework. The MOE realizes the importance of energy transitions but has more due diligence assessments to address before engaging with the private sector and investment partners. The MOE is commended for its holistic approach to the energy sector. The international and regional development partners can support the MOE in their endeavors to complete the holistic energy approach, its prerequisites, and future opportunities in the country.

The CCA Project successfully triggered new concepts and ventures such as capturing the gas flare, waste and carbon sink energy, and credit from transboundary marsh and wetlands. UNDP Country Office can carry out the required due diligence and set its position on such new development for future discussion or programming.

The catalytic effect of the CCA Project is thriving at the technical level of each output separately. The whole CCA Project can become more vibrant as a catalytic Project. The Project management team did not address the following missing and essential activities:

- Starting the discussion of the catalytic purpose of the whole Project at an early stage of the Project
- Developing Project catalytic objectives and indicators
- Including catalytic discussion sessions during various workshops and a section designated to the catalytic function in the Project's quarterly and annual reporting
- More robust communication between the Project management, the UNDP county office management, and the Project donors
- Improving interconnection between the Project's three outputs and
- Advancing coordination with other UNDP pillars, such as economic growth and governance. Where, cooperation with other program pillars results in the sharing of knowledge, cost saving, and minimizing risks.

Recommendations for Future Programming: The recommendations include the PPP modalities in future planning for the energy transition rollouts and introducing performance and service contracts to the water and environment sectors. Secondly, the recommendations suggest three areas of intervention:

- 1) Climate change and sustainable water management
- 2) Climate change and sustainable energy transition
- 3) Climate change and environmental management

Lessons Learned: The lessons learned are based on the result of the interviews and site visits and can be included in future UNDP (2025-2029) programming and cooperation with stakeholders:

- 1) Include economic and financial modeling in the energy transition framework and water resource management and response to droughts
- 2) Introduce public management capacity-building tools and apply to private sector partnership to the energy transition framework and public expenditure financing to the water resource management
- 3) Support digitalization, data management, and protocols for public access to information
- 4) Develop national guidelines to identify and support vulnerable groups and people with disabilities
- 5) Promote the approach of best practice in project planning and reporting where it expands beyond standards and minimum requirements

1. Introduction

Iraq aims to shift its development strategies to align with its commitments under the [Paris Agreement signed in January 2021](#). In line with the Paris Agreement, Iraq has developed its [Nationally Determined Contributions \(NDC\)](#) to establish a national vision for mitigation and adaptation across various sectors. However, the country faces institutional and technical challenges implementing the necessary tools to operationalize the NDC. In addition, the [National Poverty Reduction Strategy \(2018-2022\) \(NPRS\)](#) acknowledges the governance, corruption, and accountability challenges and their impact on state effectiveness and efficiency in delivering quality public services⁶.

The NDC emphasizes emission reduction for key energy consuming sectors including oil, electricity, gas, and transport as well as other sectors such as non-oil industry, land use, water, agriculture, solid wastes, tourism and the residential sector. Iraq has a share of 0.55% of global GHG emissions and a climate vulnerability index ranking at 105, where the higher the number means a higher vulnerability to climate change. And a 15% conditional emissions reduction target by 2030, where the highest emissions reduction target, conditions or unconditional, included in the country's latest NDC.

The Catalytic Climate Action Project CCA (2022-2025)⁷ in Iraq aims to deliver institutional operational improvements and changes within the Government of Iraq and the Kurdistan Region of Iraq to strengthen the country's capacity to mitigate climate change and adapt to its impacts by:

- d) managing natural resources,
- e) developing renewable resources,
- f) and increasing resilience to climate-induced hazards.

The Project targets gaps that address institutional performance and operational changes that lead to significantly increased and improved delivery of the national climate plans. The project approach focuses on (1) technical assistance, (2) capacity building, and (3) operational support for NDC implementation, with sectoral deep dives into energy, transboundary water resources, and drought preparedness.

The government of Iraq is the prime beneficiary. The Project contributes to developing the government's capacities to initiate and adopt conducive policies for low-carbon and climate-resilient development. The project approach addresses the policy level at central and regional government and local community levels to support climate-vulnerable communities. The focus on the inductive intervention at the community level verifies the feasibility and effectiveness of current and required government policies. These ground-level initiatives include promoting sustainable agricultural practices, enhancing water management systems, and supporting the adoption of renewable energy sources. The central line ministries participating in this Project are:

- [Ministry of Environment](#)
- [Ministry of Electricity](#)
- [Ministry of Water Resources](#)

⁶ <https://www.undp.org/iraq>

⁷ CCAI-Project Document, UNDP-2022

- [Ministry of Agriculture](#)
- [Kurdish Regional Government](#)

The CCA Project focuses on capacity building for central ministries; therefore, it has national coverage. In addition to the Project field initiative to support drought response in the KRG- three locations: Erbil, Kirkuk, and Sulaymaniyah.

The prime users of the Project evaluation results are the prime line ministries that are part of the CCA Project, namely, the Ministries of Environment, Water Resources, Agriculture, and Electricity, KRG-Agriculture Directorate and colleagues at the UNDP and other UN agencies and international donors working in Iraq. The results of the evaluation report can be addressed in preparing national sectoral plans and future UNDP and donor cooperation with national authorities in Iraq. The evaluation results highlight successes and challenges in building capacities to draft technical guidelines and emphasize the requirements for in-depth stakeholder analysis, institutional reform, and the elaboration of data management frameworks.

The Project budget is USD 5,771,296, and funding is provided by the United Kingdom- [Foreign Commonwealth and Development Office FCDO](#) and the Government of Canada-[Global Affairs Canada GAC](#). The United Kingdom contributes 80% to all three outputs, while Canada provides 20% specifically to Output Two on water. The Project started in January 2022 and is planned to end in March 2025. [UNDP Iraq Country Office](#) is part of the [UNDP Regional Bureau for Arab States RBAS](#) and is the Project's implementing party.

As part of the Country Program Document CPD (2020-2024),⁸ the Project contributes to the CPD Outcome 4.1: Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters. The Project fulfills two CPD Outputs:

Output 4.1. National capacities improved for climate change adaptation and mitigation.

Output 4.2. Disaster risk management and resilience are strengthened with multi-stakeholder engagement in geographic locations at high risk of human-induced or natural disasters.

The Project has the following three Outputs:

Output 1: The government of Iraq is supported to facilitate the energy transition in Iraq

Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations

Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq

The sections in this report describe the CCA Project, evaluation objective, process, criteria, and findings. The evaluation criteria and their findings are reported as relevance, efficiency, effectiveness, sustainability, and cross-cutting topics of environment, human rights, gender, and vulnerable groups. The report concludes with main conclusions based on the highlights of the Project evaluation criteria, recommendations, and lessons learned for future program planning and interventions in Iraq.

⁸ UNDP Iraq Country Programme Document, UNDP-2019

Throughout this report, the views are presented based on the CCI Project-literature review, interviews with Project national stakeholders, including line ministries and local communities, responsible parties, the Project donors, UNDP county office program pillars including social cohesion, government and economic, and the UNDP Project management team. The views of the evaluation consultant are also expressed even when they do not necessarily agree with the views of the Project stakeholders. The wording in the report is set as the following: 'should' indicates recommended actions. The word 'can' indicates a possibility or option. The word 'shall' indicates that the Project must comply with it. The term 'evidence' in this report indicates the availability of the Project's reports. Annex 1 Output-Deliverables provides easy reference to the Project's delivered outputs and their categories.

The Project is evaluated for its contribution to fulfilling the CPD Outcome 4.1, and to assess whether the implemented activities verify and fulfill the requirement to achieve the Project outputs. And whether the Project achieved its purpose as a climate action catalytic project at both project and output levels. The hyperlinks are provided as examples.

2. Description of the CCA Project

2.1 Country Context

The country context reflects the relevant country conditions and status that accompanied and impacted the Project implementation⁹. The country's prevailing conditions include the political landscape, economic stability, human rights, cultural heritage, and environment.

Political Landscape: Iraq has showcased political resilience, bolstered by transformative socio-economic reforms. With political stability and comprehensive fiscal reforms, the nation would be poised for growth. Notably Key Achievements of the Current Government:

Banking and Finance Reforms: The recent introduction of an electronic platform for foreign currency sales underscores the government's determination to elevate transparency and efficiency.

Private Sector Growth: The establishment of the Iraq Fund for Development and the decision to issue sovereign guarantees for agricultural and industrial projects signal a rejuvenated commitment to investment.

Enhanced Social Protection: The enactment of the Retirement and Social Security Law in May solidifies the rights of all workers, including those in informal sectors. This progressive step, enriched by collaboration with the United Nations, aligns Iraq with International Labor Standards.

Infrastructure Development: The Development Road Project, launched in May, envisages bridging the Gulf and Europe, creating a plethora of economic opportunities across the region.

Energy Sector Advancement: A noteworthy agreement with TotalEnergies in July 2023 promises a USD27 billion investment in oil, gas, and renewable energy, fortifying Iraq's quest for energy independence.

Counteracting Drug Proliferation: The National Strategy for the Prevention of Narcotics and Psychotropic Substances (2023-2025) represents a robust commitment to safeguarding the youth.

Climate Action and Water Management: The inaugural National Conference on Safe Water Management in August 2023 testify to Iraq's dedication to environmental sustainability.

⁹ Common Country Analysis-Iraq 2023

Economic Situation: The country's economy heavily relies on the oil sector, making it vulnerable to shocks in oil markets and global demand. The year 2022 witnessed a remarkable surge, with revenues reaching a decade-high of USD10 billion and the average price per barrel reaching an unprecedented USD99. After moderating in 2022, consumer price inflation ticked up in early 2023, driven by the depreciation of the Iraqi dinar in the parallel market. The revaluation of the dinar is anticipated to reduce dinar-denominated oil revenues, while expenditures are set to rise significantly with the budget. Fiscal reforms are necessary to ensure the sustainability of expenditures, including optimizing current expenditures such as the wage bill, pensions, and subsidies. Additionally, improving oil revenue management through fiscal rules and enhanced non-oil revenue mobilization is crucial. Investment in energy and infrastructure is needed to address Iraq's significant development challenges. However, public investment should be accompanied by efforts to attract private financing, considering capacity constraints and climate change issues. The private sector, especially Micro, Small, and Medium- sized Enterprises (MSMEs), remains side-lined in an economy dominated by large state-owned entities and public sector employment. Moreover, the MSMEs sector is largely underdeveloped, with density - measured by the number of MSMEs per 1,000 people- substantially lower than both the MENA region and emerging and developing countries. The lack of a robust legal framework to shield the private sector, coupled with the minimal use of banks for savings and transactions, continues to hinder investments in SMEs. In 2019, Iraq had the second lowest score for MSME financial inclusion in the MENA and Central Asia region after Afghanistan, according to the IMF. Only 2.7 percent of all firms in Iraq had financed investment projects through bank loans, compared with an average of 23.7 percent in the MENA region. Accordingly, fewer than 5 percent of SMEs in the formal sector have ever received a bank loan. The economic outlook for Iraq remains subject to significant risks, primarily due to deep structural challenges. The country's heavy dependence on oil leaves it vulnerable to oil market shocks and global demand fluctuations. Limited appetite for reforms, a deteriorating business environment, and widespread corruption are expected to constrain long-term economic growth. Higher public expenditures and imports are projected to weigh on fiscal and current account balances, with the dinar's revaluation expected to reduce oil revenues and undermine export competitiveness.

Human Rights: As Iraq progresses from a humanitarian to a developmental phase, it is imperative to address inequalities and discrimination to foster sustainable development and bolster social cohesion. Significant disparities, especially in access to basic services like education, health, and water, are evident. These inequalities often stem from discrimination based on ethnicity, gender, or religion. Addressing these root causes is paramount for inclusive development. The Protection Platform, aligned with the UNSDCF's strategic priorities, emphasizes the principle of "Leaving No One Behind", focusing on the most marginalized or at-risk groups in achieving the SDGs. However, access to civil documentation, a prerequisite for availing public services, remains a challenge, especially for IDPs, returnees, and those perceived to have affiliations with extremist groups. Iraq faces significant challenges in meeting international labor standards, primarily due to the ineffective enforcement of labor rights. A key issue is the inadequate number of labor inspectors, which considerably undermines inspection efficacy. The adverse effects of climate change, such as droughts, heatwaves, and sandstorms, have impacted millions in Iraq. The country's healthcare infrastructure, already strained by the Covid-19 pandemic, struggles to cater to those affected by environmental degradation.

Water scarcity, exacerbated by the driest year since 1930, has had profound human rights implications, particularly affecting the rights to health, work, water, and sanitation.

Cultural Heritage: The importance of supporting Iraqi stakeholders in the implementation of cultural conventions ratified by Iraq cannot be overstated. These include the 1972 World Heritage Convention, the 2003 Convention for the Safeguarding of Intangible Cultural Heritage, and the 1970 Convention against the Illicit Import, Export and Transfer of Ownership of Cultural Property. The restoration of Iraq's historic and cultural heritage is viewed as a pillar for economic recovery. The United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Organization for Migration (IOM) have emphasized the role of cultural heritage in socioeconomic development, particularly in providing job opportunities and enhancing social cohesion.

Environment: The country is in the plains between two major rivers, the Euphrates and the Tigris, and has limited arable land (21.4 percent). Currently, it ranks 115 out of 192 countries on the ND-Gain Index, indicating an urgency for climate adaptation actions and a need for investment to reduce the population's adaptation deficit. Forecasts paint a concerning picture for Iraq's water security. By 2035, it is anticipated that the nation will be equipped to satisfy a mere 15 percent of its water demands. Such scarcity has cascading effects, with desertification and soil erosion in the forefront, posing significant threats to the country's food security. The agricultural sector, a cornerstone of Iraq's economy and sustenance, is particularly vulnerable to these environmental adversities. Transboundary sand and dust storms (SDS) in Iraq significantly impact the country's agriculture and food security, driven by poor land and water management, desertification, and land degradation. These storms lead to soil fertility loss, reduced crop yields, and decreased livestock productivity, thereby undermining agricultural sustainability and the ability to meet current and future food needs. Studies, including remote sensing analysis, reveal that a significant portion of SDS sources is linked to areas newly decertified due to vegetation removal and soil salinization. Beyond the challenges posed by climate change, pollution emerges as a pressing concern. A staggering 70 percent of Iraq's water sources bear the brunt of contamination due to industrial waste. Such pollution not only jeopardizes human health but also further compounds the challenges of water scarcity and agricultural sustainability.

2.2 Project Description

The CCA Project document and design in 2022 clearly stated the Project's outputs. However, the project document should have included project development tools such as stakeholder analysis, logical framework or theory of change, and assessment of the national partner capacities as part of the project due diligence. These project development tools make the project measurable and operable by national authorities. The following are CCA Project Outcome and Outputs with their indicative activities.

Outcome (CPD 2020-2024):

4.1. Strengthened and resourced policies and frameworks are implemented to manage natural resources (including transboundary issues), developed renewable resources, and increased resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters.

Output 1: The government of Iraq is supported to facilitate the energy transition in Iraq

This output intends to create an environment enabling the implementation of the Nationally Determined Contributions (NDC) by addressing essential policy reform and improving understanding of the NDC implementation's economic, financial, and infrastructural implications. A long-term climate policy framework will be developed, and requirements for boosting renewable energy will be analyzed.

1. NAMA project development
2. Energy Transition Policy Framework

Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations

1. Gender-sensitive multisectoral analysis on Iraq's water needs, availability, gaps, and the impact of water scarcity
2. Raise awareness of national stakeholders and civil society about the multisectoral analysis
3. Country-specific negotiation guidelines for meetings between Iraq-Turkey, Iraq-Syria and Iraq-Iran
4. Training on advanced negotiation skills
5. Participation of Iraq in global platforms on transboundary water cooperation
6. Improve Water Resources Management in Iraq
7. Meetings between Iraq and other riparian countries

Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq

1. Provision of training and supply weather stations to the Iraq Meteorological Service officials to produce high-quality drought forecasts and early warnings. This should target 40% of women participation.
2. Establish a national early warning committee for the dissemination of warning
3. Farmers trained and supported in at-risk areas on drought-resilient technologies.

Implementing the CCA Project encountered several challenges, including changes in the government structure from September to October 2022, security conflicts in the region and beyond, and the global energy crisis. Therefore, two non-cost time extensions were provided to the Project till March 2025.

At the beginning of 2023, the United Kingdom¹⁰ introduced the budget reduction leading to the removal of the four activities under the project, namely: (the canceled groups of activities are stroked through in the above paragraphs)

- Removal of the indicator for NDC Fiscal Framework (Output 1)
- Removal of the indicator for grid needs assessment (Output 1)
- Removal of the indicator for Drought contingency planning (Output 3)
- Removal of the indicator for three governorates under the Drought preparedness activity (Output 3)

At the end of 2023, more resources became available in the United Kingdom, and a new activity was introduced to be covered under the additional fund: - The purchase of Weather Stations (Output 3). The Project team embraced adaptive management and responded positively to all changes. Also, when receiving the donors' contributions, they had a time-lapse. The UNDP provided financial resources to expedite the Project implementation.

¹⁰ FCDO MOU Amendment, 2024

3.Evaluation Scope and Objectives

The CCA Project final evaluation is commissioned to assess the catalytic effect of the Project towards:

- a) enabling the Government to develop and implement climate-related policies and frameworks and
- b) enhancing the resilience of vulnerable communities to climate change.

The evaluation will assess the Project's relevance and coherence, effectiveness, efficiency, sustainability, and cross-cutting issues (Environment, Human rights, Gender, and Vulnerable Groups), identify and document lessons learned, and provide recommendations for future interventions. The evaluation's findings and recommendations will guide the key stakeholders, relevant Iraqi institutions, Project donors, UNDP and UN agencies, responsible parties, and not-for-profit organizations and community groups in their future endeavors.

The specific objective of this independent project evaluation is provided in the Terms of Reference of this evaluation assignment as Annex 2:

1. Assess the relevance/coherence, efficiency, effectiveness, and sustainability of the project, the strategic positioning of the project, and whether the initial assumptions are still relevant.
2. Analyze the progress made towards project results, including any unintended results, and capture lessons learned and recommendations for future programming in Iraq.
3. Appraise whether the project management arrangements, approaches, and strategies, including monitoring and risk management approaches, are well-conceived and efficient in achieving results and whether the results are gender sensitive.
4. Assess the project's replicability and scalability and provide practical recommendations on the project's sustainability.
5. Analyze how the project enhanced the application of rights-based approaches, gender equality and women's empowerment, social and environmental standards, and participation of other socially vulnerable groups such as children and people with disabilities.

3.1 The Evaluator Profile

The evaluator is an independent consultant and was selected through a competitive process by the UNDP Country Office. The evaluation consultant has Arabic and English working languages, an academic background in environmental engineering and management, and international and regional experience spanning over twenty-five years in the water wastewater sectors and environmental reporting. The consultant is also the UNDP-RBAS social and environmental standards expert. The consultant has been working on three projects in Iraq, including wastewater projects and rehabilitation of power substations, water supply purification plants, roads and bridges, and hospitals, with a portfolio of Euro 700 M.

3.2 Evaluation Scope

The Project evaluation scope covers all the Project outputs and duration (4 January 2022 to the end date stated in the agreement – October 2024), including all the Project locations and stages (conceptualization, design, implementation, monitoring, reporting, and evaluation). The evaluation engaged most Project stakeholders, such as GOI, line ministries, government/authorities/local

communities in the governorates covered by the Project, funding partners, UN entities, responsible parties, and not-for-profit organizations.

3.3 Evaluation Matrix and Criteria

The evaluation was conducted with consideration for women empowerment, human rights, and culturally sensitive approaches for evaluation and in line with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation \(UNEG Guidelines for Integrating Human Rights and Gender Equality in Evaluations](#) and [UNEG Ethical Guidelines for Evaluation](#)) and UNDP Evaluation Guidelines. Guiding evaluation questions could be further refined during the evaluation process and agreed upon with UNDP and the evaluation stakeholders. The evaluation criteria relevance and coherence, effectiveness, efficiency, and sustainability and cross-cutting topics (Environment, Human rights, Gender, and Vulnerable Groups) and key reviews are presented in Table 1, and the complete Evaluation Matrix is presented in Annex 3. The Evaluation Matrix results are discussed in the Findings section. The Evaluation Matrix includes evaluation criteria, sub-questions, Data Sources, Data Collection Methods, and Indicators/Success Standards.

The key guiding questions are presented in the Evaluation Matrix, Annex 3.

Table 1 Evaluation Criteria and Key Reviews

| Evaluation Criteria | Key Reviews |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relevance & Coherence | Assessment of the relevance of the project, the strategic positioning of the project, and whether the initial assumptions are still relevant |
| Efficiency | Appraisal of whether the project management arrangements, approaches, and strategies, including monitoring and risk management approaches, financial expenditure rate are well-conceived and efficient in achieving results |
| Effectiveness | Analysis of the progress made toward project results, including any unintended results, and capture lessons learned and recommendations for future programming in Iraq |
| Sustainability | Assessment of the project's replicability and scalability and provision of recommendations on the project's sustainability |
| Crosscutting Topics | Analysis of the extent to which the project enhanced the application of rights-based approaches, women's empowerment, social and environmental standards, and participation of other socially vulnerable groups, such as children and people with disability |

4. Evaluation Approach and Methods

The evaluation approach to the CCA Project adopted qualitative and quantitative evaluation methods and tools. The evaluation approach includes:

1. Review of Project's documents and reports. This includes reviewing all the Project's relevant documents, such as project documents, annual and quarterly reports, work plans, and monitoring reports. Annex 4 presents the list of reviewed documents.
2. The development of the Evaluation Matrix as a project-specific set of questions in cooperation with the project team and key stakeholders.
3. In discussion with the country office, the project stakeholders were mapped and grouped as per their roles and influence. Specific sets of evaluation questions were considered for each stakeholder group.
4. Fourteen interviews and meetings were held with the Project's stakeholders during the evaluation, 01-17 October 2024, in Baghdad and KRG-Sulaymaniyah. The list of interviews is exhibited in Annex 5. All interviews were designed to ensure the participation of women and men groups, and the results were addressed with confidentiality. The interviews and meetings included the central line ministries participating in the Project: Ministries of Environment, Electricity, Water Resources, Agriculture, and the Agriculture Directorate in KRG- Sulaymaniyah in addition to meetings with four of the Project's responsible parties, RECREE, GWH, RIMES, and Bahr Alolom Foundation. In-person and online meetings also included the two Project's donors, the FCDO and GAC. Meetings at the UNDP included the UNDP Deputy Resident Representative, Social Cohesion-gender and Governance and Inclusive Growth and Economic Diversification Pillars, and Accelerator Lab Focal Point. Discussions and meetings with the UNDP energy and climate change portfolio manager and the project management team were held daily.
5. One focus group with local community members in KRG-Sulaymaniyah took place after the project completion. The participatory meetings enabled the local beneficiaries to express their views objectively and identify their role in the relevant sectors and local development. The community views were considered in the evaluation after third-party verification and field visits to the farms.
6. Women accounted for twenty two percent of the participants in the meeting. This is a low percentage due to the short notice for the meeting. The total number of farmers participating in Community-Based Drought Preparedness in Northern Iraq is 450, including eighty-six men and fifteen women farmers from Sulaymaniyah. The focus group consisted of nine men and two women farmers.
7. Field visits to two sites in KRG-Sulaymaniyah to validate tangible outputs and interventions. Figure 1 exhibits project supplies to farmers, including solar panels to power boreholes connected to modern drip irrigation systems in greenhouses and open fields.
8. The gender-sensitive data and achievements in the Project's monitoring quarterly and annual reports were reflected in the Achievement Section in the report and Results Matrix, Annex 6.

Figure SEQ Figure * ARABIC 1 Evaluation Field Verification Visit to Sulaymaniyah



There was a plan to hold a participatory workshop and a group evaluation of the project. However, due to the time limit and the security situation in the region in early October, the decision was to cancel the evaluation group workshop. The group evaluation is recommended to be carried out as part of the Project wrap-up workshop and in preparation for the next UNDP program cycle, 2025-2029.

The Project's primary purpose is to build capacities and strengthen institutional performance. Therefore, meeting and interacting directly with benefiting and impacted members of institutions and local communities and reviewing the Project's evidence with the stakeholders has been essential and resulted in promising evaluation findings due to the Project design that is based on building the capacities of central government in planning and responding to climate change impact. Therefore, options of disseminating passive questionnaires and software analysis do not apply to this evaluation.

Limitations of the interview-based evaluation methodology are that the reliability and quality of the evaluation depend on the interviewee(s) knowledge of the project and the understanding of the impact of climate change on the relevant sector, e.g., water sources, agriculture, and energy. The evaluator always explained the overall view of climate change and the role of the ministry of the interviewee(s) in carrying out adaptation and mitigation measures. The second limitation is that the Project deliverables regarding capacity-building and guidelines were not tested or implemented. Transboundary water negotiation protocols are the main deliverables tested and proved valuable tools for the negotiating team.

4.1 Evaluation Ethics

This evaluation follows the principles outlined in the UNEG '[Ethical Guidelines for Evaluation](#),' including guiding principles on integrity, accountability, respect, and beneficence. The evaluation process safeguards the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection and reporting of data. In addition, the evaluation process ensures the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge, and data gathered in the evaluation process shall be used solely for the evaluation and not for other uses with the express authorization of UNDP and partners.

4.2 Specific Assistance from UNDP

The UNDP Country Office, including the Project management and evaluation team, provided the following support to facilitate the evaluation process:

- Office space with access to the internet and a printer.
- Logistical and transportation support for meetings whenever needed.
- All project documents and reports, including:
 - Project Document.
 - Progress Reports.
 - Baseline Assessment Report within the Framework of the Project
 - Training materials.
 - Other relevant documents as required.
 - Contact Details of Stakeholders and Partners.
 - Program Beneficiary Details.

5. Information and Data analysis

The three Project outputs provide data regarding the number of participants and trainees in training sessions, meetings, and studies. The third output offers additional participants regarding beneficiaries of the demonstrative actions: Community-Based Drought Preparedness in Northern Iraq¹¹. The data is gender-sensitive, including vulnerable groups, such as women-headed households and people with disability, and it is available in the training activity reports and quarterly and annual reports. The data is verified and analyzed in the Results Matrix-Annex 6. The number of direct beneficiaries of the Project is small, with about 500 trainees and an additional 500 beneficiaries of Output 3-Indicator 3.4- Community-Based Drought Preparedness in Northern Iraq in three locations. Therefore, the evaluation focuses on the information provided in the Project's evidence and its catalytic effect on the Project stakeholders and their sectors, e.g., energy and water at the national level.

5.1 Highlight of Conceptual Methods

The Project outputs and indicators are at the national policy and guidelines level. The Project outputs are evaluated for each indicator alongside the review of the produced evidence (reports) and the validation of the evidence during the interviews with the project stakeholders, including government institutions and community beneficiaries (farmers).

5.2 Evaluability Analysis

The evaluability analysis is based on the findings of the Results Matrix-Annex 6 and interviews regarding the achievement of the outputs' indicators versus their targets. The Project's sustainability will not be evaluated against the government's formal adaptation and implementation plan since the Project's document did not include the requirements of socio-economic impact studies of the Project's delivered guidelines and policies. Therefore, the formal endorsement of the deliverables by the national authorities is premature since there are no socio-economic studies. While, the prime purpose of the Project is to steer a catalytic effect with line ministries to address the impact of climate change and the required adaptation and mitigation measures.

5.3 Results Framework

The Results Matrix presented in Annex 6 exhibits that the required activities have been completed as per the Project workplans and that they confirm that the activities are sufficient to achieve the target beneficiaries and outputs. Table 02 presents an example of the completed workshops, the number of participants, and their gender percentage.

In addition to implementing most of the planned and required activities, including studies, training, workshops, meetings, development of management information systems, and drought response demonstrative action, the Project management team carried out monitoring field visits and prepared all the required annual and quarterly reports over the last two years.

¹¹ PROJECT CLOSING REPORT-Fostering community-based Drought Preparedness in Northern Iraq, WHH-2024, Erbil

Table 2 Example of completed workshops and number of participants

| # | WORKSHOP TITLE | MEN | WOMEN |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1 | Project Inception Workshop | 25 | 7 |
| 2 | Transition to clean energy workshop | 22 | 3 |
| 3 | Workshop on NDC implementation and Mainstreaming at the subnational level in Iraq including Kurdistan region | 42 | 5 |
| 4 | Workshop of National strategies and financial plans and how to integrate sustainable financing issues and encourage investment in financing towards a green economy | 26 | 14 |
| 5 | Workshop of Updating Laws and Legislation Within the Nationally Determent (NDC) Which is Organized by the United Nations Development Program with the Iraqi Ministry of Environment | 24 | 7 |
| 6 | Capacity development for Iraq's water diplomacy | 21 | 5 |
| 7 | Workshop on National and International Water Resource Management | 38 | 8 |
| 8 | Workshop on Institutional Capacity Assessment for Drought Early Warning | 20 | 14 |
| 9 | Training on Drought Early Warning and other hazards | 24 | 15 |
| | Total | 242 | 78 (32%) |

6. Findings

The following findings result from Project literature (evidence) review and interviews in Baghdad and KRG with national line ministries, responsible parties, not-for-profit organizations, and the Project donors FCDO and GAC, UNDP program pillars, and the CCA Project management team. The CCA Project has good and commendable relevance, efficiency, effectiveness, and technical sustainability. The Project is moderate in addressing cross-cutting issues.

6.1 Relevance and Coherence

The CCA Project is highly relevant to the Iraqi national development plans and the UNDP Country Program Document (2020-2024)¹².

6.1.1 CCA Project alignment with Iraq national priorities and the UNDP Strategy Plan

The CCA Project in Iraq is positioned strategically at a critical moment as the country transitions from stabilization and recovery to sustainable growth and development. At this crucial time, Iraq is ready for ambitious development plans, including achieving the required capacity development of government institutions. UNDP created the sensitization necessary for the government and civil society on the water and climate change agenda and promoted the adoption of a whole-of-government and whole-of-society approach. This has enhanced coordination, facilitated healthy interactions across all levels of government, and secured political buy-in, which has led to the allocation of public finance resources to implement

¹² UNDP Iraq Country Programme Document, UNDP-2019

initiatives on water and climate. This was done via a series of meetings with key government representatives, workshops, and events designed, inter alia, to raise civil and political awareness about the importance of climate programming and the costs of inaction. UNDP has effectively utilized its convening power to unite various stakeholders, thereby minimizing competing priorities and overlapping responsibilities.

Relevance to national development plans: Iraq is committed to the 2030 Agenda for Sustainable Development. The [Iraq Vision 2030](#)¹³, [the National Development Plan \(NDP\) 2018-2022](#)¹⁴, the Reconstruction and Development Framework (RDF) 2018-2027, and the Poverty Reduction Strategy (PRS) 2018-2022 [Iraq Vision 2050 article](#) are primarily anchored in the Sustainable Development Goals. For example, the National strategic priorities reflected in the [NDP, 2018-2022](#), in its fourth Objective Page 37, reflect climate change and its impacts through:

1. Protecting and improving air quality.
2. Developing a waste management system
3. Reducing radiation contamination
4. Integrated management of hazardous materials
5. Institutional framework and legislation
6. Climate change mitigation measures and adaptation thereto.

The [Iraq Vision 2030](#), Page 50 on Sustainable Environment, states its goals:

1. Goal (5-1): Reduce environmental pollution and greenhouse emissions.
2. Goal (5-2): Efficient use of water resources.

The [National Strategy for the Protection and Improvement of the Environment in Iraq 2024-2030](#)¹⁵, Pages 34 and 35, reflects the proposed programs for the energy and transportation sector, development of the renewable energy roadmap and investment plan, and environmental governance program with two strategic Goals:

Strategic Goal (1): Institutional development for the Ministry of Environment to reach the ambitious goals and lead the next phase in environmental protection.

Strategic Goal (2): Participate actively in formulating environmental policies and legal frameworks to ensure rational governance and transparent management.

The relevance of the CCA Project is apparent in its right activities with the relevant sectors, energy, water, and agriculture, that respond to Iraq's national policy and commitment to sponsor and meet its NDCs¹⁶. The Project partnered with the appropriate line ministries, whose policies have a national effect, with the Ministry of Environment as the national focal point for NDC reporting. The Ministry of Electricity is

¹³ Iraq Vision 2030, Ministry of Planning, Iraq-February 2019

¹⁴ National Development Plan 2018-2022, Ministry of Planning, Iraq

¹⁵ National Strategy for the Protection and Improvement of the Environment in Iraq, Ministry of Environment, September 2024

¹⁶ <https://climatepromise.undp.org/what-we-do/where-we-work/iraq>

responsible for the energy transition to renewable energy sources and energy efficiency; the Ministry of Water is responsible for the overall water source management, including ongoing transboundary water negotiations that are considered a national priority. The Ministry of Agriculture is responsible for adapting to drought-resilient farming practices. Where drought-response became a national priority since extreme temperatures and long, dry spells have forced one in two Iraqi families to cultivate less land or use less water during the 2024 farming season compared to previous years, compounding a severe drought crisis in the country¹⁷.

Relevance to the UNDP Strategic Plan: The Project is in alignment with three of the Signature Solutions of the UNDP's Strategic Plan (2022-2025)¹⁸; i) Resilience - Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics; ii) Environment - Putting nature and environment at the heart of national economies and planning; helping governments protect, manage and value their natural assets, and iii) Energy - Increasing energy access for those furthest behind and accelerating the transition to renew-able energy.

The [UNDP Country Program Document for Iraq CPD \(2020-2024\)](#) is aligned with the United Nations Sustainable Development Cooperation Framework-2020-2024 (UNSDCF)¹⁹ and national strategic priorities reflected in the [NDP 2018-2022](#), [Iraq Vision 2030](#), [Kurdistan Vision 2020](#), and the [KRG Roadmap to Economic Reforms](#)²⁰, which are within the framework of the Goals. And the [National Strategy for the Protection and Improvement of the Environment in Iraq 2024-2030](#). Where the intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework (2020-2024):

Outcome 4.1. Strengthened and resourced policies and frameworks are implemented to manage natural resources (including transboundary issues), develop renewable resources, and increase resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters. And the CPD output 4.1. National capacities improved for climate change adaptation and mitigation. The Country Programme Results and Resources Framework states the outcome indicators, including baseline and targets. The Outcome Indicator 4.1.1. Number of gender-responsive policies or frameworks developed or updated for conservation, sustainable use, and equitable access to and benefit-sharing of natural resources, biodiversity, and ecosystems. And indicator 4.1.2. The number of initiatives on renewable projects supported.

The CCA contributes to the achievement of Outcome 4.1 by developing and implementing a gender-sensitive capacity development plan in cooperation with four-line ministries. The Project outputs include developing water information systems, transboundary water negotiation protocols, drought early warning

¹⁷ <https://www.nrc.no/news/2024/november/iraq-drought-slashes-seasonal-harvest-water-and-food-supply/#:~:text=Extreme%20temperatures%20and%20long%2C%20dry,warns%20in%20a%20new%20report.>

¹⁸ UNDP Strategic Plan 2022-2025

¹⁹ United Nations Sustainable Development Framework (UNSDCF), Iraq 2020-2040

²⁰ KRG Reforming the Economic for Shared Prosperity and Protecting the Vulnerable – WB

systems, and energy transition farmwork—and one gender-sensitive community pilot project to support farmers' response to drought.

The [UNDP Country Program Document for Iraq CPD \(2020-2024\)](#) has four pathways-pillars:

1. Stabilization (UNSDCF Outcome 3.2; Goals 9, 16 and 3, 5 and 6)
2. Growing the economy for all (UNSDCF Outcome 2.1; Goals 4, 5, 8, 10, 12, 17)
3. Strengthen institutions and services (UNSDCF Outcome 3.1; Goals 5, 10, 16)
4. Promoting natural resource and disaster risk management and climate change resilience (UNSDCF Outcome 4.1; Goals 5, 7, 10, 12 to 15, 17)

The CCA Project is part of the Energy and Climate Change Portfolio-Pillar 4. The Project approach and activities contribute to the country's achievements of the following SDGs:

- SDG 5 (Gender Equality)
- SDG 6 (Ensure availability and sustainable management of water and sanitation for all),
- SDG 7 (Ensure access to affordable, reliable, sustainable modern energy for all),
- SDG 10 (Reduced Inequalities)
- SDG 11 (Make cities and human settlements inclusive, safe, resilient, and sustainable),
- SDG 12 (Responsible Consumption and Production)
- SDG 13 (Take urgent action to combat climate change and its impacts),
- SDG 15 (Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss),
- SDG 17 (Partnerships for The Goals)

Cooperation with UNDP program pillars: The [UNDP Country Program Document for Iraq CPD \(2020-2024\)](#) has four pathways-pillars:

1. [Stabilization](#)
2. Growing the economy for all
3. Strengthen institutions and services
4. Promoting natural resource and disaster risk management and climate change resilience

Good, supportive, and constructive communication exists among the management of the UNDP program pillars. This is due to the high proficiency and competency of the UNDP country management team. Moving forward with tangible cooperation among UNDP pillars is thought-provoking and requires planning at the strategic level. For example, future country program planning can 1) correlate early recovery interventions and area-based projects with central and national institutional and policy reform projects; 2) include in each intervention, and at a different level of detail per the intervention context, the sustainability pillars of economic and financial cost-benefit ratio, governance and institutional layout, social cohesion and women empowerment, and environmental safeguards. The [Lessons Learned](#) section of this report also provides guiding notes for future program planning and cooperation between UNDP program pillars, including access to information, capacity building public management, and approach to vulnerable groups, since other UNDP program pillars have more knowledge in social and governance aspects. For instance, the stabilization pillar can assist the CCA Project in working with local communities in Fostering Community-based Drought

Preparedness in Northern Iraq²¹. This pilot project required exceptional measures to address the farmers residing in disputed KRG administrative borders. Also, the economy pillar can contribute to the provision of PPP in the energy transition framework to prepare the framework for the implementation phase. In addition, women empowerment and social cohesion can support gender inclusion in the implementation phase of the CCA Project Deliverables, e.g., energy transition framework and response to drought.

Cooperation with UN agencies: The CCA Project cooperated with the WFP-climate change program in delivering training workshops in October 2022, “Inter-ministerial Technical Climate Information Workshop²²” as part of the Project-Output three, where national committee of early warning centers and user departments were established and operationalized for dissemination of drought warning using multiple channels. Line ministries, including the MWR and MAgr, echoed the successful cooperation between CCA Project and WFP. Cooperation with UN agencies contributes to better knowledge sharing, cost efficiency, and risk sharing. The WFP and other UN agencies have demonstrated exemplary commitment to adaptation measures to climate change. For example, the WFP is also working with the Ministry of Agriculture in building the capacities of the Iraqi Agrometeorological Center <https://www.agromet.gov.iq/eng/index.php> that provides similar services to the Ministry of Transport- [Iraqi Meteorological Organization And Seismology](#) but for agricultural purposes. The Ministry of Transport- Iraqi Meteorological Organization And Seismology is the formal partner to the Ministry of Environment for climate change and NDC reporting and has participated in achieving Output 3-Indicator: 3.1- Capacity of the Iraq Meteorological Service enhanced to produce high-quality drought forecasts²³.

Project External Coherence: The CCA Project's compatibility with other interventions in Iraq is ensured as the Project is consistent with the UNDP CPD (2020-2024) and the UNSDCF for Iraq (202-2024). The country UNSDCF (2020-2024) is the governing document that ensures the external coherence of the Project. The UNSDCF represents areas of cooperation and commitment with the Government of Iraq, including the Ministry of Planning, which is responsible for donor coordination, and UN agencies operating in Iraq. The UNSDCF ensures alignment with external policy commitments and coherence with interventions implemented by other actors in a specific context. Where the strategic priorities for the UN Development System in Iraq entail the following with the CCA Project in complete consistency with the environmental priority:

1. Social cohesion: Iraq needs to build human capital while providing social protection, promoting inclusion, and strengthening social cohesion.
2. The economy: Overreliance on oil sector revenue makes Iraq vulnerable to shocks. Diversification of the national economy and encouraging private sector investment will make Iraq more resilient and boost employment in productive sectors.

²¹ PROJECT CLOSING REPORT-Fostering community-based Drought Preparedness in Northern Iraq, WHH-2024, Erbil

²² Inter-ministerial Technical Climate Information Workshop, WFP-UNDP-October 2022, Erbil

²³ Early Warning Assessment and Training Experts, Inception Report, RIMES-

3. Governance: Poor governance has undermined the quality-of-service delivery and marginalized the recipients of the services. The Government needs to implement transparent, responsive, and inclusive structural reforms of state and civil institutions.
4. The environment: Iraq is very vulnerable to climate change and needs to address several issues regarding climate resilience, the management of natural resources, and environmental protection, including risk and disaster management.
5. Sustainable solutions: The Government must lead in resolving the problem of internal displacement in the country, guaranteeing the rights of other forcibly displaced population groups, including their right to sustainable livelihood opportunities.

The CCA Project contributes enormously to the fulfillment of the UNSDCF Strategic Priority 4: Promoting Natural Resource And Disaster Risk Management And Climate Change Resilience; and its Outcome 4.1: Strengthened and resourced policies and framework are implemented for using and managing natural resources (including trans-boundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and man-made and natural disasters.

Project Relevance over time: The CCA Project has remained relevant since it continues to meet the national commitment and priorities to mitigate climate impact, specifically drought-response, and the commitment of the government to provide clean electrical energy to boost economic development and stability among local communities. Also, the Project enabled the Ministry of Water Resources-transboundary water team in their ongoing negotiations with neighboring countries. In addition, the Project deliverables and capacity-building efforts were all echoed in contemporary significant events such as the two COPs, 28 and 29.

Decentralization: The previous UNDP CPD (2016-2020), focused on institutional reform of vital national institutions and devolution of administrative and fiscal powers. Where Iraq is ranked 154/180 countries in the [Transparency International Corruption Perception Index 2023](#). The CCA project aims to promote sustainable policies at the national level to countermeasure the impact of climate change. Efficient promotion of national policies, guidelines, and framework requires decentralization strategies to enable the local institutions to interpret the national measures and provide local solutions that reflect the local governing forces' socioeconomic and ecological capacity conditions. Therefore, the CCA Project should have addressed decentralization requirements in more detail.

Decentralization has many forms, such as deconcentrating work from central to regional and governorate authorities. And the decentralization of self-resilience and financial solvency at regional and governorate levels. This requires systemized cross-subsidies and local taxation, which are probably irrelevant at this Project stage but should have been mentioned for future elaboration.

The Project targets the capacity building of national institutions to develop national guidelines and frameworks. Operational procedures are provided to interpret the implementation of national guidelines. The interpretation of decentralization in national policies, e.g., transboundary water, should be part of the foreseen operational procedures with a provision for customization of national guidelines to respond to local conditions and requirements, e.g., KRG.

6.1.2 Project design, feasibility of objectives and outputs

The Project aims to strengthen Iraq's capacity to systematically pursue climate change adaptation and mitigation and build resilience by effectively managing natural resources, developing renewable resources, and increasing resilience to climate-induced hazards. The CCA Project document provides clear explanations of the Project's relevance to the UNSDCF-Country Results and Resource Framework (2020-2024) and the Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome Indicator 4.1.1.2 Number of gender-responsive policies or frameworks developed or updated for conservation, sustainable use, and equitable access to and benefit-sharing of natural resources, biodiversity, and ecosystems.

- Indicator 4.1.2. Number of initiatives on renewable projects supported
- Indicator 4.1. Adopted and implemented national Disaster Risk Reduction (DRR) strategies aligned with the Sendai Framework for DRR, 2015-2030.

The Project Result Framework provides clear and detailed Outputs with verifiable indicators, planned activities, and data sources as baseline and targets for the Project's year's workplans.

The Project aims to steer the discussion and introduce new approaches and concepts to achieving and reporting the country's NDC. The Project is designed as a catalyst Project as an overall approach and at each output level. The Project has been highly successful in introducing new catalytic concepts at the output level with the national partnerships' owner and leadership, where most of the planned activities are accomplished, for example:

- Energy Transition Policy and Framework²⁴
- Multi-sectoral analysis conducted on Iraqi water needs, availability/supply, and impact of water scarcity²⁵, and
- Climate Vulnerability Index Study²⁶
- Transboundary Water negotiation guidelines²⁷
- River Basin Monitoring System for Tigris and Euphrates Rivers In Iraq²⁸
- Drought Early Warning System and Integrated Multi-Hazard Early Warning System²⁹
- Community-Based Drought Preparedness in Northern Iraq³⁰
- Informal Communication Platform on Transboundary Water³¹

²⁴ The Implementation of Post NDC Support to Facilitate energy Transaction in Iraq-Energy Transition: From Policies in the Power Sector of Iraq, RCREEE- May 2024

²⁵ Multidisciplinary Study, GWH-2022-2024,

²⁶ Climate Vulnerability Index of Iraq-Draft 2, Disaster Border Migration,

²⁷ Transboundary Water Diplomacy and Cooperation: Legal and Negotiations Training and Multidisciplinary Analysis Study, GWH- December 2023

²⁸ Developing the River Basin Monitoring System for Tigris and Euphrates Rivers in Iraq, Project Progress Presentation, iMMAP- 04 September 2023

²⁹ Institutional Survey and Assessment for Drought Early Warning in IRAQ, RIMES-2022

³⁰ PROJECT CLOSING REPORT-Fostering community-based Drought Preparedness in Northern Iraq, WHH-2024, Erbil

³¹ Project Closing Report, Water Advocacy and Climate Change in Iraq, BAF-September 2023

At the Project-deliverable level, providing national policy endorsed formally by the national authorities is not part of the Project. National policies are usually the results of a follow-up after testing the Project guidelines and plans and assessing their governance requirements, their social, environmental, and economic impacts, and the required new operational and investment budgets.

The Project management should have communicated more to introduce the whole project as a catalytic project. In this regard, the Project management team should have carried out the following:

- Interconnecting the project outputs and demonstrating the interchange-relationship between the project deliverables
- Today, positive and construction communication between the UNDP county program pillars (stabilization, growing economy, and services) is evident. The Project management team should move to more tangible cooperation between the UNDP Country Office program pillars.
- Engaging the Project donors and government decision-makers and planners with strategic discussions for mid and long-term climate change management measures
- Carry out more communication, work with RBAS, and tap into their technical resources.
- The Project outputs and their deliverables are technically focused and miss on the institutional and socio-economic factors that are necessary to roll out the outputs' deliverables. Annex 07 provides an example of a Project design checklist for future interventions.

The Project work plan has diverse technical deliverables and requires regional and international specialized know-how and experience. Therefore, the Project management team carried out a commendable vetting and engagement of responsible parties to carry out the technical Project activities, for example:

- RCREEE, Energy Transition Policy and Framework
- GWH, multi-sectoral analysis conducted on Iraqi water needs, availability/supply, and impact of water scarcity
- GWH, Transboundary Water negotiation guidelines
- iMMAP, River Basin Monitoring System for Tigris and Euphrates Rivers In Iraq
- RIMES, Drought Early Warning System Regional Integrated Multi-Hazard Early Warning System
- WHH, Community-Based Drought Preparedness in Northern Iraq
- BAF, Informal Communication Platform on Transboundary Water

Theory of Change and Project Progress: The CCA Project document did not have a Theory of Change nor a Logical Framework. The Strategy section in the Project document provides the elements of the theory of change that do not fully tally the Project design. Several contextual changes in Iraq impacted the Project's complete delivery. For example, a complicated political economy in Iraq has driven challenges to the Project flow of implementation. Data and information sharing between Ministries were a challenge when drafting the multisectoral water study, and the Inter-Ministerial Climate Information Group was delayed due to the internal politics of GoI.

Additionally, uncertainty around UK-ODA funding for Iraq in 24/25 impacted decision-making regarding the project's duration. These difficulties, along with issues around the procurement of the Weather Stations, have led to a no-cost extension to ensure practical completion of the Project till March 2025. The no-cost extension for five months was approved for the Project to allow for 1) UNDP contractual procedures in the

procurement and installation of Weather Stations, 2) the launch of the Energy Transition Framework, and 3) the launch of the Multisectoral Water Analysis Report at the Baghdad Water Conference.

6.2 Efficiency

The efficiency of the CCA Project management arrangements, approaches, and strategies, including monitoring and risk management approaches, were challenged due to several factors that include external risks beyond the control of the Project management team, in addition to the pressure exerted on the Project team during the planning phase of the Project to develop the project document and secure the funds in a short time. The brief time allocated to draft the project document led to a lack of due diligence assessment of national institutions participating in the Project. The lack of due diligence resulted in the wrong assessment of the government's capacities, resulting in the Project challenge of (lack of government capacity in implementing the project processes). The UNDP management and the Project did not attend to the missing Project inputs, e.g., stakeholders' analysis, communication strategy, and updates of the SESP, even after the Project endorsement and commencement. The Project has a high implementation rate of 85% of the budget. The quarterly and annual monitoring and reporting were relevant and reflected the Project's achievements and challenges.

6.2.1 Multi donor approach and cooperation with donors

The Project management team worked successfully with the two Project donors, the Foreign Commonwealth and Development Office FCDO and the Global Affairs Canada GAC. The FCDO³² contribution is USD 4,608,061.26, and the GAC³³ is USD 1,163,235.00. The FCDO conducted two annual project reviews in April 2023 and June 2024. A sound conclusion by the FCDO review stated that the contributions from the CCA Project are embedded in the Iraq Business and Country Plan (BCP) and are coherent with the UK International Development White Paper. Also, the UNDP was commended for adopting a whole-of-government and whole-of-society approach to the climate change agenda. This has enhanced coordination, facilitated healthy interactions across all levels of government, and secured political buy-in, which has led to allocating public climate finance resources to implement these initiatives. In addition, the successful recruitment of an in-country FCDO climate adviser resulted in the GOI and the International Community recognizing the UK as a leader on the climate agenda, paving the road for future funding routes, influencing regional partners, and maintaining the lead donor position on the climate change agenda.

In 2022-23, UNDP underwent a financial management change, with new software. Its effects were felt for a long time under the Project. In December, when disbursing the final payment and tranche, it was uncovered that the Project had underspent by £330k. This was very concerning and evident that UNDP did not have a grasp of their finances, in part due to the software but also possibly due to staffing on the Project by UNDP. Detailed analysis took place to resolve the issue and ensure accuracy in management through to the end of the Project.

³² FCDO Grant Agreement, 2022

³³ DFATD Grant Agreement, 2022

Working with different donor organizations often entails adapting to different terminology, reporting templates, and compliance with new expenditure and procurement frameworks and fiscal years. The requirement to adjust to donors' communication resulted in an additional workload for the Project management team during the process phase of the Project implementation. However, this workload is offset as the Project outputs and reports have the credibility of the two prominent international donors, the FCDO and the GAC.

Cooperation with multiple donors' synergies inputs and increases the effectiveness of the Project, where donors share their international experience, knowledge, and networking skills and share the risk of working in a fragile environment. UNDP's cooperation with donors can continue with more emphasis on the following facets:

- a. breaching gaps in communication between the Project management team, the UNDP Country Office management team, and donors' representatives in the Project management board,
- b. maximizing financial resource mobilization to the Project and demonstrating a high implementation and expenditure rate with effective Project deliveries and value for money,
- c. sensitizing the donors to network with the technical institutions from their home countries,
- d. encouraging technical and financial partnerships with the Project by creating a conducive environment to encourage investors from the donor countries to direct their investment to Iraq and
- e. leveraging the donors' network and good communication with the central government in Baghdad to accelerate specific Project deliverables when required

6.2.2 Project Challenges and External Risks

The CCA Project encountered several challenges during the planning and implementation phases, contributing to Project implementation delays and missed opportunities. The Project management team exerted adaptive management that mitigated most risks and reproduced new work plans and reporting templates. External risks encountered during the Project included:

Varying political and security stability, where the Project pace of implementation slowed down during the period preceding the presidential election in October, when protests erupted in Baghdad. They continued until a new government structure was formed in December 2023. In response to this, the new Resident Representative of UNDP held bilateral meetings with key newly elected Ministers, where the importance of water security as part of national security was highlighted. The UNDP Resident Representative convened meetings with the new Advisor to the Prime Minister. The Minister of Water Resources conveyed several key messages on the project regarding the establishment of institutional capacities for transboundary water diplomacy, including the accession of Iraq to the Transboundary Water Convention, the establishment of permanent water negotiations teams that found the most significant support and commitment of the high-level decision makers. The recent regional security crisis up to October 2024 also hindered the wrap-up of some Project activities, including traveling during the Project evaluation process.

Stakeholder analysis and networking in the CCA Project is an apparent challenge that started in the Project document, with a brief analysis of the Project's stakeholders. In addition, the coordination among line ministries, especially in cross-cutting issues such as climate change and water, was new to the regular workflow among ministries. For example, the responsibility for water diplomacy is shared mainly between

the Ministries of Foreign Affairs and Water Resources. The Project management did not carry out a detailed stakeholder analysis of the institutional roles and influence of the responsible ministries before promoting the formation of a negotiation team sitting either under the National High Committee for Water with a director reporting to the Office of the Prime Minister or directly under the Office of the Prime Minister to oversee the day-to-day preparations and coordination of water diplomacy efforts.

For example, the project faced challenges in drafting the national vision and strategy for transboundary diplomacy. When the Project received a draft document on the analysis of the transboundary vision and strategy submitted by the International Advisor on Transboundary Water Diplomacy, it was not of the top-expected quality. The Project had to terminate the contract.

In the meantime, the Project worked closely with the newly appointed Water Advisor to the President on this activity to secure high-level government engagement once the new Water Diplomacy Advisor joined the project in early 2023. The lesson learned here is that the Project management did not recognize that resolutions and ownership of such a strategic topic of transboundary water are part of the national and socio-economic security of the country, and the first step in addressing such issues starts with the national authority.

A more strategic but long-term goal is seeking institutional setups for the climate change agenda. UNDP has worked closely with the Prime Minister's office on climate change issues and encouraged greater coordination, which also resulted in the organizing of the Iraq Climate Conference in Basra in March 2023 by the Prime Minister's office, where the roles of the national stakeholders, institutions, the private sector were discussed, where the Project team did not carry out an analysis of the institutional setup, including defining and mapping of the flow data and information. And assessing the capacities of the line ministries responsible for climate change reporting and planning and implementation of adaptation and mitigation measures and highlighting the required regulatory, technical, and management skills in addition to the allocation of operational and investment budgets and authorizing venues for financial reviews such as tariffs and taxes and private sector partners. This is an essential milestone towards implementing the country's climate plan framed by the National Contributions Document submitted to the Paris Climate Agreement at the end of 2021.

Procurement and contracting appear to be a common challenge in Iraq because the country is in an economic and market transition stage, in addition to the requirements to modernize the national procurement guidelines and regulations and the limited number of international and regional vendors positioned in Iraq. Procuring technical supplies such as the Weather Stations as part of the Project output on early response is an ongoing lengthy process with the Ministry of Transport- [Iraqi Meteorological Organization and Seismology](#). Assuming the procurement and supply of the Weather Stations, the Project budget expenditure rate will reach 95%. The close follow-up of the Project team to complete those procurement processes is commendable.

In future procurement, the national entities working with UNDP can assess whether it is feasible for the local private sector to enter service and performance contracts where contractors provide the supplies and run training and calibration and gauging of the equipment and provision of stocks of consumable parts as

part of their contract. In addition, the Project can assist and advise on securing the remotely collected data from the Weather Stations. Such remote data collection security options include, for example, setting off the stations' GPS or similar measures provided by the GPRS network. For future data collection and transmission cooperation, the UNDP can tap into [The International Telecommunication United Nations ITU](#) for technical guidance on data transmission and security.

Procuring software, such as the GIS and IT software for the River Basin Monitoring System for the Tigris and Euphrates Rivers in Iraq³⁴, as well as multi-sectoral analysis conducted on Iraqi water needs³⁵, is a common challenge. Such software requires renewal of licenses, and sometimes, it has a specific number of users. The enterprise or open-source software versions have other limitations. This is often a challenge for national entities, where they should provide for such annual fees in foreign currency as part of their operational budget. Also, the second challenge in applying international software is that the operational platform is often online in real-time with the mother company, while the storage of data and its backup can be on local storage servers.

Outsourcing project human resources faced challenges recruiting technical expertise for the assignments, especially local expertise. Namely, the position for the Climate Vulnerability Assessment was announced three times. The Project aimed to recruit national expertise, but no local expertise was available for this technical climate assessment. The second call was launched to recruit international experts but was unsuccessful. The third call was launched with targeted headhunting, and it was successful. Similarly, the national water expert position was advertised three times. The Project management team should have included short-term institutional, economic, and communication experts to address the gaps in the Project document and contribute to the sustainability discussion of the Project's Outputs.

Access to information and data management, the CCA Project has faced difficulties receiving information required to progress on specific work since the government views it as sensitive to share. The government produced the [Strategy for Water and Land Resources in Iraq \(SWALRI\)](#) back in 2014, which contains the hydrological data and other data needed for designing the multidisciplinary water analysis and the transboundary water negotiation vision and strategy. Information sharing is being resolved and is pending approval from COMSEC. In conclusion, the CCA Project management team did not carry out pre-assessment of the Project activities and their required input in coordination with the MWR. This specific issue is now being resolved, but its impacts on the Project efficiency, quality of delivery, and Project resources are noticeable.

Information and data sharing in Iraq is a challenging issue that can be further regulated and empowered through international technical assistance to enable the national institutes responsible for the security and disclosure of information and data of better management of national data and information. The national

³⁴ The National Center of Water Resources Management (NCWRM) IM Capacity Building, IM Training 1: IQWIMS User Training (Basic features and functionalities) TOT, Training Report, iMMAP-January 2024

³⁵ Towards Climate-Resilient Transboundary Water Arrangements in Iraq Multidisciplinary Analysis Study and Support for Transboundary Water Diplomacy and Cooperation, GWH-January 2024

authorities are mandated to protect national information security, individual privacy, and market forces, such as the value of assets; at the same time, they must provide public access to information. It is the management of information and data that requires further technical cooperation. Future cooperation with UNDP can include supporting the national authorities in achieving) SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels), Target 16.6 Develop effective, responsible, and transparent institutions at all levels https://sdgs.un.org/goals/goal16#targets_and_indicators.

Another example of the requirement for better planning for information management systems is the Developing River Basin Monitoring System for the Tigris and Euphrates Rivers in Iraq prepared by iMMAP³⁶. The proposed system provides steps in developing the capacities of the Ministry of Water Resources in water information system management. However, a contract issue with iMMAP was beyond the project's control. The CCA Project team is supporting the MWR with a local IT expert to solve the operational problems in the software. The end use of the collected and processed data by the information system should have been assessed with more detail. The usefulness of the data and information produced by the system is not verified.

National guidelines, line ministries highly appraise the national guidelines that are prepared as part of the CCA Project. As part of the national guidelines and protocols, a guiding tool was not developed to cater to and reflect regional and local work environments. A good example set by the MWR and the committee of transboundary water, where the KRG water team is part of the national committee, they are consulted as part of the national transboundary water protocols, and in due course, they receive the feedback on findings and plans on transboundary water from the negotiating team at the MWR. In addition, as part of the planning for the development of new national guidelines and framework, the Project team did not carry out inventory and review relevant existing guidelines, standards, and operational procedures to determine the gaps, required updates, or completion of missing standards that are necessary as pre-requisite for the newly planned guidelines. For example, in the energy sector, the circularity of solar panel and their waste management is new to the country. The same applies to managing agricultural wastes, municipal waste and sludge treatment, food waste, and compost.

The Project risk matrix is aligned with the [UNDP Managing Risks Across UNDP Programming and Operations-GUIDANCE NOTE \(2024\)](#). The Project risk matrix lists anticipated risks, risk category, timeframe, impact and likelihood, and the required mitigation measures. The risk matrix is part of the Project Document and was not updated regularly to capture and highlight ongoing risks. The Project management followed several reporting templates to comply with the donor's reporting templates. The donor templates have a different format and terminology from the UNDP risk matrix. The Project management team fulfilled the donors' reporting requirements, too.

³⁶ The National Center of Water Resources Management (NCWRM) IM Capacity Building, IM Training 1: IQWIMS User Training (Basic features and functionalities) TOT, Training Report, iMMAP-January 2024

Training activities provided by the Project have been highly praised by participating trainees from the formal and informal entities. Online training was introduced in two activities only for example the early warning system training sessions. The Project management did not check the availability of a good quality internet connection. Online and in-person training should include local case studies, and if data is unavailable, then using mockup or normative data to complete the training is acceptable, e.g., early warning system. All training sessions should ensure that training material is accessible to participants and that sufficient time is allocated for discussion with the trainers.

6.2.3 Project Monitoring

The CCA Project Document has a detailed monitoring plan addressing monitoring activities, purpose, frequency, expected action, partners, and cost. The Project prepared ten quarterly reports³⁷ and five annual reports³⁸ covering the duration from 2022 to 2024. The monitoring reports are informative and based on field visits and in-person participation in the Project activities. The Project monitoring reports include:

1. Review progress data against the results indicators to assess the progress of the Project in achieving the agreed outputs.
2. Identifying risks that may threaten the achievement of intended results. And identify and monitor risk management actions using a risk log.
3. Knowledge, good practices, and lessons are captured regularly and actively sourced from other projects and partners and integrated into the Project.

The monitoring reports reflected progress against planned activities with beneficiary gender-sensitive data, risks and challenges, expenditure, and financial implementation rate. The Project reporting team is having a challenge since the Project must report in different formats to align with the donors' reporting templates. The issue of various reporting templates must be addressed when producing the End of Project Report.

6.2.4 Project Communication Strategy and Stakeholder Analysis

Communication strategy, where the daily communication of the Project management team with the national authorities has been very engaging and successful. The project management team enjoys a good reputation and a strong network with the line ministries. However, the Project did not develop a more robust communication strategy beyond daily in-person communication. The Project communication strategy provides donors and stakeholders not directly involved in the daily Project implementation with relevant information and updates on the Project deliverables. However, the Project monitoring annual and quarterly reporting has been delivered satisfactorily, and the Project monitoring reports are informative.

A good example, but at a small scale, is where the Project included activities such as the awareness workshop on the water situation and climate implications, a group of 22 journalists who were trained on how to report on such sensitive issues as water and environment, using credible data and information. The

³⁷ Four Quarterly Reports for 2022 and 2023 each, and Two Quarterly Report for 2024

³⁸ Two Annual Reports in 2022, Annual Report in 2023, and Two Annual Report in 2024

awareness workshop helped overcome communication gaps between the government and the media by bringing together policymakers and journalists.

For future cooperation, UNDP should include a stand-alone communication strategy document and produce and disseminate communication material targeting stakeholders, decision-makers, donors, water and energy user groups, and the public in English, Arabic, and Kurdish. In addition, protocols of disclosure of information agreed with the ministries to disclose the Project communication material and summary of its deliverables as part of the line ministries' communication and website. This shall further build confidence and transparency among all stakeholders, including the state and public relations.

Stakeholder analysis was not part of the Project planning and document. The primary beneficiaries of the Project include federal and regional ministries and departments, provincial governments and civil society professionals, private sector entities, and selected at-risk communities who will benefit from participation in Project activities and the implementation of its deliverables. The following stakeholder analysis is a simulation of what should have been addressed in the Project planning. This analysis can be repeated as part of the wrap-up workshop of the Project and for future planning of UNDP cooperation.

The lead national partner of the Project is the Ministry of Environment (MEnv). The Ministry of Water Resources (MWR), the Ministry of Electricity (MOE), the Ministry of Agriculture (MAgr), the Ministry of Foreign Affairs (MOFA), the Ministry of Transport (MOT), the Ministry of Finance (MOF), and the Ministry of Planning (MOP) are key beneficiaries. Other beneficiaries' entities, for example, include the National High Committee on Water, the Prime Minister's Advisory Commission (PMAC), the Water, Agriculture, and Marshlands Committee of the Council of Representatives, the National Directorate of Iraqi Women (NDIW), and the governorates of Kirkuk, Erbil, and Sulaymaniyah.

The Project aims to address institutional performance and operational changes that lead to significant increases and improve the delivery of the national climate plans. The following simulation is for demonstrative purposes only to analyze the stakeholders' roles in the Project and the relevant sectors, such as the environment, water, and energy. The proposed institutional roles include policymaking, regulation, operation, budgeting, monitoring, and reporting. Generally, the optimum institutional setup is to separate institutional roles for enhanced institutional management, transparency, and decentralization. Future cooperation with UNDP can include the modernization of institutional roles for the line ministries, including an independent sector regulator for energy and water sectors.

Table 3 is an example of the Project stakeholders. The table should have been discussed with the stakeholders during the group evaluation workshop. The stakeholders' roles in Project management and sustainability are identified below for simulation purposes. Figure 2 presents a simulation of the stakeholders' mapping and their role in the Project where:

1. Key stakeholders are those actors without the support and participation, the targeted results of a project, typically not being achieved, or who may even be able to veto the project, in which case they are termed "veto players."
2. Primary stakeholders are usually applied to those actors directly affected by the project, either as designated project beneficiaries because they stand to gain – or lose – power and privilege or because they are affected by the project in some other way.

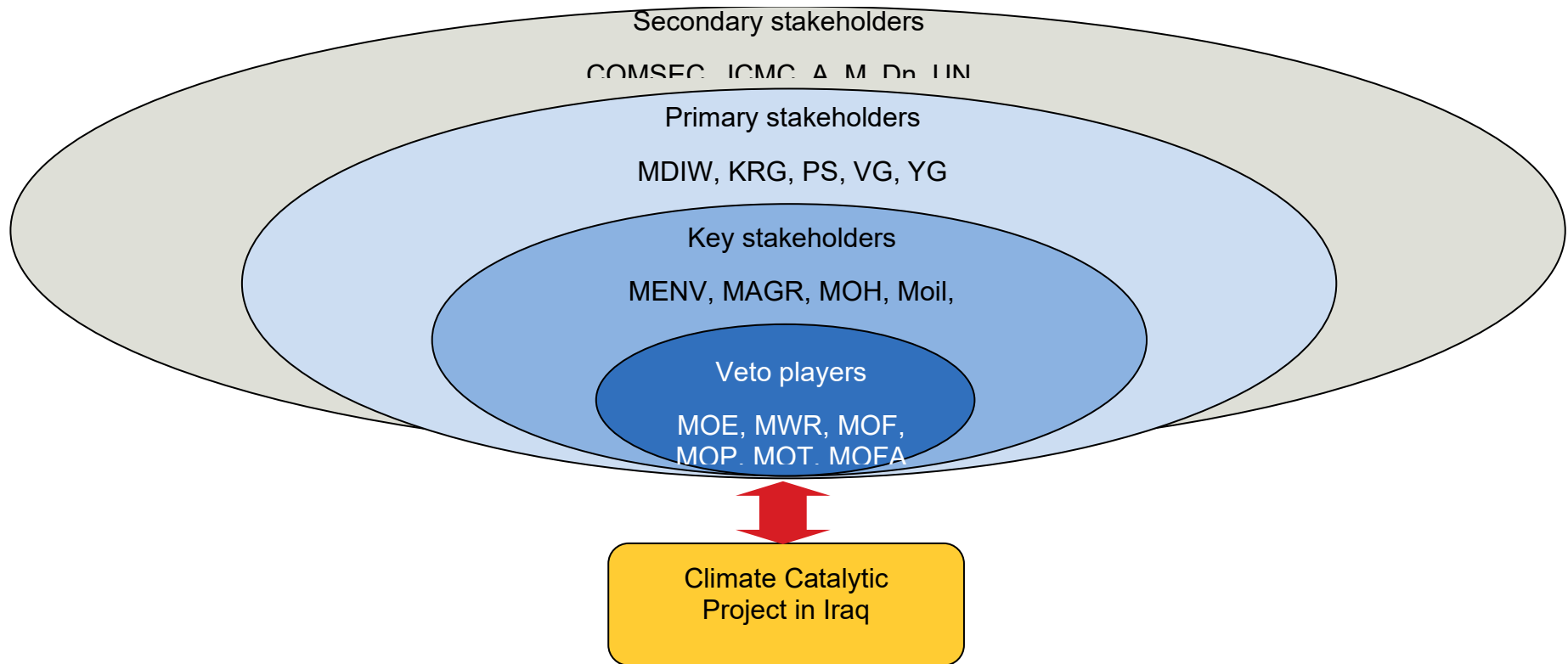
3. Secondary stakeholders are actors whose involvement in the project is only indirect or temporary.

Table 3 Example of the Project Stakeholders

| Stakeholders | Abb. | Role in the Project | Institutional Role in the project-sectors: environment, water and electricity | | | | | |
|-----------------------------|------|-----------------------|-------------------------------------------------------------------------------|-------------------|-----------|-----------------------------------------|--------------------------|------------------------|
| | | | Policy Making | Sector Regulation | Operation | Central Operational & Investment Budget | Local Operational Budget | Monitoring & Reporting |
| Ministry of Environment | MENV | Key | | | | | | |
| Ministry of Water Resources | MWR | Key-Veto Player | | | | | | |
| Ministry of Agriculture | MAGR | Key | | | | | | |
| Ministry of Housing | MOH | Key | | | | | | |
| Ministry of Electricity | MOE | Key-Veto Player | | | | | | |
| Ministry of Finance | MOF | Secondary-Veto Player | | | | | | |
| Ministry of Planning | MOP | Secondary-Veto Player | | | | | | |
| Ministry of Foreign Affairs | MOFA | Secondary-Veto Player | | | | | | |
| Ministry of Transport | MOT | Key-Veto Player | | | | | | |
| Ministry of Oil | MOil | Key | | | | | | |

| | | | | | | | | |
|-----------------------------------------------------------|--------|-----------|--|--|--|--|--|--|
| Council of Ministries Secretariat | COMSEC | Secondary | | | | | | |
| Joint Coordination and Monitoring Center | JCMC | Secondary | | | | | | |
| National Directorate of Iraqi Women | NDIW | Primary | | | | | | |
| Governorate officials of, Kirkuk, Erbil, and Sulaymaniyah | KRG | Primary | | | | | | |
| Academia | A | Secondary | | | | | | |
| Media | M | Secondary | | | | | | |
| Youth groups | YG | Primary | | | | | | |
| Vulnerable Groups | VG | Primary | | | | | | |
| Private sector | PS | Primary | | | | | | |
| Donors | Dn | Secondary | | | | | | |
| United Nations agencies | UN | Secondary | | | | | | |

Figure 2 Example of Stakeholders Map



6.2.5 Project Implementation-Stakeholders

The CCA Project engaged and coordinated with different stakeholders during the Project implementation to achieve its results. The Project's key implementation stakeholders are at the national policy level. Therefore, the key stakeholders in the Project are the Ministry of Environment MEnv, the country's communication focal point for climate change, and the NDC. Within the CCA Project, the MEnv coordinated and communicated with key ministries participating in the Project, namely, the Ministry of Water Resources, Agriculture, and Electricity. The Directorate of Agriculture and Water Resources in the KRG is the key partner for developing and implementing the Fostering Community-based Drought Preparedness in Northern Iraq pilot project.

- The Ministry of Environment MEnv was successful in its role in the Project, where they communicated with other sectors, such as water and energy, and successfully coordinated the implementation of all the project activities. The recommendation section in this report foresees opportunities for additional roles of the MEnv in terms of providing technical advice and reviewing investment plans of line ministries from environmental and climate change perspectives.
- The Ministry of Water Resources MWR successfully engaged several directorates, such as the transboundary water resources negotiating team, the water information system, research, and dams. The MWR captured the ownership of the Project by involving several of its directorates and testing the transboundary water negotiation protocols in their formal and informal communication with neighboring countries.
- Ministry of Agriculture MAgr is keen on the Project's proposed early warning system, its application to drought, and its impact on agriculture.
- Ministry of Electricity MOE embraces the Project energy transition policy and framework. The MOE requires further technical assistance to implement the energy transition framework.
- The Directorate of Agriculture and Water Resources in the KRG has effectively implemented the Fostering community-based Drought Preparedness in Northern Iraq-pilot projects in Erbil, Kirkuk, and Sulaymaniyah. Implementing the pilot project was supported through 3 Community Drought Committees set up in the local communities in the North of Iraq. These committees can help ensure the sustainability of this element of the Project³⁹.

As part of the Project's Output Three-Drought preparedness and community resilience, the activities included the establishment of the national and local committees for drought warning, with a regular meeting plan.

³⁹ Fostering community-based Drought Preparedness in Northern Iraq- Impact of Past Drought and Best Practices in Drought Preparedness, Erbil WHH-2023

The CCA Project has a Project Board⁴⁰ comprising representatives of the line Ministries with a stake in the Project, the Project's donors from the UK and Canada, and UNDP. The participating line ministries in the Project Board include:

- Ministry of Foreign Affairs
- Ministry of Finance
- Ministry of Planning
- Ministry of Water Resources
- Ministry of Agriculture
- Ministry of Electricity
- Ministry of Environment
- Ministry of Higher Education
- Environment Board-KRG

The Project Board met in Baghdad in June 2022, and the Board discussed and endorsed the following during their meetings:

- Project Board Terms of Reference (Annex II).
- Project Objectives, Outputs, Indicators, Targets, Budget, Risk Matrix, M&E Plan
- Engagement of international and national individual experts for advisory services.
- The engagement of Geneva Water Hub, RIMES, and IRENA/RCREEE to serve as Responsible Parties for advisory services in transboundary water diplomacy, drought preparedness, and energy efficiency/renewable energy.
- The engagement of an Iraq-based NGO as a Responsible Party to implement community-based drought preparedness activities in the most vulnerable communities in Ninewa, Salah Al Din, Diyala, Kirkuk, Erbil, and Sulaymaniyah.

The Project also had a Steering Committee⁴¹ that met online in January 2024. The Ministry of Environment and UNDP co-chairs the Project Steering Committee. The Steering Committee discussed and made decisions regarding the Project extension and exit strategies for the energy, water, and drought components.

6.2.6 Stakeholders Influence Mapping

Stakeholders influence mapping was not prepared as part of the Project management tools. A stakeholder map is produced by identifying and visualizing the relevant actors and their relationships. It allows first conclusions and hypotheses to be formulated concerning the respective influence of the various actors on the issues at stake in the project and concerning relationships and mutual dependencies. The map sheds light on alliances and problematic relationships. The stakeholder map can be discussed to help identify opportunities for project sustainability.

The stakeholder map also exposes information gaps and participation deficits. It shows the actors and relationships between actors we know too little or nothing at all about, where we need to obtain further information, and which actors we must involve ensuring the project's sustainability. The stakeholder map also corrects premature assumptions concerning individual actors and the relationships between them.

⁴⁰ Project Board Meeting, UNDP-June 2022

⁴¹ Project Board Meeting, UNDP-January 2024

The stronger and more influential a stakeholder is, the more this stakeholder will tend to seek to speak on behalf of or exclude other actors. In the process of negotiating participation, actors not only position themselves through their relationship to the issues at stake, their institutional position, or their resources but also reveal key aspects of themselves when they influence the participation of other actors.

Figure 3 visualizes the relationships between the stakeholders. Various symbols represent the different types and qualities of relationships. The source of the figures-template is the GIZ Capacity Works Handbook, <https://www.giz.de/expertise/html/60619.html>

There is a familiar concept that line ministries with high investment budgets have the most influence since they control the realization of new infrastructures and the local market's growth. Others might argue that ministries with high revenues, e.g., Oil and Communication, have the upper hand at the government level and influence the national budget. The Ministry of Finance has the overall revenue and controls the allocation of recurrent public sector salaries and operational budget. At the same time, the Ministry of Planning with no or minimum investment budget has the highest influence on allocating investment budget and enrolling projects in the annual investment plans for national-financed grants and international loans. To communicate with all influencing ministries, the UNDP Project should have had an economic and financial pre-investment or feasibility study with a cost-benefit analysis. Even when actual data is unavailable, it is acceptable to use normative figures at the level of feasibility studies.

Another example in the Project is the desire to maintain control over certain activities in line ministries. For instance, this was evident in the formalization of the Supreme Water Council, where the chairman is divided between MOFA and MWR.

Preparing a map of stakeholders during the project planning and due diligence study is a good practice. The results of influencing stakeholders should have been addressed in the Project Risk Matrix. For example, the influence of the Ministry of Transport- [Iraqi Meteorological Organization and Seismology](#), the designated source of meteorological data when reporting on the NDC. The influence hindered the training flow; today, it impacts the Weather Stations procurement.

Ministry of Foreign Affairs influences Iraq's positioning in the international transboundary water arena and the negotiation with neighboring countries. The Ministry can continue positively influencing the water transboundary by strategizing the transboundary bargaining issue at the institutional level and developing and leading a communication strategy that entails the legal, economic, and technical aspects of transboundary water to influence communication and shaping of national stakeholders in their formal and informal activities in the transboundary water.

COMSEC is influencing the online publication of the multi-sectoral analysis on Iraqi water needs, availability/supply, and impact of water scarcity. With the right due diligence by the Ministry of Water Resources, it seems the Ministry will be able to share the study online shortly.

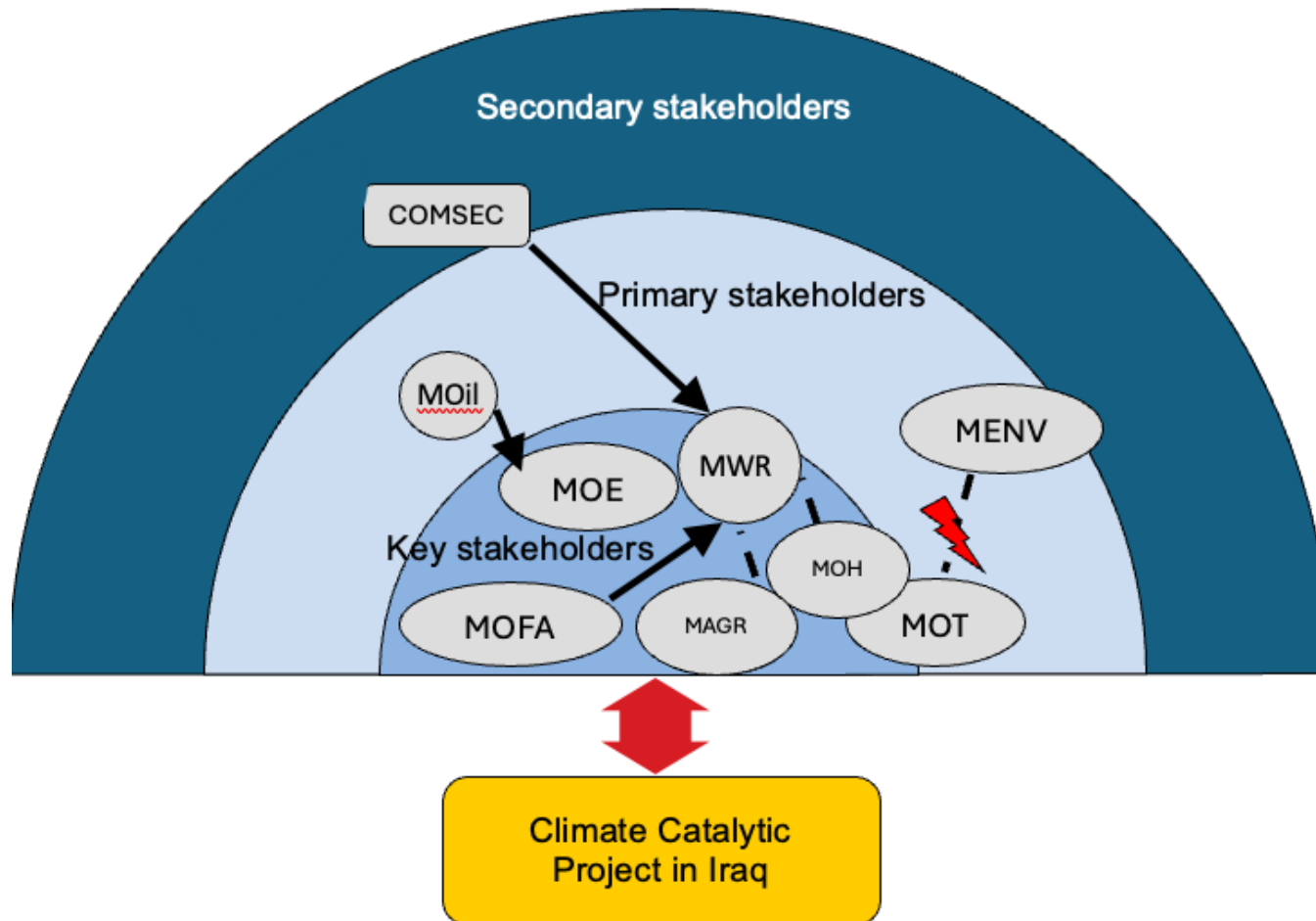
The central government position influenced communities residing in administrative disputed areas near KRG borders, which partially impacted these communities' participation in the Community-Based Drought Preparedness in Northern Iraq.

Ministry of Oil can positively influence the Project sustainability and the rollout of Output One, an indicator of the Energy Transition Road Map. The Ministry of Oil can probably have a joint Project with the MOE to finance activities as part of the MOE road map. Such support by the Ministry of Oil can also offset the carbon footprint of their activities.

The Ministry of Water Resources influences the distribution and allocation of water quantity to the agricultural, industry, and municipal sectors. Today, this influence is based on the availability of raw fresh water and the estimated demand from the receiving sectors and user groups.

The Ministry of Environment influences climate change communication, coordination, and reporting. Future cooperation with the Ministry can build their capacities to develop their role in providing technical assistance to the environment directorates in line ministries for reviewing national environmental safeguards of their ministries' policies and investment plans. In the long term, the Ministry of Environment can play a role similar to that of the Ministry of Planning in reviewing and ensuring that various operational and investment plans by line ministries follow the national environmental standards and guidelines.

Figure 3 Example of Stakeholders Influence Map



6.2.7 Project Budgeting and Expenditures

The Project had a high expenditure rate exceeding 85% at the end of September 2024, as presented in Table 04. The remaining amount is around (\$ 400,000) for the procurement of the Weather Stations on behalf of the Ministry of Transport- [Iraqi Meteorological Organization And Seismology](#), and the remaining amount is for Project administrative operational costs till March 2025. The Project management team is closely following this procurement of the Weather Stations and should be completing it shortly.

Table 4 CCA Project Expenditure-September 2024

| Financial Overview 30 Sep 2024 | | | | | | | | | | | |
|--------------------------------|---------------------|---------------------|-------------------|-------------------|---------------------|-------------------|---------------------|---------------------|-----------------------|-------------------|-------------|
| | 1st Tranche | 2nd Tranche | 3rd Tranche | 4th Tranche | 5th Tranche | 6th Tranche | Total USD | Exp. | POs till 31 July 2024 | Total Balance | A Ba |
| FCD O | 613,835.12 | 848,484.85 | 636,544.90 | 896,331.22 | 1,105,894.32 | 506,970.85 | 4,608,061.26 | 4,089,380.14 | 50,210.64 | 468,470.48 | 468, |
| GAC | 874,786.35 | 288,448.65 | | | | | 1,163,235.00 | 969,754.06 | 47,980.61 | 145,500.33 | 145, |
| UND P | 650,000.00 | | | | | | 650,000.00 | 607,667.66 | - | 42,332.34 | |
| Total | 2,138,621.47 | 1,136,933.50 | 636,544.90 | 896,331.22 | 1,105,894.32 | 506,970.85 | 6,421,296.26 | 5,666,801.86 | 98,191.25 | 656,303.15 | 656, |

6.3 Effectiveness

The CCA Project's achievements are applaudable, and their quality and quantity fulfill the requirements of the outputs. The indicators included in the Project Results Matrix in Annex 6 are verifiable and were assessed during the evaluation process.

6.3.1 Project Deliverables

With the national partnerships' owner and leadership, the Project has successfully introduced new catalytic concepts at the output level. The enabling factors that contributed to the Project's deliverables include:

1. The commitment of the national partners of the ministries, i.e., line ministries,
2. The government counterpart team has good technical knowledge and analytical skills,
3. The relevance of the Project's contents to present issues in Iraq's economic development and stability, i.e., drought, transboundary water, and energy efficiency,
4. The Project approach is to outsource reputable, responsible parties to provide the technical input to line ministries, i.e., GWH, RIMES, RCREEE,
5. The Project approach includes formal and informal venues, i.e. BAF, for communicating Project deliverables on transboundary water.
6. The Project team has a high technical capacity in climate change and water.

The following is a review of the Project's significant deliverables:

Output 1:

Gol is supported to facilitate energy transition in Iraq

The National Energy Transition Framework, produced by the Project cooperation with the Ministries of Electricity, Environment, and RCREEE, has gained buy-in from the Ministry of Oil and other stakeholders. The Energy Transition Framework enables the Government of Iraq to plan for Iraq's energy transition in line with international best practices, particularly those implemented by Gulf countries with similar climatic and economic conditions. More critically, the Energy Transition Framework highlighted to the MOE the gaps in the institutional, technical, procurement, and safeguards settings to operationalize the Framework.

The Project capacity-building efforts included workshops⁴² with [The International Renewable Energy Agency \(IRENA\)](#) and [The Regional Centre for Renewable Energy and Energy Efficiency \(RCREEE\)](#) – two leading energy organizations in the MENA region. The preparatory work on this framework has brought on board the most important Ministry for Energy Transition, the Ministry of Oil, and improvements to the cooperation across Iraqi ministries on this agenda and a much more holistic approach to Energy Transition. Overall, over forty key participants, including fifteen women, have been involved in the design of the Energy Transition framework from the Ministries of Electricity, Oil, Environment, Finance, Science and Technology, and the National Investment Authority, Central Bank of Iraq (CBI), universities and academia, public and private companies, as well as civil society and practitioners involved in research, development, management, and implementation of energy transition in Iraq. Energy sector experts have increased their capacity through

⁴² The Implementation of Post NDC Support to Facilitate energy Transaction in Iraq-Mission Report, RCREEE-June 2023

the program, supporting realizing the energy transition on the ground. To maximize the likelihood of implementing the framework, the Ministry of Electricity has been trained in using solar Photovoltaic (PV) systems to stimulate PV system performance. Solar energy and wind power have been assessed as Iraq's best renewable energy solution.

In fulfillment of Project Output one, the project supported Iraq's national mitigation targets. The program produced mitigation concept notes covering solar PV on buildings, gas flaring reduction from oil fields, agricultural practices, reforestation, municipal transport in Baghdad, and low-carbon solutions for the cement sector. These concept notes were prepared in consultation with relevant ministries. The GoI selected solar PV for individuals and SMEs to be developed into a full proposal to be submitted to the Mitigation Action Facility. UNDP worked with the Ministry of Environment and Central Bank of Iraq to develop the proposal titled: 'From Diesel to Solar: Paving the Path to Economic Growth and Climate Resilience in Iraq'. CBI's role was to set up a guarantee-schedule for commercial banks to facilitate investment in solar energy by businesses and individuals, which was included in the project proposal. The proposal⁴³ advanced to the outline stage at the [Nationally Appropriate Mitigation Actions \(NAMAs\)](#). Despite not being selected for this round of applications, the design process of the proposal has been beneficial for the CBI and the Ministry of Environment, understanding the barriers to the initiatives and possible ways of addressing them.

Output 2:

Improved knowledge and capacity of Iraq for transboundary water negotiations

Transboundary Water, where the Project produced the study "Towards a Climate-Resilient Transboundary Water Arrangement in the Basin" (Water Study)⁴⁴, including an analysis and assessment of national legislation concerning water resource management in Chapter 4 of the study, which was prepared by the Project in collaboration with the Geneva Water Hub. The study also included a set of policy recommendations embedded in the water transboundary negotiations by the MWR team. Future follow-ups of this study should consist of required legislation specifically addressing water and transboundary water resource management.

The national transboundary water negotiation team was also supported with the enhanced National Negotiation Vision, Strategy, and Guidelines⁴⁵, along with the institutional plan to guide the strategic positioning of Iraq in water negotiations. The policy recommendations derived from the study's findings were integrated into the national negotiation vision and guidelines that informed Iraq's strategic approach to transboundary water negotiations. In addition, the Ministry of Foreign Affairs and the Prime Minister's Office used the study findings during COP28 negotiations to support Iraq's position and strategies in international discussions. The UK Ambassador also attended COP 28 to support Iraq's NDC ambitions. In addition, the UK supporting position managed and convened donors to facilitate better information sharing

⁴³ Project Proposal: Mitigation Action Facility-From Diesel to Solar: Paving the Path to Economic Growth and Climate Resilience in Iraq, CCAI- July 2023

⁴⁴ Multidisciplinary Study, GWH-2022-2024,

⁴⁵ National Vision, Guiding Principles and Institutional Plan for Transboundary Water, GWH-2023

and exchange on how best to support Iraq's climate change priorities. The UK support has rooted FCDO Iraq as a leader of climate action in Iraq.

The negotiation team was capacitated on the knowledge of legal frameworks, international water law, and diplomatic instruments, complemented by training on negotiation techniques. Such training enhanced the skills and confidence of the negotiation team members. Overall, in 2023, over 50 key experts engaged in Iraq's formal water diplomacy were capacitated by the project. The informal negotiation guidelines also became available to the negotiation team as a part of the Vision and Strategy document. The transboundary water negotiation guidelines are used by negotiation teams for the GoI formal and informal negotiations, including track 1.5 discussions, with both Iran, Syria, and Turkey to sensitize these countries to everyday challenges and discuss cooperation scenarios based on the limitations and comparative advantages of all riparian countries.

With support from the project, Iraq became a member of the 1992 Transboundary Water Convention. Iraq became the first country in the Arab States to be a member of the Convention. This accession indicates the commitment of the GOI to align with international water law, realize the obligations under the Convention, and be open to negotiating with riparian countries on a basin-wide approach. For future support to the MWR, a few success stories from other river basins worldwide can be utilized as examples and learning experiences. The Government of Iraq participated in strategic water events, including the 2023 New York Water Conference, a Water diplomacy session at COP28 in Dubai, and the 3rd edition of the Baghdad International Water Conference. These participations raised Iraq's profile on the international stage and drew greater attention to the challenges faced by Iraq as the downstream country. Iraq also became a member of the Transboundary Water Coalition. The Project also supported the logistic costs of three ministry employees to attend the 9th World Water Forum held in Dakar, Senegal, from March 22-27, 2022. The ministry representatives participated in several sessions and drafted the political and ministerial declaration for the forum.

A good example of the catalytic effect of output two is when the Ministry of Foreign Affairs, in cooperation with The Ministry of Water Resources, participated in several meetings on water-related issues, the most notable of which were the Permanent Joint Committee meetings with the Turkish side. One of the key agreements was cooperation between the two sides based on the principles of the Helsinki Rules of 1966 during the third committee meeting held with the Turkish side in Baghdad on July 1, 2024.

Communicating the outcomes of the Water Diplomacy component was challenging due to its confidential nature. The Project was unable to publish the water study and negotiation materials. Additionally, the Government of Iraq is hesitant to publicly acknowledge the involvement of third-party support (Canada-GCA) in these efforts. Therefore, the Project management team should have carried out more due diligence to understand the country's governing culture of such topics. Water security is part of the national security and state sovereignty. In their planning and communication, the Project management team should accommodate the strategic level of water security and its communication at the state level.

The Water Information Management System (IQWIMS)⁴⁶ was developed as part of the Project activities with the MWR- National Center for Water Resource Management (NCWRM). The system aims to improve access to evidence-based and timely information on the status and availability of Iraq's water resources. The IQWIMS provides a platform for a Centralized River Basin Monitoring Database and Data backup system, a platform for capturing, processing, and analyzing historical and up-to-date data, and tuning tools for the predictive capacity on the status of Iraq's water resources for the improved flood/drought early warning system in Iraq and long-term strategic planning. The disclosure of the platform to the public or specialized agencies is still under review by the MWR in consultation with the COMSEC. The Project management team did not carry out the required due diligence with the influencing entities during the Project's planning stage since the system context impacts national security and the economy.

Similarly, the two water information systems⁴⁷ are plausible modernization tools in water resource management⁴⁸. The Project management team did not work closely with the MWR to plan 1) the attributes of collected data and its usefulness and for what purpose; 2) the disclosure of data and information and access control by user groups; 3) the continuity of the IT systems in terms of license renewal and system maintenance.

Ministry of Water Resources MWR realizes water resource planning is a tool for peacebuilding and social stability. When directed by the high level of government, the MWR responds with mitigation measures. For example, additional water shares can be allocated for areas under deprived social or security conditions. The same is the case for potable water supply, although there is a high rate of unaccounted-for water and a low rate of cost recovery. The practice for now is to maintain social stability and subsidize the water supply services while, at the same time, planning for better sustainable water supply services as the county is moving toward stability and economic prosperity.

Output 3:

Drought preparedness and risk reduction capacities strengthened in Iraq

The Climate Vulnerability Index Study's⁴⁹ purpose is to determine the degree of a country's vulnerability to climate change, identify opportunities to reduce these vulnerabilities, and inform adaptation planning. The study is highly appreciated by the participating line ministries in the Project, as it provides an in-depth discussion of the required data and the assessment duration. This is another good demonstration of the national ownership of the Project and its catalytic effect.

⁴⁶ The National Center of Water Resources Management (NCWRM) IM Capacity Building, IM Training 1: IQWIMS User Training (Basic features and functionalities) TOT, Training Report, iMMAP-January 2024

⁴⁷ Developing the River Basin Monitoring System for Tigris and Euphrates Rivers in Iraq, Project Progress Presentation, iMMAP- 04 September 2023

⁴⁸ Multidisciplinary Study, GWH-2022-2024,

⁴⁹ Climate Vulnerability Index of Iraq-Workshop Summary Report, Disaster Border Migration July-2024

The Early Warning System is an integral part of the country's response to climate change, explicitly emphasizing drought monitoring. The Project, in collaboration with RIMES⁵⁰, provided training and pilot scenarios running the early warning system, including running different scenarios of, for example, heat increase changes and the participation rate. The gap in required data and its disaggregated level were also discussed. Future application is required and can include scenarios for sandstorms, air quality and forecast, water reuse, water efficiency, and water quality. The next step is to develop an action plan with operational standards for each sector, such as early warning of droughts and their impact on agricultural practices in specific areas of the country.

The early warning system and its institutional layout requires further assessment and support. Where, the role of the Ministry of Environment is the focal point for reporting on the NDC and national disaster response. The Ministry of Environment carries out part of the environmental monitoring, focusing on air and water quality. The Ministry of Transport- [Iraqi Meteorological Organization and Seismology](#), is the formal data reporting source in the NDC. In addition, the Ministry of Water Resources has a national monitoring grid for water flow, and the Ministry of Agriculture has its own widespread meteorology agricultural monitoring stations.

The findings of Output 2. Indicator 3, Institutional Survey & Assessment Report on Drought Early Warning System⁵¹, provides a solid Institutional Capacity Gaps and Needs Assessment (Pages 19 to 26) that can be the baseline for further technical assistance to the ministries responsible for the early warning system.

Drought Preparedness Demonstrative Action, the pilot project, Fostering Community-based Drought Preparedness in Northern Iraq⁵², was implemented in three locations north of Iraq, including Erbil, Sulaymaniyah, and Kirkuk governorates. The pilot project included Farmer Field Schools created in three governorates north of the country and in the KRG to provide practical training and equipment to 251 farmers (40% female). The pilot project connected communities with government services, including the Department of Agriculture, Water, and Meteorological Services, increasing long-term access to support and resources for drought preparedness. The support is managed through three Community Drought Committees set up in the local communities in the North of Iraq⁵³.

The Farmer School Field provided practical training on both greenhouses and open fields on drought-resilient crops, efficient water use, innovative farming techniques, greenhouse management, and post-harvest loss reduction, all vital for the sustainable adaptation of agricultural practices. The initiative introduced water-saving technologies, such as providing 251 drip irrigation systems to farmers, and provided training on their operation and maintenance. The training was delivered to ensure trainee farmers could return their

⁵⁰ Early Warning Assessment and Training Experts, Inception Report, RIMES-

⁵¹ Institutional Survey and Assessment for Drought Early Warning in IRAQ, RIMES-2022

⁵² PROJECT CLOSING REPORT-Fostering community-based Drought Preparedness in Northern Iraq, WHH-2024, Erbil

⁵³ Fostering community-based Drought Preparedness in Northern Iraq-Assessment of Vulnerability to Drought-Assessment Findings, Erbil WHH-2023

knowledge to communities to train others. Communities helped move from diesel-powered pumps to solar-powered irrigation systems for a sustainable and cost-effective alternative. In agreement with the Directorate of Agriculture, 14 solar systems were provided for low-carbon crop irrigation and goods and tools for climate-sustainable planting and cultivation, ensuring drought-resilient seeds can be used many times in each planting season. 'Story of Hope' postcards highlighted farmers' vulnerability and suggested sustainable practices. Thousands of copies of a booklet and postcards in Kurdish and Arabic were distributed to raise awareness about drought preparedness across various community institutions (schools, masjids, health centers, relevant directorates, mayor offices, training and cultural centers).

The Fostering Community-based Drought Preparedness in Northern Iraq pilot project closing report states that the pilot project had a grievance system, and the project management team received three complaints concerning this project, all related to questions about including more villages and farmers in the project.” During the field evaluation visit to Sulaymaniyah, the grievances shared with the evaluator included not carrying out the complete need assessment, providing the wrong type of seeds, and not including farmers in disputed border areas in the solar panel scheme.

The pilot project addressed in a report the impact of past droughts and best practices in drought preparedness⁵⁴. The report assessed drought's impact on agriculture, livestock and fisher, migration, education, water supply and sanitation, awareness, and groundwater. In addition, the report included proposals for water management plans, including adopting modern irrigation methods, farmer field schools, and building resilience and sustainability. A second report, Assessment of Vulnerability to Drought⁵⁵, included findings on drought risk, level of preparedness, and best practices to counter drought for farmers, the government, and not-for-profit organizations.

6.3.2 Project Achievements

The CCA Project's achievements are applaudable, and their quality and quantity fulfill the requirements of the outputs. The Table 05 summarizes the Project's accomplishments, including their verifiable indicators. The indicators included in the Project Results Framework in the Annex are verifiable and were assessed during the evaluation process. The indicators were evaluated through interviews with line ministries and a review of the Project book-keeping records at the UNDP-Country Office. For example, the review included a comparison between the attendance list as part of the workshop report, the invoice and the number of people of the workshop hosting provider, such as hotels, and the actual payment in the UNDP accounting system. All checked records showed the correct information. The overall Project processes and indicators are gender sensitive. The women's participation in the Project activities, including training, studies, influence of decision making, and community-farmers beneficiaries, are acceptable and meet the target indicators taken on board the local culture and security conditions.

⁵⁴ Fostering community-based Drought Preparedness in Northern Iraq- Impact of Past Drought and Best Practices in Drought Preparedness, WHH-2023, Erbil

⁵⁵ Fostering community-based Drought Preparedness in Northern Iraq-Assessment of Vulnerability to Drought-Assessment Findings, WHH-2023, Erbil

Table 5 Project Achievement

| Expected Outputs | Output Indicators | Achievements | Achievements- Gender Sensitive Verifiable Indicators |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1: Gol is supported To facilitate energy transition in Iraq | Indicator 1.1: # of national energy transition frameworks analyzed, debated, and agreed upon by Gol. | Energy transition modeling, including training and policy. Energy Transition Framework. | Overall, 44 energy experts, 15 of whom are female experts, received hands-on training on for operating the application on Sizing tool for on-grid, off-grid, and solar pumping systems. |
| | 1.4 Nationally Appropriate Mitigation Actions (NAMA) finance-ready project developed. | NAMA Project Proposal | A NAMA proposal was developed and submitted to the Mitigation Action Facility (MAF) |
| Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations | 2.1: # of gender-sensitive multi-sectoral analysis conducted on Iraqi water needs, availability/supply, and impact of water scarcity | 1 Multisectoral Analysis conducted and published | 1 study "Towards a Climate-Resilient Transboundary Water Arrangement in the Basin" conducted and handed over to the MWR. |
| | 2.1.1 # of law makers, government officials, and civil society personnel benefited from awareness raising on findings of the multisectoral water analysis of Iraq (Gender disaggregated) | 120 officials and civil society personnel | 75 officials were involved into the design of the study and benefitted from the discussion of the findings. |
| | 2.1.3. # of climate vulnerability assessment reports (Gender-sensitive analysis) | 1 climate vulnerability assessment report of Iraq produced | Gender-sensitive climate vulnerability assessment reports is was delivered to line ministries for review, ongoing, |
| | 2.2. # of country specific guidelines produced to guide Iraqi negotiations team | 3 set of guidelines produced | 2 guidelines produced: one for Iran and one for Türkiye, |
| | 2.3. # of Iraqi officials trained on a) negotiation skills and b) laws and treaties on transboundary water basins management (Gender disaggregated) | 25 officers trained in the 2 courses | 51 officers were trained, 4 trainees have participated in official meetings with Turkey and Iran, and Men: 40, Women: 11 |

| | | | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 2.4. # of global platforms on transboundary water to which Iraq's participation is facilitated (Gender disaggregated) | Participation of Iraq facilitated in at least 3 global platforms on transboundary water issues | In 2022 - Dakar Water Forum in 2023 (3 men, 1 women) In 2023 delegation of 4 Iraqi experts participated in the UNECE's Transboundary Water Coalition. In April 2023 - Sava River Basin Commission 10 delegates (0 women) |
| | 2.4.1. Technical support provided to Iraq to facilitate its accession to UN watercourses conventions | Information about conventions shared Required Technical documents prepared | Iraq accessed the Transboundary Water Convention Iraq has become a member of the Transboundary Water Coalition. |
| | 2.4.2. # of side events hosted on water scarcity and transboundary cooperation in the UNFCCC (Gender disaggregated) | 2 side events hosted | A side events at COP28 on Transboundary Water and Climate Change with Türkiye and Iran, 6 panelists (1 women) A side events at COP28 on Water scarcity interlinkages with sustainable development 7 panelists (0 women). |
| | 2.5.1. # of river basin monitoring systems established | Monitoring system established on 3 river basins | Established and included all main rivers |
| | 2.5.2. # of projects developed for cooperation between the federal and regional/province governments in Iraq for cooperation on water and climate change (Gender sensitive) | 4 gender sensitive projects developed | 4 gender sensitive projects developed and 20 government experts were trained (10M/10F) on knowledge and skills in budgeting, risk management, and M&E, and explore the climate finance landscape, including vertical funds and bi-lateral funding options. |
| | 2.6. # of meetings held between Iraq and other riparian countries to review existing transboundary water treaties | 3 meetings held between Iraq and other riparian countries | 3 meetings held with Türkiye and Iran |
| | 2.6.1. # of meetings held between scientists and national policy makers | 6 meetings held | 6 meetings between journalists and policy-makers, Total: 49, Men: 39, Women: 10 |

| | | | |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | concerned with transboundary water cooperation_(Gender Disaggregated) | | 3 Baghdad Water the conference, High Level Session on Water Diplomacy 6 panelists, Men: 5, Women: 1 -Transparency of information between decision makers (state institutions) and stakeholders (local and civil society) 5 panelists, Men: 5, Women: 0 |
| | 2.6.2. # of meetings held between national climate focal points of the riparian countries | 3 meetings held between CC-NDAs | 3 meetings held between CC-NDAs |
| | 2.6.3. # of meetings held between national government and other regional and governorate level stakeholders to resolve water conflicts/issues in different regions of Iraq_(Gender disaggregated) | 6 meetings held | 6 meetings were held, Total: 555 participants Men: 344, Women: 211 |
| Output 3: Drought Preparedness and Risk Reduction capacities Strengthened in Iraq | Indicator 3.1: # Capacity of the Iraq Meteorological Service enhanced to produce high quality drought forecasts in user-friendly language. Development of (i) Capacity Needs Assessment, (ii) tailored curriculum and (iii) training. | Training needs assessment report. Training curriculum. Training Report, including trainee feedback analysis | 50 Participants–19 participants were trained in person and an additional 20 were trained online. As a cumulative milestone, this reporting period should have seen 25 participants trained. 39 were trained during this period, with 25 trainings delivered during the last reporting period. The cumulative total at March 24 is therefore 64. |
| | Indicator 3.2: National committee of early warning centers and user departments established and operationalized for dissemination of drought warning using multiple channels. | Committee meeting minutes Committee ToR | 1 operational Committee The national committee for drought warning has been initiated and weekly meeting. |
| | Indicator 3.4: # of farmers trained in/equipped for drought resilient | Farmers Report, including trainee feedback analysis | Training and equipment has been provided to 251 farmers 40% female farmers. Training was completed in Feb 2024. |

| | | | |
|--|----------------------------------------------------------|--|--|
| | technologies to minimize the impact on their livelihoods | | |
|--|----------------------------------------------------------|--|--|

6.4 Sustainability

The CCA Project has high technical sustainability of its outputs, mainly in the energy transition roadmap and transboundary water communication, water resource information management, and climate vulnerability index studies in response to early drought warning. The successful sustainability is due to the following:

1. new and much-required topics on climate change's impacts on energy and water
2. the Ministry of Water Resources and Electricity also has high ownership and commitment
3. the good technical inputs provided by the project responsible parties, e.g., RCREEE, GWH, and RIMES
4. the high technical competence of the UNDP Project management team.

The CCA Project documents should have included the other pillars of sustainability, such as governance, financial, environmental, and social aspects. These sustainability pillars can still be addressed while piloting and testing the CCA Project outputs. Technical solutions, e.g., project deliverables, are only feasible to implement if there is the correct institutional set-up, availability of required regulation, cost/benefit ratio, and environmental and social management plans. The Project has successfully delivered the technical requirements, and it is essential to complement the Project deliverables with other sustainability pillars as part of future UNDP programming or government plans.

6.4.1 Project Sustainability and Ownership

The Ministry of Water Resources-Transboundary Water team holds the project's ownership, sustainability, and success. The Transboundary Water team is following up with national committees and attending and preparing for future negotiations. The MWR is internally coordinating efforts of the transboundary water team, water information systems, early warning and drought prediction, and the implication of the climate sensitivity index on their user groups. Meanwhile, the MWR maintains good relations with civil society organizations for informal discussions on transboundary water. The energy transition roadmap is in a perfect position of ownership by the MOE. The MOE has complete knowledge of the gaps and required procurement regulations and technical procedures to implement the energy transition framework and partner with the private sector.

For the national authorities to mobilize resources and move forward in implementing national technical guidelines prepared by the Project and making new climate change policies and investments, it is a requirement to test the guidelines, simulate an economic and financial model of the operationalizing of the guidelines and their effect on the national economy, budgeting, public debts, employment, and the required change management and changes in the roles and layout of the governing institutions of the energy and water sector. These elaborations can be part of the next UNDP program plan in Iraq.

However, suppose technical support is not continued to manage the climate change impacts on the energy and water sectors. In that case, the sustainability of the national climate change action plans will be in jeopardy. The impact of the unsustainability of the energy sector usually results in a deviation in international investment and slowing economic growth. Unsustainability in the management of the water sector often results in social instability.

6.4.2 Project Replication

CCA Project replication is a valid option. The Project replication shall be based on replicating its approach and customizing its activities depending on the prevailing new project conditions, sector, and area. The valid Project approach for replication is:

1. Due diligence and assessment of stakeholders' capacity and institutional roles
2. Project development tools, such as project documents, SESP, LFW, and Communication Strategy
3. Outsourcing responsible parties with state-of-the-art knowledge and skills
4. Developing database and information systems to support sectoral planning and decision-making systems
5. Working with formal and informal project stakeholders, for example, government, academia, not-for-profit organizations, and private sector
6. Visioning the life cycle of policy development: database system, capacity-building: training, institutional development, guidelines, testing and piloting, socio-economic framework, regulations and by-laws, policy issuance

The Project sectors and themes for Iraq can include, for example:

1. Climate Change framework legislation including Transboundary Water
2. Artificial Intelligence for Climate Action
3. Climate Change and Agriculture Production and Emissions
4. Climate Change and wheat value-chain
5. Oil and Gas Industry and Net-Zero Economy
6. Biodiversity and Sustainable Finance
7. Sustainable Businesses
8. Carbon Credit and Investment
9. Circular Economy and Waste Management
10. Land Use Calculating Product, Service, and Corporate Environmental Impact

6.5 Cross Cutting Issues

Environmental and social safeguards, rights-based approach, women empowerment, and inclusion of vulnerable groups are the cross-cutting sustainability factors that verify the Project's sustainability, in addition to the sustainability in governance, technical, and financial aspects.

6.5.1 Risks and Environmental - Social Standards

The Project preparation included the Project Risk Matrix and the Environmental and Social Standards (SESP) Template Review. The main identified risk and mitigation measures are the essential capacities of the Project's key stakeholders and the necessity to develop further the capacities in line with the requirements of achieving the country's NDC and climate impact management plans. The Project is considered a Moderate Risk following [UNDP Social and Environmental Standards](#).

The Project SESP was not updated, therefore, the environmental and social impacts and the required safeguards measures for the CCA Project and its outputs were not assessed thoroughly. For example, proposed transition and renewable energy require environmental planning for selecting sites, their components' circularity, and workers' occupational safety measures. Also, drought response impacts can include risks such as drought immigrants and refugees, vulnerable groups in administrative disputed border areas, loss or change of land use, and farmers' greenhouse sealing of water catchment areas, which should be safeguarded. The SESP should be updated. Although the Project might still be categorized as a Moderate Risk, the recommendation shall be to carry out a [strategic environmental and social analysis \(SESA\)](#), which addresses the environmental and social impacts of the Project's proposed policies in the energy and water sectors.

6.5.2 Human Rights

[Iraq's national authorities](#) are committed to the [Universal Declaration of Human Rights](#) and, in their development planning, ensure confidence-building and equity in their services to the various population groups. Through sound outputs such as the transboundary water activities and the energy transition policies, the CCA Project outputs support the people of Iraq in attaining their entitlements and rights to access safe and affordable water resources, sanitation services, energy supplies, and resilient livelihoods. The Project also promotes the capacity development of local institutions and communities to benefit from water demand management, including water saving and best practices in water scarcity conditions. This includes access to energy efficiency measures and low-cost renewable energy to power modern irrigation systems.

In summary, the CCA Project's [right-based approach](#) attained the following:

Right to Water and Sanitation

- The project empowered the negotiation team with essential data, which improved Iraq's ability to advocate equitable water sharing.
- Iraq's accession to the Transboundary Water Convention emphasized its commitment to international norms and securing the sustainable management of water resources.

Right to Information

- Educating journalists on environmental reporting increased the quality and reach of information available to the public.
- Participation in global forums raised Iraq's profile and informed international stakeholders about Iraq's water challenges and rights.
- Developing the Iraq Water Information Management System improved data management and its accuracy.

Right to Public Participation

- Informal diplomacy efforts engaged non-governmental stakeholders in dialogue, enhancing the inclusivity of water governance and the participation of non-state actors in water cooperation. For example, strengthening the relationship between civil society and the government through initiatives like Iraq's BOF-Thirst Initiative promoted inclusive development and the right to public participation.

For future UNDP program development, the project planning can include:

1. In-depth [stakeholder and beneficiary analysis](#) to ensure that no Iraqi residing in the [KRG administrative disputed borders](#) is [left behind](#)
2. Whenever working with local communities, develop the appropriate [Grievance Redress Mechanism GRM](#)
3. Carry out with the national authorities the required due diligence on [disclosure](#) of project findings and the public access to information in line with national regulations

6.5.3 Women Empowerment

In alignment with [SDG 5- Achieve gender equality and empower all women and girls](#); the UNDP-CPD (2022-2024) indicates that gender and youth would be mainstreamed in all programming through dedicated strategies and monitoring based on gender and age-disaggregated data. This was included in the CCA Project document, and all the Project activities ensured that women's empowerment among participants was well addressed. The Project has a Gender Marker that measures how much a project invests in women's empowerment. The project has the following [Gender Markers](#):

Output 1: The government of Iraq is supporting to facilitate the energy transition in Iraq. GEN1 (Limited contribution to gender equality);

Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations. GEN2 (Gender equality as a significant objective);

Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq. GEN2 (Gender equality as a significant objective);

Gender sensitivity in the CCA Project is apparent and well supported regarding the number of participants in training and committees. Overall, out of around 800 people who participated in the various events of the project, 40% were female participants. The Project put extra focus on the involvement of female experts. For instance, for the consultation on the Water Study, a Women Empowerment unit under the National Security Advisor was engaged. A project team has involved a female expert from the Prime Minister's office, explicitly inviting her into the consultations. For the capacity-building of the Journalist group, nine female journalists were invited, and six participated at the end (out of a total of twenty-two journalists). Moreover, the study "Towards a Climate-Resilient Transboundary Water Arrangement in the Basin" elaborated on the gender aspect, to the extent possible, showcasing how women in Iraq, particularly in the marshlands and in the agricultural sector, were impacted by the water scarcity.

The Fostering Community-based Drought Preparedness in Northern Iraq project⁵⁶ had a sound gender action plan addressing the pilot project's activities during planning and implementation of the project, including project design, needs assessment, access to decision making, monitoring and evaluation, communication and stakeholder coordination, and prevention and response to sexual exploitation and abuse.

⁵⁶ PROJECT CLOSING REPORT-Fostering community-based Drought Preparedness in Northern Iraq, WHH-2024, Erbil

UNDP is a close partner to the Women Empowerment Directorate under the Council of Ministers and, inter alia, supported the design of the National Gender Strategy in Iraq in 2022. Women's influence in project planning and management is moderate in the two outputs, one and three, addressing energy transition and response to droughts. Women's influence in project management is much more conclusive in output two-transboundary water and the coordination and development of the two water information systems. The CCA Project did not carry on the required work to include women groups as beneficiaries during the implementation of the Project deliverables. This is not only in terms of the number of beneficiary women but more in terms of inclusion of their [socio-economic status](#), since women in households are among the most vulnerable to natural hazards such as droughts, floods, and displacement induced by climate change and livelihood changes. Future project planning can include:

1. As part of the project document, a [Gender Strategy](#), should be prepared to match and track gender sensitivity with the project strategy and work plans.
2. [Guiding principles](#) address and support women who do not own agricultural land or do not have access to collateral to acquire solar panel systems for homes and farms.
3. The UNDP Country Office has a competent and resourceful gender-focal point that her input should be incorporated into future interventions.
4. Future cooperation should include a robust communication strategy that can include communication ambassadors promoting climate change national strategies. Iraq has a good record of women participating in [public life and politics](#) and has already exceeded its national parliament quota. This can be utilized in future interventions.

6.5.4 Inclusion-Vulnerable Groups and Disability

The Project included invitations and facilitation to all vulnerable groups and people with disability to attend the Project meetings and participate in the Project training and field activities. Around 800 beneficiaries participated in the Project, with approximately less than 40% of participation being women. The Project prioritized the most vulnerable geographic regions/locations, sectors, and social segments, particularly under the output three-Community-Based Drought Preparedness in Northern Iraq, which focuses on building the resilience of climate-vulnerable farmers in Kirkuk, Erbil, and Sulaymaniyah. These are all commendable input and process measures in the CCA Project cycle.

Climate change impacts all groups of people without regard to their ethnicity, background, and locality. Output three- Community-Based Drought Preparedness in Northern Iraq demonstrated innovative solar power energy supply practices for groundwater-drip irrigation. However, a few of the vulnerable groups identified as project beneficiaries could not participate in the solar power initiative due to their land location in the administratively disputed areas along the KRG borders. Therefore, the boreholes are classified as informal boreholes and are not eligible for the solar panel-energy kit. The Project management team should have predicted such risks as part of the project SESP and as part of the due diligence before the pilot project commences on site.

To address the inclusion of vulnerable groups, future cooperation by UNDP can include discussion at the ministerial level with the participation of COMSEC, Ministry of Planning, Ministry of Health, Ministry of

Labors and Social Affairs, and other UN and international agencies and other stakeholders. The discussion should result in guiding principles and indicative criteria for identifying vulnerable groups and people with disabilities and the relevant provisions of assistance and support, including in-kind and financial subsidies that are ongoing or required. The proposed guidelines for identifying vulnerable groups and people with disabilities is a living document and should be updated regularly by the national entities reflecting gender sensitivity and disaggregated vulnerably, for example, economic vulnerability (e.g., rural, urban, farming, livestock, etc.), social vulnerability (refugees, IDPs, ex-combatants, etc.) and their locality.

In conclusion, the proposed guidelines and policies prepared as part of the CCA Project have good social inclusion for women and vulnerable groups as part of the input and process of the Project. Still, they should have included specific measures to enable the inclusion of vulnerable groups as part of the designed guidelines and policies during the implementation phase.

7. Conclusions

UNDP County Office enjoys good relations and networks with national partners from both government and civil society organizations. The CCA Project management team continues to demonstrate professionalism, technical competency, good command of the project work plans and activities, a strong network with the national counterparts, and good vetting and management of responsible parties. The Country Office has competent gender and governance focal points and a solid understanding and network with national entities. Most of the Project's three output plans and activities have been achieved successfully, and the target beneficiaries in terms of the number of trainees have been fulfilled, too.

The pending activities for the disclosure of the water information study and the procurement of the Weather Stations are being addressed by the Project management team and will be resolved shortly. The issue of women's empowerment and participation in Project activities, influencing the making of guidelines and policies, and the recognition of women empowerment issues is an area that requires further development in programming future interventions. The programming of women's empowerment should consider women's socio-economic status and the required policies, regulations, exemptions, and subsidies to enable women to participate responsibly in planning, operating, and receiving benefits of national energy and water policies.

Future programming should entail reference to sustainability factors in all climate impact interventions, for example:

- Governance: public management capacity building, institutional role and layout, access to public information, cyber security and communication and disclosure of information, digitalization, and modernization of workflow and processes
- Economic Solvency: PPP models for energy and water sectors, economic and financial cost-benefit models, youth employment in the energy and water supply chains
- Social Coherence: identification of vulnerability and vulnerable groups, women influence in planning, and vulnerable women support as beneficiaries and user groups
- Environment: alignment with environmental safeguards, development of environment assessment and management tools, and ESG Reporting

7.1 Project Catalytic Approach

The CCA Project successfully served its catalytic purpose for each output. The Ministry of Water Resources-Transboundary Water captures the most prominent catalytic chain reaction. The ministry follows up with national committees and plans for future negotiations with neighboring countries. They have also visualized the interdependency of climate change's impact on water resources in neighboring countries. The MWR has also realized the importance of managing the water database and generating evidence-based policies and decisions. They made a complete correlation with the early warning system with a focus on drought, and they have reached out to include their seven dam-reservoirs in the early warning system introduced by the project. Although transboundary water is a strategic issue and is one of the pillars of national water security, the ministry has the necessary strategy and know-how to participate in informal transboundary water discussions and forums. The follow-up of the climate sensitivity index study is on the agenda of the MWR. The MWR wants to discuss the required data, change the period for sensitivity indexing, and assess the climate impact for each water sub-sector and user group.

The Ministry of Electricity MOE, jointly with the Ministry of Environment MEnv, owns the energy transition framework. The MOE realizes the importance of energy transitions but has more due diligence assessments to address before engaging with the private sector and investment partners. The MOE is commended for its holistic approach to the energy sector. It should be supported in their endeavors to complete the holistic energy approach, its prerequisites, and future opportunities in the country.

The CCA Project also triggered new concepts and ventures such as capturing the gas flare, waste and carbon sink energy, and credit from transboundary marsh and wetlands. UNDP Country Office shall carry out the required due diligence and set its position on such new development.

The catalytic effect of the CCA Project is thriving at the technical level of each output separately. The whole CCA Project was not presented as a catalytic project. Where the Project management team did not address the following:

- Starting the discussion of the catalytic purpose of the whole project at an early stage of the project
- Developing project catalytic objectives and indicators
- Including catalytic discussion sessions during various workshops, and a section should have been designated to the catalytic function in the project's quarterly and annual reporting
- More robust communication between the project management, the UNDP county office management, and the project donors
- Improving interconnection between the project's three outputs and
- Advancing coordination with other UNDP pillars, such as economic growth and governance.

8. Recommendations

It is recommended to plan for a participatory workshop towards the Project's end, including the stakeholders working together to wrap up the Project and bridge to the new UNDP program cycle. The workshop can include:

1. Project reporting ongoing deliverables such as the water information systems and the procurement of the whether monitoring g stations.

2. Discussion and reporting on the interrelation of the project pillars and communication with UNDP's other program pillars
3. Briefing and impact of COP29 and findings of the new national census in Iraq
4. Review of the overall and updated project achievements and the evaluation report and its recommendations and lessons learned
5. Visioning new program cooperation and opportunities

The following are recommendations for future programming for the UNDP Iraq Country Office and they can be discussed in the above-mentioned workshop:

- 1) Include the PPP modalities in future planning for the energy transition rollouts and introduce performance and service contracts to the water and environment sectors.
- 2) Secondly, the recommendations suggest three areas of future program intervention:
 - a) Climate change and sustainable water management
 - b) Climate change and sustainable energy transition
 - c) Climate change and environmental management

8.1 Public-Private Partnership

The [provision of PPP](#) has many facets, such as bringing the private sector with its financial resources to partner in investing in and operating public assets and services. This requires economic and security stability in the country and the availability of robust financial and communication infrastructure in the market. However, the priority for now is the partnership with the private sector to share business and management flexibility and share and manage business risks. The CCA Project addressed opportunities for PPP when promoting the energy transition framework. Future programming should assess gaps and pre-requirements for PPP in the energy and water services sectors and identify with the national partners the required technical assistance that might be outside the scope of the UNDP. UNDP future programming can take this opportunity to promote sustainable private sector cooperation and introduce the approach of [\(Environment, Social, and Governance ESG\)](#) to [the energy and water market in Iraq](#).

Future UNDP programming can correlate the [CCA Project](#) outputs with the [National Investment Commission Investment Map of Iraq 2024](#) and [Investor Guide to Iraq 2024 – page 20](#), where the planned investment in power and water is estimated at 9%, the highest sector after services. For example, the project outputs in the energy transition policy, the early warning system, and the water information system can contribute to the sustainability of foreseen investments in the Investment Map of Iraq 2024.

The future discussion of finance solvency can be further developed by networking with the [UNDP Financial Centers for Sustainability \(FC4S\)](#), where the objective of FC4S is to accelerate the expansion of sustainable finance by enabling financial centers to evaluate the state of sustainable finance and to provide the tools and insights to engage local institutions, inform and influence policy, and ultimately accelerate market transformation. [ESG reporting](#) is a commendable tool to engage the private sector in sustainability efforts that lead to better value of the [business stocks](#) at the national and international stock markets.

UNDP's future programming can continue by partnering with the private sector to comply with national and international best practices to ensure integrity and transparency. [Combating corruption](#) is a joint effort. Combining national and international procedures with integrity and transparency can minimize the risk of corruption.

8.2 Future Programing

The following notes can be part of future project-concept notes for the next UNDP program cycle (2025-2029) in Iraq. The recommended notes can be discussed during the end of Project-workshop.

8.2.1 Climate change and sustainable water management

Interventions addressing climate impact on water resources and their management are the commended venue for future interventions. This is due to the following reasons: there is a genuine and persistent requirement to address the water management in Iraq due to its impact on 1) national water security, 2) socio-economic-agriculture effect on the country stabilization, 3) water sources and their susceptibility to climate impact, 4) the water sector and its user groups in agriculture and potable water are heavily dependent on public expenditures and subsidies and 5) the water national institutions, e.g., MWR, MAgr, MEnv are committed and have the potential to lead and excel. In addition, climate impact is aligned with the interest of donors in 1) combating climate change and the potential of the 2) water sector for quick-win projects and future 3) carbon sink and credit schemes. Planning future interventions can include the following:

- I. Revisit from climate change and impact perspective the overall role of the Ministry of Water Resources as the sole custodian of water in Iraq. The Ministry should picture the whole water cycle from land use and water catchment areas, management of transboundary water, management of surface and groundwater, supply of water to various user groups: agriculture, industry and municipal, receiving of agricultural water drainage and industrial and municipal wastewater and recharging groundwater aquifers.
- II. Draw the right balance between water supply and demand management
- III. Picture the MWR as the national water custodian delegating water to various sectors based on regulation and performance indicators.
- IV. Develop the complete cycle of disaster risk reduction, from climate impact, e.g., drought, to an early warning system to water and agriculture management. This can include disaster risk knowledge, detection and analysis and forecasting, warning dissemination and communication, preparedness and response capabilities.
- V. Proposed stakeholders: Ministries of Foreign Affairs, Planning, Finance, Water Resources, Agriculture, Environment and Housing. National entities responsible for public management and digitalization, data management and regulations, and institutional reforms. In addition to academia and not-for-profit organizations.

8.2.2 Climate change and sustainable energy transition

The Ministry of Electricity MOE is responsible for providing the current and foreseen power demand at the national level. The MOE still considers conventional power sources and renewable and energy efficiency options to meet the power demand. The ministry has announced several solar renewable energy projects. There are several challenges in the renewable energy sector. There is no previous experience in this field, and this is translated twofold. Technical and operational producers are to plan and predict power generation from renewable sources and the technical specifications for connecting the renewable generating sources to the national grid. This is an area for further capacity development. The second main challenge is the procurement specifications and procedures for inspection and receiving the equipment and the performance guarantee during the commissioning period.

Additionally, managing the socioenvironmental impacts of renewable energy still requires further technical support. Supporting the MOE and facilitating twinning with similar ongoing renewable energy projects in the region, e.g., Kuwait, is recommended. An additional option for technical support to the MOE is the secondment of a senior technical expert to work with the MOE in their offices and support the ongoing technical discussion and procurement procedures. To roll out the energy transition framework, the following can be part of future cooperation with MOE:

- i. Revisit the climate change and impact perspective on the overall energy cycle from generation, transmission, and distribution, and identify areas of intervention for development in both institutional and technical aspects.
- ii. Revisit the energy sector master plans for expansion with conventional sources for generating energy to meet the current and future demands in the country.
- iii. Assess the potential renewable and energy efficiency measures contributing to the national energy supply and meeting current and future demand.
- iv. Examine the reliability and risks of working with renewable energy and the required technical and administrative capacities to manage reliability and risks.
- v. Identify the technical design and operation requirements for working with renewable energy and connecting to the national grid.
- vi. Identify the required administrative and contractual gaps and procurement requirements to acquire renewable energy supplies and contracts in compliance with national and international procurement regulations.
- vii. Identify the required and missing institutional setups and technical and procurement regulations for working with international and national investors in the PPP modality.
- viii. Carry out social and environmental strategic assessment SESA of the proposed rollout scenarios of the energy transition framework.
- ix. Work with the national energy stakeholders and donors to map areas of cooperation to address all the above and the level of required technical and financial assistance.
- VI. Proposed Stakeholders: Ministries of Planning, Finance, Electricity, Water Resources, Environment. National entities responsible for public management and digitalization, data management and regulations, institutional reforms, investment and PPP, occupational health and safety. In addition to academia and not-for-profit organizations.

8.2.3 Climate change and environmental management

The [Ministry of Environment](#) MEnv is the national custodian in Iraq for climate change reporting, developing guidelines and policies, and cooperating with other international and national institutions to fulfill the nation's commitment to NDC. Today, the ministry is successfully managing the communication and coordination of the climate change platform in Iraq. The MEnv has a strong knowledge and capacity-building network with the environment units in each line ministry, including climate change focal points in each unit.

In future UNDP programming, the capacities of the MEnv with its environment-units network at each line ministry and the academic and private sector entities working in the environment field should be further developed, and modern environmental assessment tools and reporting can be provided. Capacity-building efforts can include:

- I. Operational supports such as digitalization and AI applications in environmental monitoring and reporting.
- II. Environmental assessment techniques such as strategic social and environmental assessment, life cycle assessment, circularity management, environmental management systems, and
- III. ESG and environmental reporting
- IV. [Carbon credit](#) and offsets regulation and [verification](#)
- V. Proposed Stakeholders: Ministries of Planning, Finance, Electricity, Oil, Water Resources, Agriculture, Industry and Transport. National entities responsible for public management and digitalization, data management and regulations, institutional reforms, safety. In addition to academia and not-for-profit organizations.

In the near future, the role of the MEnv with its environment-units network should be developed to provide technical advice and approval reviews to line ministries regarding their policies, investment, and operational plans, as well as their alignment with the climate change national plans and national environmental regulations. In designing projects similar to the CCA-Project and the new UNDP country office program cycle 2025-2029, Annex 06 can be a checklist example to promote good practice in project planning and design.

9. Lessons Learned

The evaluation process included meetings and interviews with various levels of administration and expertise with national stakeholders and responsible parties. The following lessons learned are based on the result of the evaluation and can be included in future UNDP (2025-2029) programming and cooperation with stakeholders:

Economic, financial modeling, and cost-benefit ratio analysis should be part of every intervention, even at the macro scale, and normative data if actual data is unavailable. Financial figures give more dimension to climate change impact and enable advocates to promote the cause and justify their plea for climate change policies and adaptation measures. Financial figures also allow planners to foresee expected and required investment budgets, future operations, financial subsidies, and economic loss if the right climate action is not taken. Cost recovery and revenues of local taxes should be simulated as desk studies to show the decision-makers the required subsidies and identify venues for partial or targeted cost recovery depending

on the affordability and willingness to pay by various user groups. Also, financial figures appeal to investors and build confidence, showing transparency and good governance.

Public management aspects and institutional responsibilities as a sector regulator, policy maker, operation, and communication should be clarified in each intervention. In the CCA Project, various stakeholders received the same training even though they have or should have different roles and require different skills and know-how. Introducing public management knowledge and skills can be part of institutional capacity development. In two cases, future programming can partner with public management centers and national partners. For example, the required public management skills and layout to promote the energy transition road map that is dependent on private investment and private sector partnership. Another good example is the impact of climate change on water sources and related livelihoods. This is a good case of public subsidies and budgeting at the national level. Future program-responsible parties can include the [High Institute of Leadership](#) at the Prime Ministry, which can be an excellent option for working with international public management institutes such as the <https://psl.eu/en/institut-national-du-service-public> and [the American University of Beirut](#).

Digitalization, public information, and data management are challenging issues for all development interventions. For future UNDP programming and as part of the project planning, the due diligence should envision the required data to develop the project, the result data and information, and its use and access by various stakeholders. National authorities in Iraq have comprehensive experience and can lead the process to the national interest and alignment with international best practices. The management and organization of data and information shall be the prerequisite for modernizing the States' institutions and their plans for digitalizing public operations and work processes.

Vulnerable groups in future cooperation by UNDP should include discussions at the ministerial level with the participation of COMSEC, Ministry of Planning, Ministry of Health, Ministry of Labors and Social Affairs, and other UN and international agencies and stakeholders. The discussion should result in guiding principles and indicative criteria for identifying vulnerable groups and people with disabilities and the relevant provisions of assistance and support, including in-kind and financial subsidies that are ongoing or required. The proposed guidelines for identifying vulnerable groups and people with disabilities is a living document and should be updated regularly by the national entities reflecting gender sensitivity and disaggregated vulnerably, for example, economic vulnerability (e.g., rural, urban, farming, livestock, etc.), social vulnerability (refugees, IDPs, ex-combatants, etc.) and their locality.

Capacity-building efforts often include training, short studies, and provision of supplies. It also provides learning by sharing, and institutions frequently learn by repeating best practices from each other. The project planning, documentation, and tools should always follow the best practices in addition to agreement with the organization's requirements. For example, project documents should always be annexed with the project theory of change and logical framework, updated stakeholder analysis and mapping, risk management plan, gender monitoring plan that is in line with the project work plan, social and environmental screening, communication strategy, grievance redress mechanism when dealing with

communities and vulnerable groups. Annex 06 is a good checklist for planning projects and capacity-building interventions.

Area-based projects are area-dependent, such as in output three- Community-Based Drought Preparedness In Northern Iraq, the three pilot sites in the North of Iraq and the KRG, and the UNDP [Human and Biodiversity Resilience in the Mesopotamian Marshes](#). All projects address drought response through area-based field interventions. The shared lessons and experiences are, for example, in planning and designing community analysis, grievance systems, and the financial viability of the project activities. However, women's empowerment and livelihood practices should be addressed differently since the social norms and ecosystems of the benefiting communities are very different.

Youth and employment in the new renewable energy sector are attractive to young starters. A more promising employment venue at the grassroots level is the supply chain of the energy and agricultural sectors and relevant food processing industries both down and upstream of the chains. A job market assessment should be carried out to visualize the job opportunities, required skills, and regulations for future employment in the energy and agriculture supply chains. [Bahr Alolom](#) has a good grassroots renewable energy vocation training scheme that can be evaluated as part of the job market assessment.

10. Report Annexes

- Annex 01, Output-Deliverables
- Annex 02, TOR- Final Evaluation-Catalytic Climate Action
- Annex 03, Evaluation Matrix
- Annex 04, List of Reviewed Documents
- Annex 05, List of Interviews
- Annex 06, Results Matrix
- Annex 07, Project Design Checklist

Annex 1 Output-Deliverables

| Outputs Deliverables | | | | | | | | | | |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------|------------------|---------------------|-------------------------------------|------------------------|----------|---------------------|-----------------------------------|
| Project Output | Output Indicators | Project Development Partner | Institutional Support-Services | Study & Research | Supplies (hardware) | Demonstrative Action-Pilot Projects | Advocacy-Sensitization | Training | Policy & Guidelines | Implementation Road Map-Framework |
| Output 1: Gol is supported to facilitate energy transition in Iraq | Indicator 1.1: # of national energy transition frameworks analyzed, debated, and agreed upon by Gol. | Regional Center for Renewable Energy and Energy Efficiency RCREE | | | | | | | <u>Ind 1.1</u> | <u>Ind 1.1</u> |
| | Indicator 1.2 Nationally Determined Contributions (NDC) –fiscal frameworks for Iraq developed— including costings of NDC | | | | | | | | | |
| | 1.3 Grid-wide assessments completed on renewable energy absorption capacities | | | | | | | | | |

| | | | | | | | | | | |
|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------|-----------------------------|----------------------------|--------------------------------------------|--------------------------------|-----------------|--------------------------------|------------------------------------------|
| | 1.4 Nationally Appropriate Mitigation Actions (NAMA) finance-ready project developed. Development of NAMA proposal | | | Ind 1.4 | | | | | | |
| Project Output | Output Indicators | Project Development Partner | Institutional Support-Services | Study & Research | Supplies (hardware) | Demonstrative Action-Pilot Projects | Advocacy -Sensitization | Training | Policy & Guidelines | Implementation Road Map-Framework |
| Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations | 2.1_# of gender-sensitive multi-sectoral analysis conducted on Iraqi water needs, availability/supply, and impact of water scarcity And the Climate Vulnerability study 2.1.1 # of law makers, government officials, and civil society personnel benefited from awareness raising on | | | | | | | | | |

| | | | | | | | | | | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--|--|--|--|--|--|-----------------------------|--|
| | <p>findings of the multisectoral water analysis of Iraq (Gender disaggregated)</p> <p>2.1.2. # of social media engagements and electronic media broadcasts for public awareness on findings of the multisectoral water analysis of Iraq (Gender disaggregated)</p> <p>2. 1.3# of climate vulnerability assessment reports (Gender-sensitive analysis)</p> | | | | | | | | | |
| | <p>2.2. # of country specific guidelines produced to guide Iraqi negotiations team</p> | <p>GWH Geneva water Hub</p> | | | | | | | Ind 2.2 | |
| | <p>2.3 # of Iraqi officials trained on a) negotiation skills and b) laws and treaties on transboundary water basins management</p> | <p>GWH Geneva water Hub</p> | | | | | | | | |

| | | | | | | | | | | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--|--|--|--|--|--|--|--|
| | (Gender disaggregated) | | | | | | | | | |
| | <p>2. 4. # of global platforms on transboundary water to which Iraq’s participation is facilitated (Gender disaggregated)</p> <p>2.4.1. Technical support provided to Iraq to facilitate its accession to UN watercourses conventions</p> <p>2.4.2. # of side events hosted on water scarcity and transboundary cooperation in the UNFCCC (Gender disaggregated)</p> | | | | | | | | | |
| | <p>2.5 # of legal frameworks/instruments developed to improve water resources management in Iraq,</p> <p>2.5.1. Developing River Basin Monitoring System For Tigris And</p> | iMMAP | | | | | | | | |

| | | | | | | | | | | |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--|--|--|--|--|--|--|--|
| | <p>Euphrates Rivers In Iraq</p> <p>2.5.2 # of projects developed for cooperation between the federal and regional/province governments in Iraq for cooperation on water and climate change</p> <p>(inst support + advocacy)</p> | | | | | | | | | |
| | <p>2.6: # of meetings held between Iraq and other riparian countries to review existing transboundary water treaties</p> <p>2.6.1 # of meetings held between scientists and national policy makers concerned with transboundary water cooperation (Gender Disaggregated)</p> | <p>Bahr Alolom Foundation</p> | | | | | | | | |

| | | | | | | | | | | |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------|-----------------------------|----------------------------|--------------------------------------------|-------------------------------|-----------------|--------------------------------|------------------------------------------|
| | <p>2.6.2 # of meetings held between national climate focal points of the riparian countries</p> <p>2.6.3 # of meetings held between national government and other regional and governorate level stakeholders to resolve water conflicts/issues in different regions of Iraq (Gender disaggregated)</p> | | | | | | | | | |
| Project Output | Output Indicators | Project Development Partner | Institutional Support-Services | Study & Research | Supplies (hardware) | Demonstrative Action-Pilot Projects | Advocacy-Sensitization | Training | Policy & Guidelines | Implementation Road Map-Framework |
| Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq | <p>Indicator 3.1: # Capacity of the Iraq Meteorological Service enhanced to produce high quality drought forecasts in user-friendly</p> | | | | | | | | | |

| | | | | | | | | | | |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|
| | language. Development of (i) Capacity Needs Assessment, (ii) tailored curriculum and (iii) training. | | | | | | | | | |
| | Indicator 3.2: National committee of early warning centers and user departments established and operationalized for dissemination of drought warning using multiple channels. | RIMES Drought Early Warning System Regional Integrated Multi- Hazard Early Warning System | | | | | | | | |
| | Indicator 3.3: # of sectoral and provincial drought contingency plans based upon weather forecasts for a potential drought event | | | | | | | | | |
| | Indicator 3.4: # of farmers trained in/equipped for drought resilient technologies to minimize the impact on their livelihoods | Welt Hunger Hilfe WHH | | | | | | | | |

| | | | | | | | | | | |
|--|-----------------------------------------------------------------------------------------------------------|--|--|--|----------|--|--|--|--|--|
| | Community-Based Drought Preparedness In Northern Iraq | | | | | | | | | |
| | Indicator 3.5 Number of Weather Stations handed over to the GoI for climate preparedness and readiness | | | | On going | | | | | |



Terms of Reference (TOR) for the Individual Consultant
Final project Evaluation - Catalytic Climate Action in Iraq Project

1. Consultancy information

Mission: Final Evaluation; Catalytic Climate Action in Iraq Project

Duty station: Baghdad and Erbil

Duration: 35 days

Contract Type: International consultant

Institutional Arrangements: will work with support from the UNDP evaluation manager.

Expected start date: September 2024

The time frame (duration/months) may change depending on the completion of the procurement process and the commencement of the contract.

2. Background and context

Iraq is an upper middle-income country that ranks 120 out of 189 countries on the 2018 Human Development Index. Its human development progress has been impeded by wars and conflict, compounded by poor governance, corruption, lack of investment in basic social services, poor economic management, and major internal divisions and societal fractures. Women and youth are disadvantaged and generally score lower in human development indicators. Corruption, lack of transparency, accountability, and inefficiency in public institutions manifest in the poor quality of basic social services and infrastructure. The National Poverty Reduction Strategy (NPRS) acknowledges the governance, corruption and accountability challenges and their impact on state effectiveness and efficiency in delivering quality public services. Several country diagnostics identify the absence of good governance, the spread of administrative and financial corruption, and weak accountability/transparency as responsible for low government efficiency and effectiveness and the poor quality and responsiveness of public services.

Iraq is heavily dependent on fossil fuel-based energy sources. Iraq aims to shift its energy strategy to align with its commitments under the Paris Agreement signed in January 2021. In line with the Paris Agreement, Iraq has developed its Nationally Determined Contributions (NDC) to establish a national vision for mitigation and adaptation across various sectors. However, the country faces challenges in implementing the necessary tools to operationalise the NDC.

Project information

The Catalytic Climate Action in Iraq project aims at delivering systemic changes within the Government of Iraq and the Kurdistan region of Iraq to strengthen the country's capacity to mitigate climate change and adapt to its impacts by managing natural resources, developing renewable resources, and increasing resilience to climate-induced hazards. The Project's activities are targeted at gaps that can deliver systemic change within the government and, by doing so, significantly increase and help deliver the national climate ambitions. The Project focuses on technical assistance, capacity building,

and operational support for NDC implementation, with sectoral deep dives into energy, transboundary water resources, and drought preparedness.

The key beneficiaries of the project are the Government of Iraq and, ultimately, its citizens. The project supports the Government in putting policies and frameworks in place that are conducive to low-carbon and climate-resilient development. Alongside, the project presents a sound balance between policy-level support and interventions on the ground to support climate-vulnerable communities. This resulted in the successful implementation of a combined top-down and bottom-up approach to achieving climate resilience and sustainable development. At the policy level, the project has supported the development and implementation of climate-related policies and frameworks while directly engaging with communities vulnerable to climate change. These ground-level initiatives include promoting sustainable agricultural practices, enhancing water management systems, and supporting the adoption of renewable energy sources. By empowering local communities and building their capacity to adapt to climate change, the project ensures that policy work benefits are felt at the grassroots level.

| PROJECT INFORMATION | | |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Project title | Catalytic Climate Action in Iraq Project (CCAI) | |
| Quantum ID | 00139778- 00129243 | |
| Corporate outcome and output | <p>CPD Outcome 4.1: Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters.</p> <p>CPD Outputs:</p> <p>Output 4.1. National capacities improved for climate change adaptation and mitigation.</p> <p>Output 4.2. Disaster risk management and resilience strengthened with multi-stakeholder engagement, in geographic locations at high risk of human-induced or natural disasters.</p> | |
| Country | Iraq | |
| Region | RBAS | |
| Date project document signed | April 14th 2022 | |
| Project dates | Start | Planned end |
| | January 2022 | 31 March 2025 |
| Project budget | USD \$5,771,296.26 | |
| Project expenditure at the time of evaluation | | |
| Funding source | The United Kingdom, Canada | |

Project outputs/components

The project has three outputs:

Output 1: Government of Iraq is supported to facilitate energy transition in Iraq

Output 2: Improved knowledge and capacity of Iraq for transboundary water negotiations

Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq

The project prioritised the most vulnerable geographic regions/locations, sectors and social segments, particularly under the Drought Component, which focuses on building the resilience of climate-vulnerable farmers in Kirkuk, Erbil and Suleimaniya. The involvement of civil society, academia, media and farmers was encouraged to raise awareness and create social momentum in favour of climate-friendly policies and for effective management of water resources and natural hazards. The key government stakeholders are the Ministry of Environment, Ministry of Electricity, Ministry of Water Resources, Ministry of Foreign Affairs, and Prime Minister's Office.

The United Kingdom and Canada funded the project with a collective budget of USD5,771,296.26. Of this total, the United Kingdom contributes 80% to all three outputs, while Canada provides 20% specifically to output 2 on water.

The project contributes to SDG 13 (Take urgent action to combat climate change and its impacts), SDG 15 (Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss), SDG 6 (Ensure availability and sustainable management of water and sanitation for all), SDG 7 (Ensure access to affordable, reliable, sustainable modern energy for all), SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable). The project is aligned with and contributes to the national NDCs, the NAMA document, the Iraq Vision 2030 and the Green Growth Strategy.

The evaluation is a part of the plan specified in the Project Document and reflected in the CO evaluation plan 2024.

3. Evaluation purpose, scope and objectives

Purpose

This final evaluation is commissioned to assess the project's progress towards a) enabling the Government to develop and implement climate-related policies and frameworks and b) enhancing the resilience of vulnerable communities to climate change.

This final project evaluation serves as an important learning and accountability tool, providing the donors, UNDP, GoI Ministries, Agencies and Departments (MADs), media, academia, and partners with an impartial assessment of project results, including gender equality measures and women's empowerment. The evaluation will assess the project's relevance, effectiveness, efficiency, impact, and sustainability, identify and document lessons learned, and provide recommendations for future project phases should funding be available. The evaluation's findings and recommendations will guide the key stakeholders, relevant Iraqi institutions and authorities, project donors, UNDP, UN agencies,

¹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

media, academia, the private sector, and civil society organisations (CSOs) in implementing related projects.

The specific objective of the independent project evaluation is to:

- 1) Assess the relevance and strategic positioning of the project and whether the initial assumptions are still relevant.
- 2) Analyse the progress made towards project results, including any unintended results, and capture lessons learned and recommendations for future programming in Iraq.
- 3) Appraise whether the project management arrangements, approaches, and strategies, including monitoring and risk management approaches, are well-conceived and efficient in achieving results.
- 4) Assess the project's replicability and scalability and provide practical recommendations on project sustainability.
- 5) Analyse the extent to which the project enhanced the application of rights-based approaches, gender equality and women's empowerment, and social and environmental standards and participation of other socially vulnerable groups such as children and the disabled.

Scope:

The project evaluation will cover all the project outputs and duration (4 January, 2022 to the end date stated in the agreement – March 31st, 2025), all the project locations and stages (conceptualisation, design, implementation, monitoring, reporting and evaluation). The evaluation will engage all project stakeholders – GOI MADs, UNDP, benefitting institutions, government/authorities in the governorates covered by the project, private sector, media, academia, CSOs, funding partners, UN entities and other relevant organisations.

4. Evaluation criteria and key guiding questions

Criteria and Key Guiding Questions for Evaluation: The Project's performance will be evaluated against the Organization for Economic Cooperation and Development (OECD) – Development Assistance Committee (DAC) criteria of relevance/coherence, efficiency, effectiveness, sustainability, and cross-cutting themes like human rights, disability and gender equality.

Key guiding questions include, but are not limited to, are stated below:

Project evaluation sample questions:

Relevance/ Coherence

- To what extent was the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the design?
- To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?
- To what extent were the project outputs achieved, considering men, women, and vulnerable groups?
- What factors have contributed to achieving, or not, intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?
- Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?
- To what extent have different stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory, and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other groups) and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent were resources used to address inequalities in general, and gender issues in particular?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups?
- To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long-term?

- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs, possibly affecting project beneficiaries (men and women) in a negative way? What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders (men, women, vulnerable groups) support the project's long-term objectives?
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?
- What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?

Sample evaluation questions on cross-cutting issues

Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Gender equality

All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?
- Was a twin-track approach adopted? ²

² The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are *targeted* towards persons with disabilities. It is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity

The evaluation shall be conducted with consideration for gender equality, human rights and culturally sensitive approaches for evaluation and in line with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation](#) ([UNEG Guidelines for Integrating Human Rights and Gender Equality in Evaluations](#) and [UNEG Ethical Guidelines for Evaluation](#)) and UNDP Evaluation Guidelines. Guiding evaluation questions could be further refined by the evaluation team and agreed with UNDP and the evaluation stakeholders.

5. **Methodology**

The consultant will develop an appropriate methodology as part of the inception report for consultation with and approval by UNDP and all evaluation stakeholders. The evaluation will adhere to the United Nations Evaluation Group's Norms and Ethical Standards, OECD/DAC evaluation principles and guidelines, DAC Evaluation Quality Standards, UNDP Evaluation Guidelines and UNDP Evaluation Policy.

The evaluation will employ qualitative and quantitative evaluation methods and tools. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation manager, evaluation focal point, GOI MADs, implementing agencies and project beneficiaries. Suggested methodological tools and approaches may include:

- Document review. This would include a review of all relevant documentation, inter alia
 - Project document, contribution agreement and any amendments..
 - Theory of change and results framework.
 - Project quality assurance and social and environmental standards reports.
 - Annual workplans.
 - Consolidated quarterly and annual reports.
 - Results-oriented monitoring report.
 - Highlights of project board meetings.
 - Technical and financial monitoring reports.
- Interviews and meetings with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, private sector and United Nations country team (UNCT) members:
 - Semi-structured interviews, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report will not assign specific comments to individuals.
- Surveys and questionnaires including male and female participants in development programmes, UNCT members and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels.
- Field visits and on-site validation of key tangible outputs and interventions.
- Other methods such as outcome mapping, observational visits, group discussions, etc.

- Data review and analysis of monitoring, financial and other data sources and methods. To ensure maximum validity and reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
- Gender and human rights lens. All evaluation products need to address gender, disability, and human right issues.

The final methodological approach, including interview schedules, field visits and data to be used in the evaluation, should be clearly outlined in the inception report and fully discussed and agreed by UNDP, key stakeholders and the evaluators.

6. Evaluation deliverables

In line with UNDP's financial regulations, when determined by the Country Office and/or the consultants that a deliverable or service cannot be satisfactorily completed, that deliverable or service will not be paid.

The consultant will be expected to deliver the following:

- Evaluation inception report (max 15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP **after the desk review and should be produced before the evaluation starts** (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit.
- Evaluation debriefings. Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- Draft evaluation report. (max 40 pages without counting annexes) and include a comprehensive executive summary. The draft report should comply with the UNDP quality requirements.
- Evaluation report audit trail (management review). The UNDP and key evaluation stakeholders will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- Final evaluation report.
- Presentation to stakeholders/or evaluation reference group.
- Evaluation brief and other knowledge products the evaluator is expected to prepare a 4-page knowledge product summarizing the findings and lessons learned to enhance the use of the evaluation results.

Standard templates that need to be followed are provided in the Annexes section. The evaluator is expected to follow the UNDP evaluation guidelines and UNEG quality checklist and ensure all the quality criteria are met in the evaluation report.

7. Evaluation team composition and required competencies.

UNDP Iraq is looking to hire an International Consultant to undertake the final evaluation. The Consultant should have extensive experience in strategic programming in post-conflict settings within the broader area of Environment, Energy, Disaster Risk Management and Climate Change , rigorous research and drafting skills, and high-quality evaluations. The consultant must also have substantial

knowledge and experience of gender and monitoring and evaluating similar initiatives in volatile environments. Qualified female candidates are strongly encouraged to apply. The consultant should provide at least three references from similar assignments conducted over the past three years.

Qualification Requirements:

1. Education:

- Advanced degree (Master's or equivalent) in development studies, environment and climate change, monitoring and evaluation, project management, public administration, social sciences or a related field.

2. Experience:

- Demonstrated experience (at least 4 assignments) in evaluating Environment, Energy, Disaster Risk Management and Climate Change projects/ programmes.
- At least 7 years experience and substantive knowledge of results-based management (RBM) and results-oriented monitoring and evaluation is essential.
- Proven track record of engaging with diverse stakeholders, including government counterparts, civil society organizations, and development partners.
- Experience in gender mainstreaming and integrating human rights considerations into project design and implementation.
- Familiarity with the Sustainable Development Goals (SDGs) and their implementation at national and sub-national levels.
- Experience working with the United Nations or international agencies and organisations is desirable.

3. Skills and Competencies:

- Excellent analytical and critical thinking skills, with the ability to synthesise complex information into clear and concise recommendations.
- Strong communication and interpersonal skills, with the ability to facilitate consultations and effectively engage with stakeholders at various levels.
- Proficiency in qualitative and quantitative data collection and analysis methods.
- Ability to work independently and as part of a team, managing multiple tasks under tight deadlines.
- Fluency in English is required, knowledge of Arabic or Kurdish is an asset.

4. Other Requirements:

- Willingness and availability to travel to project intervention areas in Iraq as required.
- Commitment to upholding ethical standards and ensuring the confidentiality of evaluation data and findings.

.A sample of the evaluators previous evaluation is mandatory to submit. In case of confidentiality, you may also delete or change the name of the organization or project title.

Important to note:

- 1) Evaluators will recuse themselves from evaluating: (i) any project, program, or activity that they worked on or had line responsibility for the work on, including preparation, appraisal, administration, and completion reporting, or that they had a personal influence or financial stake in, in a previous capacity; or (ii) an entity that they had a significant decision making, financial management or approval responsibility for or personal influence or financial stake in, or in which their future employment is a significant possibility.
- 2) Evaluators will similarly recuse themselves when there is such involvement in a project, program, activity, or entity on the part of immediate family members. They should inform the CO management of any such potential conflict of interest, or potential perception of conflict of interest, before evaluator assignments are finalized.
- 3) If a former staff member or consultant is being considered for a consulting assignment in an CO evaluation, particular care will be exercised by the concerned professional staff to ensure

that the concerned person was not involved, directly or indirectly, in the subject of the evaluation during his/her past term as staff or consultant of the CO.

8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The evaluator upon signing the contract will also sign this guideline which may be made available as an attachment to the evaluation report.

9. Implementation arrangements

- UNDP Iraq will select the evaluation consultant through a transparent process, be responsible for the contract and performance management of the consultant and designate an evaluation manager and focal point.
- The consultant will report directly to the evaluation manager and work closely with the project evaluation with the "Catalytic Climate Action in Iraq" project team. The Evaluation Manager and Focal Point will coordinate with the project team to provide relevant documents for desk review and the list of available stakeholders and their contacts for fieldwork. The project team will facilitate field access and logistics for the consultant before field visits.
- The evaluator will take responsibility for conducting the meetings, subject to advanced approval of the methodology submitted in the inception report. The project team will refrain from participating in the meetings between the evaluator and the evaluation participants.
- The Evaluation Manager will convene an Evaluation Reference Group membered by technical experts from UNDP, donors, and implementing partners. The reference group will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards. Detailed comments will be provided to the lead evaluator in an audit trail within the agreed timeframe. Comments and changes by the evaluators in response to the draft evaluation report should be retained by the evaluators to show how they have addressed comments.
- The final report will be approved by the evaluation commissioner, UNDP, with the support of relevant stakeholders,

This Terms of Reference (TOR) shall be the basis upon which compliance with assignment requirements and the overall quality of services provided by the Consultant will be assessed by UNDP.

As part of the assignment:

- UNDP will provide office space with access to the internet and a printer when in-country in Erbil or Baghdad, Iraq.
- UNDP will provide logistical and transportation support for meetings, if needed.
- UNDP will make necessary arrangements for translations into English, Arabic or Kurdish during interviews/focus group discussions/consultations.

The Evaluation Consultant is expected to:

- Have/bring their laptops and other relevant software/equipment.
- Use their own mobile and personal email address during the consultancy period, including when in-country.
- Make their own travel arrangements to fly to and in-country.
- Fulfil the contractual arrangements under the TOR.

10. Time frame for the evaluation process

The table below lists and describes all tasks and deliverables, including timelines for which evaluator will be responsible and accountable, as well as those tasks involving UNDP Iraq.

The project evaluation shall be carried out within a period of approximately two months, requiring 35 working days, including a combination of home-based work and one (1) in-country visit, which includes travel to the project implementation locations. The security situation in each location will be reviewed before rollout of the final field visit plan. The assignment and final deliverable are expected to be completed no later than 30 November 2024, with the details described in the table below.

Required formats for the inception reports and evaluation reports are included in the annexes.

Working day allocation add and schedule for an evaluation



| ACTIVITY | ESTIMATE D # OF DAYS | Deliverables | PLACE | RESPONSIBLE PARTY |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------|---------------------------------|--------------------------------------------------------------------------------------------|
| Phase One: Desk review and inception report | | | | |
| Meeting briefing with UNDP (programme managers and project staff as needed) | | Inception Report | remote | Evaluation Consultant and UNDP |
| Sharing of the relevant documentation with the Consultant | - | | Via email | Evaluation Consultant and commissioner |
| Desk review, evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed | 7 days | | Home- based | Evaluation Consultant |
| Submission of the inception report (15 pages maximum) | - | | Via email | Evaluation Consultant |
| | | | UNDP | Evaluation Consultant UNDP |
| Phase Two: Data-collection mission | | | | |
| Consultations and field visits, in-depth interviews, and focus groups | 18 days | Debrief | In country With field visits | UNDP to organize with local project partners, project staff, local authorities, NGOs, etc. |
| Phase Three: Evaluation report writing | | | | |
| Preparation of draft evaluation report (40 pages maximum excluding annexes), executive summary (4-5 pages) | 5 days | Draft Report | Home- based | Evaluation Consultant |
| Draft report submission | - | | Via email | Evaluation Consultant |
| Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office | 5 days | | Home- based | Evaluation Consultant UNDP |
| Submission of the final evaluation report to UNDP country office (40 pages maximum excluding executive summary and annexes) | - | Final Report | Home- based | Evaluation Consultant UNDP |
| Estimated total days for the evaluation | 35 Days | | | |

11. Application submission process and criteria for selection

Interested qualified and experienced individual consultants must submit the following documents/information to demonstrate their qualifications and interest:

1. Letter of Confirmation of interest and availability using the template provided by UNDP; please see attached template.
2. Most Updated Personal detailed CV including past experience in similar assignment and at least 3 references.
3. UN P11 Form (“CV Form”);
4. A detailed methodology on how the candidate will approach and conduct the work and
5. Two samples of evaluation reports done/authored within the past two years.

Note: Applicants must not have worked in the design or implementation of this project or in an advisory capacity for any of the interventions, directly as consultants or through service providers.

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals.

| Evaluation Criteria | | Max. Point 100 | Weight |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------|
| Technical | <p>Criteria A: relevance and responsiveness of candidate’s past experience, Qualification based on submitted documents:</p> <ul style="list-style-type: none"> ○ Advanced degree (Master's or equivalent) in development studies, environment and climate change, monitoring and evaluation, project management, public administration, social sciences or a related field. (20 points) ○ Minimum of four similar assignments as an external evaluator of environmental, energy, and climate change projects/programmes in crisis countries (30 points). ○ At least 7 years of previous experience and substantive knowledge of results-based management (RBM) and results-oriented monitoring and evaluation (10 points) ○ Proven track record of engaging with diverse stakeholders, including government counterparts, civil society organisations, and development partners (10 points). ○ Experience in gender mainstreaming and integrating human rights considerations into project design and implementation (10 points). | 100 Points | 70% |

| Evaluation Criteria | | Max. Point 100 | Weight |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------|
| | <ul style="list-style-type: none"> ○ Familiarity with the Sustainable Development Goals (SDGs) and their implementation at national and sub-national levels (10 points). ○ Experience in working for the UN or other international development organization would be an asset. (10 points) | | |
| | <p>Criteria B: relevance and responsiveness of candidate's approach, technical proposal and submitted work plan and Methodologies:</p> <ul style="list-style-type: none"> ○ Time plan, methodology on how the consultant will conduct the required tasks (30 points) | 30 Points | |
| Financial | <u>Lowest Offer / Offer*100</u> | | 30% |
| Total Score = (Technical Score * 0.7 + Financial Score * 0.3) | | | |

12. TOR annexes

Annex 1: Inception Report outline:



Sec 4 Inception
Report content(1).doc

Annex 2: Evaluation Report Template and Quality Standards.



Sec 4 UNDP
evaluation report tem



Sec 4 Audit trail form
template.docx

Annex 3: Results Framework: please refer annex 3

Annex 5: Documents to be consulted.

- a. UNDP Handbook on Monitoring and Evaluation for development results:
<http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>
- b. UNDP Evaluation Guidelines (June 2021):
http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf
- c. UN Ethical Guidelines for Evaluation: <http://www.unevaluation.org/document/download/547>

- d. UNDP Country Programme Document (CPD) 2020-2024:
<https://www.iq.undp.org/content/iraq/en/home/library/iraq-cpd-2020-2024.html>
- e. Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices: <https://www.uneval.org/document/detail/1452>
- f. ASSESSING CROSSING-CUTTING THEMES : <https://erc.undp.org/methods-center/methods/assessing-crossing-cutting-themes>
- g. UNDP's Gender equality strategy: <https://genderequalitystrategy.undp.org/>
- h. Evaluation Quality Assessment: <http://web.undp.org/evaluation/guideline/section-6.shtml>
- i. UNEG Quality Checklist for Evaluation Reports: <https://www.uneval.org/document/detail/607>
- j. Pledge of ethical conduct in evaluation UNDP (The evaluator needs to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system') :
<https://erc.undp.org/evaluation/documents/download/21472>

Table 1. Sample evaluation matrix

| Relevant evaluation criteria | Key questions | Specific sub-questions | Data sources | Data collection methods/tools | Indicators/success standards | Methods for data analysis |
|------------------------------|---------------|------------------------|--------------|-------------------------------|------------------------------|---------------------------|
| | | | | | | |
| | | | | | | |

Annex 7: UNDP Evaluation Dispute Resolution Process

Dispute settlement

Should you or a member of the evaluation team feel unduly pressured to change the findings or conclusions of an evaluation you have been contracted to undertake you are freely able to raise your concerns with the management within UNDP.

Please send your concerns to the Deputy Director of the Region who will ensure a timely response. Please also include the Independent Evaluation Office, in your correspondence (evaluation.office@undp.org).

Reporting wrongdoing

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, the Office of Audit and Investigation is the principal channel to receive allegations.³

Anyone with information regarding fraud against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

³ <https://www.undp.org/accountability/audit/investigations>

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

ONLINE REFERRAL FORM (*You will be redirected to an independent third-party site*)

PHONE - REVERSED CHARGES Click here for worldwide numbers (interpreters available 24 hours/day) Call +1-844-595-5206 in the USA

EMAIL directly to OAI at: reportmisconduct@undp.org

REGULAR MAIL

Deputy Director (Investigations)
Office of Audit and Investigations
United Nations Development Programme
One UN Plaza, DC1, 4th Floor
New York, NY 10017 USA

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Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework (2020-2024)

Outcome 4.1. Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters. CPD output 4.1. National capacities improved for climate change adaptation and mitigation.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome Indicator 4.1.1.2 Number of gender-responsive policies or frameworks developed or updated for conservation, sustainable use, and equitable access to and benefit-sharing of natural resources, biodiversity and ecosystems.

Indicator 4.1.2. Number of initiatives on renewable projects supported

Indicator 4.1. Adopted and implemented national disaster risk reduction (DRR) strategies in line with Sendai Framework for DRR, 2015-2030.

Applicable Directions of change from the UNDP Strategic Plan:

Building resilience: strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate and social and economic shocks.

Project title and Atlas Project Number: Catalytic Climate Action in Iraq: **Nationally Determined Contributions (NDC)**, Energy, Water and Drought Management

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | DATA COLLECTION METHODS & RISKS |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------|------|-------------------------------------------|------------------------------------------|-------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Final | |
| <p>Output 1: Gol is supported to facilitate energy transition in Iraq</p> <p>Gender Marker: 1</p> | <p>Indicator 1.1: # of national energy transition frameworks analyzed, debated and agreed by Gol.</p> | <p>Energy transition modelling. Energy transition framework.</p> | 0 | 2021 | 0 Energy transition modelling is complete | 1 Energy transition framework is drafted | 0 Energy transition framework is endorsed | 1 Energy transition framework is endorsed | <p><u>Data collection methods:</u> Review of the Energy transition modelling & Energy transition framework</p> <p><u>Risks:</u> lack of availability of energy data. The Government approves the proposed policy changes but lacks the ability to effectively implement them.</p> |

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| | Indicator 1.2: # of NDC-aligned fiscal frameworks for Iraq analyzed and approved by Gol | NDC-based fiscal modelling. NDC fiscal framework. | 0 | 2021 | 0 NDC-based fiscal modelling is complete | 0 NDC fiscal framework drafted | 1 0 NDC fiscal framework endorsed | 10 NDC fiscal framework endorsed | <u>Data collection methods:</u> Review of the NDC-based fiscal modelling & NDC fiscal framework <u>Risks:</u> lack of availability of energy data. The Government approves to the proposed policy changes but lacks the ability to effectively implement them |
| | Indicator 1.3: # of grid-wide assessments completed on renewable energy (RE) absorption capacities | Grid assessment report | 0 | 2021 | 0 Research and data collection | 10 Grid assessment report completed | 0 Assessment findings are integrated into energy transition modelling | 1 0 Grid Assessment Report completed | <u>Data collection methods:</u> Review of the Grid assessment report <u>Risks:</u> lack of availability of grid data |
| | Indicator 1.4: # of NAMA finance-ready projects developed for Iraq | NAMA finance-ready project for Iraq | 0 | 2021 | 0 Research and data collection (concept note) | 0 Economic and technical feasibilities | 1 NAMA finance-ready project for Iraq | 1 NAMA finance-ready project for Iraq | <u>Data collection methods:</u> NAMA finance-ready projects for Iraq <u>Risks:</u> not meeting international funding requirements including co-funding |
| Output 2: Improved knowledge and capacity of Iraq | Indicator 2.1: # of multi-sectoral analysis conducted on Iraqi water needs, availability/supply | The Multi-sectoral Analysis Report | 0 | 2021 | 1 multisectoral analysis conducted with | Multisectoral Analysis Report published | | 1 Multisectoral Analysis conducted with a gender sensitive | <u>Data collection methods:</u> Review of the analysis report |

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| for transboundary water negotiations Gender Marker: 2 | and impact of water scarcity | | | | a gender sensitive lens | | | lens and published | <u>Risks:</u> lack of availability of sectoral data |
| | <u>Indicator 2.2.</u> # of country specific guidelines produced to guide Iraqi negotiations team | The Guideline documents | 0 | 2021 | 1 set of guidelines produced | 2 sets of guidelines produced | | 3 set of guidelines produced | <u>Data collection methods:</u> Review of the guidelines documents <u>Risks:</u> None |
| | <u>Indicator 2.3:</u> # of Iraqi officials trained on a) negotiation skills and b) laws and treaties on transboundary water basins management | Training Attendance Sheet Training Report, including trainee feedback analysis | 0 | 2021 | 25 officers trained in the 2 courses | - | | 25 officers trained in the 2 courses | <u>Data collection methods</u> Post training survey/interview with trainees |
| | <u>Indicator 2.4.</u> # of global platforms on transboundary water to which Iraq's participation is facilitated | UNDP | 0 | 2021 | 1 Platform-IWRM Working Group facilitated | - | 1 Platform-IWRM Working Group facilitated | 1 Platform-IWRM Working Group facilitated | <u>Data collection methods</u> Report on the participation of Iraqi delegation to meetings of the IWRM WG and global water forum <u>Risks:</u> None |
| | <u>Indicator 2.5:</u> # of legal framework/instruments developed to improve water resources management in Iraq | Copy of the legal frameworks/instruments developed. Post implementation monitoring visit reports containing feedback from Iraq Officials | 0 | 2021 | - | | 2 sets of legal frameworks/instruments developed | 2 sets of legal frameworks/instruments developed | <u>Data collection methods:</u> Interview of the beneficiary officials from the target departments <u>Risks:</u> Lack of will by GoI partners to develop the legal framework |

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| | Indicator 2.6: # of meetings held between Iraq and other riparian countries to review existing transboundary water treaties | MoWR and MoFA | 0 | 2021 | 1 meeting held between Iraq and other riparian countries to review existing transboundary water treaties | 1 meetings held between Iraq and other riparian countries to review existing transboundary water treaties | 1 meetings held between Iraq and other riparian countries to review existing transboundary water treaties | three bilateral meetings held between Iraq and other upper riparian countries (1 each between Iraq, Iran, Syria and Turkey) | <u>Data collection methods:</u> Interview MoWR, MoFA officials, Report of the Meetings <u>Risks:</u> Lack of willingness by other riparian countries to join the negotiations |
| Output 3: Drought preparedness and risk reduction capacities strengthened in Iraq Gender Marker: 2 | Indicator 3.1: # of Iraq Meteorological Service officials trained and to make better forecasts and early warning (Data to be gender disaggregated) | Training needs assessment report. Training curriculum. Training Report, including trainee feedback analysis. | 0 | 2021 | 0 officers trained. Training needs assessment completed. Training curriculum developed. | 25 officers trained Data to be gender disaggregated | 25 officers trained Data to be gender disaggregated | 50 officers trained. Data to be gender disaggregated | <u>Data collection methods</u> Post training survey/interview with trainees |
| | Indicator 3.2: National committee of early warning centers and user departments established and operationalized for dissemination of drought warning using multiple channels. | Committee meeting minutes Committee ToR | No National Committee is in place. | 2021 | Committee established | Committee supported and trained | Committee is operationalized and effectively meets | Early warning committee is operationalized and effectively meets | <u>Data collection methods</u> Committee meeting minutes |

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| | Indicator 3.3: # of sectoral and provincial drought contingency plans based upon weather forecasts for a potential drought event | Drought contingency plans | 0 | 2021 | 0 plans developed | 30 plans developed 2023 | 30 plans developed 2024 | 60 provincial drought contingency plans developed | <u>Data collection methods:</u> <u>Review of the drought contingency plans</u> |
| | Indicator 3.4: # of farmers trained in/equipped for drought resilient technologies to minimize the impact on their livelihoods | Farmers Report, including trainee feedback analysis | 0 | 2021 | | 200 farmers trained | 300 250 farmers trained | 250 500 farmers trained. | <u>Data collection methods</u> <u>Training Report, including trainee feedback analysis</u> |
| | Indicator 3.45: #of weather stations procured | | | 2024 | 0 Weather Station Procured | 0 Weather Station Procured | 5 Weather Stations Procured 3 | 5 Weather Stations Procured | <u>Data collection Methods,</u> <u>Handover report</u> |

Annex 3 Evaluation Matrix

| Key Questions | Sub-Questions | Data Source | Data Collection Methods and Analysis | Indicators /Success Standards |
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| Relevance | | | | |
| Assessment of the relevance of the project, the strategic positioning of the project, and whether the initial assumptions are still relevant. | To what extent is the project aligned with the Iraq country policies and priorities and UNDP's Strategic Plan and Country Program priorities? | Strategic Plan (SP) Country Program Document (CPD) Project Document (ProDoc) | Literature Review Interviews-MOP Interviews-CO | Project objectives are consistent with SP and CPD indicators and targets. Analysis of the problems and stakeholders is well developed in the project design and is well related to the outcomes of the program, The project's objectives are consistent with at least one of the NDC priorities of the country, |
| | How does UNDP's program complement the work of other UN agencies, NGOs, donors, and national/ international actors while avoiding duplication of effort? | Strategic Plan (SP) Country Program Document (CPD) Project Document (ProDoc) | Literature Review Interviews-MOP Interviews-donors and UN agencies Interviews-CO | The project's objectives are consistent with at least one of the SDGs and national climate-related policy direction/ strategy, which means having at least one objective formulation targeting the same development challenge, |
| | To what extent does the project contribute to the theory of change for the relevant country program outcome? | Strategic Plan (SP) Country Program Document (CPD) | Literature Review Interviews-MOP Interviews with CO | Project's contribution to achieving the SP and CPD objectives, targets, and indicators, |

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| | | Project Document (ProDoc) | | |
| | To what extent does the project contribute to the increased synergies with other projects in UNDP and other agencies? | Strategic Plan (SP) Country Program Document (CPD) | Literature Review Interviews with CO | Project's contribution to achieving the SP and CPD objectives, targets, and indicators, |
| Efficiency | | | | |
| Appraisal of whether the project management arrangements, approaches, and strategies, including monitoring and risk management approaches, are well-conceived and efficient in achieving results. | What factors have contributed to delays or deviating from best practices in project activities, and how have they been addressed? | Project workplan, annual and progress reports | Literature Review Interviews-CO Interviews-MOENV | The project has successfully identified the factors contributing to delays and has implemented effective strategies to address them. It looks at the appropriateness of the response measures, |
| | How has the visibility and communication strategy contributed to the project's success and stakeholder engagement? | Progress Report Communication Strategy and material GRM Report Stakeholder meetings report | Literature Review Workshop Focus Groups Interviews-CO Interviews - community members | The visibility and communication strategy has raised awareness and recognition of the project among stakeholders and the public, |
| | To what extent did UNDP engage or coordinate with different beneficiaries, implementing partners, other United Nations agencies, and national counterparts to achieve results? | Progress Report Communication Strategy | Literature Review Workshop Interviews-donors and UN agencies | Various stakeholders indicate engagement or coordination with the project, |
| Effectiveness | | | | |
| Analyze the progress made towards project results, including any unintended results, and capture lessons learned and | What is the effectiveness and efficiency of the multi-donor approach of the project (i.e., pooling funds from FCDO and GAC)? | Progress Reports Communication with donors' reports | Literature Review Interviews-MOP Interviews-donors | Compliance with donors funding objectives, CO management of various procurement conditions and |

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| recommendations for future programming in Iraq. | | | Interviews-CO | donors' fiscal years and reporting, Expenditure Rates of received funds, Donors' willingness to continue funding shadow projects, |
| | In which areas has the project had the most significant achievements so far? How can the project build on or expand these achievements? | Progress Reports Government Document Project -technical reports Media articles | Literature Review Workshop Focus Groups Interviews-ministries | At least two of the actors interviewed (i.e., UNDP Team, implementing partners, and stakeholders) mentioned the same areas of the project with the most outstanding achievements, |
| | Are the project objectives and outputs clear, practical, and feasible within its frame? | Project Document (ProDoc) Progress Reports | Literature Review Workshop Focus Groups Interviews-ministries | Over 50% of the respondents confirm that the project improved the capacities of identified stakeholders, including the vulnerable groups, |
| Sustainability | | | | |
| Assessment of the project's replicability and scalability and provision of recommendations on the project's sustainability. | The extent to which the project strengthened the capacity of the Government of Iraq, to what extent is this strengthened capacity likely to be sustained beyond the project lifetime, and are there any capacity gaps that remain? | Progress Reports Project-technical reports Government Doc | Interviews-ministries Workshop | The extent of integration of the project deliverables into government policy and operation, |
| | What is the level of stakeholder ownership ensuring the project benefits are sustained? | Progress Reports Project-technical reports Government Doc | Interviews-ministries Workshop | At least 50% of stakeholders express commitment to carry on the project results, |

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| | | | | Identified roles for private sector partners, Identified opportunities for not-for-profit cooperation in replicating project interventions, |
| | What key lessons have scaled up potential in Iraq and other Arab States with similar contexts? | Progress Reports Project-technical reports Government Doc | Interviews- ministries | Project outputs are utilized in bi-lateral cooperation with other countries in the region, |
| | Are there any social or political risks that may jeopardize the sustainability of project outputs and the project contributions to country program outputs and outcomes? | Progress Reports Project-technical reports Government Doc | Interviews- ministries Interviews- donors | Risks are identified and mitigated against the sustainability of the project results, The Risk Management Plan is addressed clearly by the Government, donors, UN, |
| | To what extent will the project contribute to sustaining peace by addressing the climate change attribution to the reconciliation among various population groups in Iraq? | Progress Reports GRM Project-technical reports Government Doc | Interviews- ministries- donors Workshop Focus Groups | The contribution of the project in advancing peace and positive climate actions and resolving conflicts in fragile contexts, |
| Cross-Cutting Issues | | | | |
| Analysis of the extent to which the project enhanced the application of rights-based approaches, women's empowerment, social and environmental standards, and participation of other socially vulnerable groups such as children and people with disability. | To what extent did the screening of the national and UNDP social and environmental standards address the significant impacts of the proposed policies by the project on environmental sustainability and social resilience? | Project SESP Progress Reports Project -technical reports | Literature Review Interviews- MOP-MENV- MOWR-MOE | The project risk mitigation measures are updated and accommodate the predicted risks at the policy level |
| | To what extent did UNDP adopt human rights-based and conflict-sensitive approaches and measures to | Progress Reports Project -technical reports | Literature Review Workshop | Over 50% of women and the local community joined the responsible participatory |

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| | address women empowerment issues? | | Focus Groups | approach in project planning and management |
| | Were the needs of marginalized and vulnerable groups (poor and physically challenged, women, men, disabilities, and other disadvantaged) considered in the project design, implementation, and sustainability? And what is their proportion to the direct beneficiary of the project? | Progress Reports GRM and Communication Material | Literature Review Workshop Focus Groups | <p>Over 50% of farmers stated that their needs were considered</p> <p>Women's empowerment, equality, and human rights are the project's contributions.</p> <p>Disability inclusivity contribution of the project.</p> |

Annex 4 List of Interviews

| Date | Time | Location | Institution | Interviewee Name | Position | Notes |
|------------|----------------------|-----------|-------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 01/10/2024 | 09:00 | CO | UNDP | Mr. Al-taey, Mrs. Al-Obaidi Mr. Thari Zaydi | M&E FP, Project Admin Asst, Output 3 FP | Review of interview list and schedule, Update of Project Results Matrix |
| 02/10/2024 | 09:00 to 11:00 | CO-Online | UNDP | Mr. Rashid Ms. Isaeva Mrs. Al-Obaidi | Energy & Climate Change Portfolio Manger, Project Manager and Admin Assistant | Review of the evaluation process and first project exercise |
| 02/10/2024 | 11:00 to 12:00 | CO | UNDP | Ms. Abass | CO Gender FP | Review of networking with UNDP country program pillars |
| 02/10/2024 | 14:00 To 14:30 | CO | UNDP | Mr.Graumann | UNDP Deputy Resident Representative | Briefing on early evaluation findings and recommendations as part of the evaluation report |
| 02/10/2024 | 16:00 to 18:00 | CO | UNDP | Mr. Rashid | Head of Climate Change Portfolio | Review of the project set up, donor cooperation, and project follow up |
| 03/10/2024 | 10:00 to 11:00 | CO | UNDP | Mr. Kabber | World Food Program WFP | Synergy and interest with project early warning system |
| 03/10/2024 | 12:30 to 13:00 | CO | UNDP | Mr. Pabani | First Secretary with the Iraq Development Program based at the Canadian Embassy to Jordan in Amman | Review and update of the evaluation process |

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| 06/10/2024 | 12:30 to 13:20 | CO-Online | RiMES | Dr. Ramesh | Project Manager | Review of the Early Warning System - RiMES |
| 06/10/2024 | 14:30 to 15:30 | CO | UNDP | Mr. Al-Muwali | Project Officer EECC Portfolio | Review of project expenditure rate |
| 06/10/2024 | 16:00 to 17:30 | CO | UNDP | Mr. Rashid | Energy & Climate Change Portfolio Manger, | Review of cooperation with UNDP CO Pillars and Follow up on the catalytic project results |
| 06/10/2024 | 19:00 to 21:00 | CO-Online | UNDP | Ms. Isaeva | Project Manager | Review of project workplan and results framework |
| 07/10/2024 | 11:00 to 12:00 | CO-Online | Canadian Embassy | Ms. El-Atifi Mr. Pabani | Counsellor, International Development, Head of Cooperation, Embassy of Canada to Iraq and the First Secretary with the Iraq Development Program based at the Canadian Embassy to Jordan | Update on the project evaluation process and project evaluation review |
| 08/10/2024 | 09:45 to 12:30 | MWR | MWR | Eng. Alaa Taher | Advisor to the Minister | Evaluation of MWR participation in the CCAI |
| | | | | Ms. Saad Abed | Head of GIS & RS at the National Center for Water Resource Management | |
| | | | | Ms. Qasem Hana | Hydrological Analysis Unit - National Center for Water Resource Management | |
| | | | | Dr. Abbas | Advisor at the National Center for Water Resource Management | |
| | | | | Eng. Nemmeh | Scientific Research Unit - the National Center for Water Resource Management | |

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| | | | | Eng. Yousef | Dam Operation Unit – General Commission for Dams & Reservoirs | |
| | | | | Mrs. Hussien | Engineer - General Commission for Dams & Reservoirs | |
| | | | | Eng. Ahmed | Strategic Study Unit | |
| | | | | Eng. Joudeh | International Water Studies Unit | |
| | | | | Ms. Hussein | Project Coordinator, Environmental Policies Unit | |
| 09/10/2024 | 08:30 to 10:00 | MAgr | MAgr | Dr. Waheeb | Minister Office – Head of Joint Center for Coordination and Surveillance | Evaluation of MWR participation in the CCAI |
| | | | | Eng. Dawood | Deputy of The Agriculture Meteorological Center | |
| | | | | Eng. Arie | The Agriculture Meteorological Center | |
| 09/10/2024 | 10:30 to 11:30 | MEnv | MEnv | Mr. Yousef | Head of Climate Change Directorate | Evaluation of MEnv participation in the CCAI |
| 09/10/2024 | 14:00 to 16:00 | Bahar Al-Uloom | Bahar Al-Uloom | Mr. Omar | Head of Bahar Al-Uloom (NGO) | Evaluation of Bahar Al-Uloom participation in the CCAI |
| 10/10/2024 | 11:00 to 12:15 | CO-Online | GWH | Mr. Zeitoun Ms. Shubber Ms. Cami | Geneva Water Hub | Review of Output 2, Transboundary Water Diplomacy and Cooperation: Legal and Negotiations Training and Multidisciplinary Analysis Study |
| 10/10/2024 | 14:00 to 15:30 | CO-Online | RECREE | Mr. Mahmoud Mr. El Salmawy Mr. Sadeq | RECREE – Iraq Project | Review of Output 1, Energy Transition |

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| 14/10/2024 | 10:00 to 11:00 | CO-Online | MOE | Mr. Farooq Mr. Aldarajee Mr. Ayash Dr. AlJanabi | MOE project-team | Evaluation of Output 1, Indicator ...Energy Transition |
| 15/10/2024 | 08:30 to 10:00 | Directorate of Agriculture in Sulianeihad - shumsam | Directorate of Agriculture in Sulianeihad - shumsam | Eng. Issa Jalal Jabar Dr. Muhamad Ali Muhamad Mr. Omar | Director and two local farmers | Evaluation of Output 2, Indicator Drought Response |
| 15/10/2024 | 10:00 to 11:30 | Directorate of Agriculture in Sulianeihad - shumsam | Directorate of Agriculture in Sulianeihad - shumsam | Focus Group- Farmers participants in the drought response project | Local farmers | Evaluation of Output 2, Indicator Drought Response |
| 15/10/2024 | 11:30 to 13:30 | Field Visit to Sulianeihad - shumsam | Field Visit to Sulianeihad - shumsam | Field Visit to two farms | Local farmers | Evaluation of Output 2, Indicator Drought Response |
| 16/10/2024 | 14:00 to 15:30 | CO | UNDP | Mrs. Madani | CO-Head of Governance and Inclusive Growth and Economic Diversification Pillars and Accelerator Lab Focal Point | Review of networking with UNDP country program pillars |
| 17/10/2024 | 14:00 to | CO-Online | UK | Ms. Warsan Abdi | Climate Mitigation Strategies - International Development | Update on the project evaluation process and project evaluation review |

Annex 5 Results Framework

Key to colors: green is complete, orange is ongoing, light orange is on hold and red is canceled.

Annex 5 Results Framework

| EXPECTED OUTPUTS | OUTPUT INDICATORS | Evaluation Framework | | |
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| | | FINAL 2022- 2024 | Data Source- Literature Review and Interviews of Stakeholders | Evaluation of Project Results Framework |
| <p>Output 1: Gol is supported To facilitate energy transition in Iraq GEN: 1</p> <p>Planned Activities: 1.1. NDC fiscal modelling 1.2. NAMA project development 1.3. Energy Transition Policy framework 1.4. Enhance understanding of the grid needs to integrate</p> | <p>Indicator 1.1: # of national energy transition frameworks analyzed, debated, and agreed upon by Gol.</p> | <p>Energy transition modeling. Energy transition framework.</p> | <p>Review of the Energy transition modeling & Energy transition framework</p> <p>Interviews with MOE and RECREEE</p> | <p>The programme procured Regional Centre for Renewable Energy and Energy Efficiency (RCREEE) to develop the Iraq Energy Transition Framework. The draft has been completed and well received by the Ministries of Oil and electricity and Environment. This work has seen the added result of improvements to the cooperation across Iraqi ministries and a much more holistic approach to energy transition. The framework will be validated and launched by the Government by October 2024.</p> <p>Alongside, based on the technical report of the energy transition, a set of policy recommendations were</p> |

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| renewable energy in Iraq | | | | <p>provided for short, medium and long term.</p> <p>In addition, to support the gvrn to take forward the energy transition, technical capacity building sessions were delivered to the staff of MoEI, inclu on PVsys and PV*Sol for simulating photovoltaic system performance.</p> <p>Overall, 44 energy experts, 15 of whom are female experts, received hands-on trained on for operating the application on Sizing tool for on-grid, off-grid, and solar pumping systems.</p> |
| | Indicator 1.2 Nationally Determined Contributions (NDC) – fiscal frameworks for Iraq developed – including costings of NDC | | | <p>Cancelled - This activity under Output 1 had to be cancelled due to budget reductions in 23/24, however, to ensure continued support to the NDC work, we have secured an NDC Facilitator through the Department for Energy Security and Net Zero (DESNZ), that has been embedded within the Ministry of Environment</p> |
| | 1.3 Grid-wide assessments completed on renewable energy absorption capacities. | | | <p>Cancelled - An assessment of the macroeconomic and social implication for renewable energy integration to the national grid was completed, but all other activities had to be cancelled due to budget reduction in 23/24.</p> |
| | 1.4 Nationally Appropriate Mitigation Actions (NAMA) | | NAMA project developed, | A NAMA proposal was developed and submitted to the Mitigation Action |

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| | <p>finance-ready project developed. Development of NAMA proposal</p> | | <p>The project has achieved the indicators, except the NAMA, which is beyond the project's control, it is a highly competitive and politically sensitive fund. Although the proposal was not successful, it is still not dropped, CBI is working on it</p> | <p>Facility (MAF) for funding. Five concept notes on 1) solar, 2) gas flaring, 3) agriculture and deforestation. 4) Municipal transport in Baghdad and 5) low carbon in cement sector were submitted to the Ministry of Environment and relevant sectoral ministries for review. A proposal on solar titled 'From Diesel to Solar: Paving the Path to Economic Growth and Climate Resilience in Iraq' was developed and selected by GOI to submit to the Mitigation Action Facility, where the proposal was assessed for funding and support. Unfortunately, the solar proposals were not selected for further development due to concerns regarding the project proposals maturity and clarity.</p> <p>Despite of not being selected this round of applications, the design process of the proposal has been beneficial for the Central Bank and the Ministry of Environment understanding the barriers of the initiatives and possible ways of addressing them.</p> |
| <p>Output 2: Improved knowledge and capacity of Iraq for</p> | <p>2.1: # of gender-sensitive multi-sectoral analysis conducted on Iraqi water needs, availability/supply, and impact of water scarcity</p> | <p>1 Multisectoral Analysis conducted and published</p> | <p>Annual Report 2024 Workplan</p> <p>The Multisectoral Analysis Report review and</p> | <p>1 study "Towards a Climate-Resilient Transboundary Water Arrangement in the Basin" conducted and handed over to the MWR. But will not be published. However, to disseminate the findings</p> |

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| <p>transboundary water negotiations GEN: 2</p> <p>Planned Activities: 2.1. Gender-sensitive multisectoral analysis on Iraq’s water needs, availability, gaps and the impact of water scarcity</p> | | | <p>interviews with MWR, MAgr and MEnv</p> | <p>of the study to public, an interactive platform was created (without sensitive info). The release thereof was approved by MWR, and it is pending the approval now from COMSEC</p> <p>https://www.facebook.com/story.php?story_fbid=622595549908440&id=100064740007016&mibextid=WC7FNe&rdid=DevTzSJcm6YTBNTN</p> <p>https://www.instagram.com/p/C6MB3MOqiZP/?igsh=OTZmamJ1bXppa2Ns&img_index=1</p> |
| <p>2.2. Raise awareness of national stakeholders and civil society about the multisectoral analysis</p> | <p>2.1.1 # of law makers, government officials, and civil society personnel benefited from awareness raising on findings of the multisectoral water analysis of Iraq_(Gender disaggregated)</p> | <p>120 officials and civil society personnel</p> | | <p>75 officials were involved into the design of the study and benefitted from the discussion of the findings.</p> <p>However no civil society has benefitted from awareness raising on findings, as the platform remains close as of now awaiting approval from CMOSEC.</p> |
| <p>2.3. Country-specific negotiation guidelines for meetings between Iraq- Türkiye, Iraq-Syria and Iraq-Iran</p> | <p>2.1.2. # of social media engagements and electronic media broadcasts for public awareness on findings of the multisectoral water analysis of Iraq (Gender disaggregated)</p> | <p>2 million social media engagements 20 TV and radio broadcasts</p> | | <p>Not achieved yet due to government claimed public sensitivity of water study.</p> <p>https://www.facebook.com/100064543786637/posts/885984133563038/?mibextid=WC7FNe&rdid=VTraOWnwG5a pmml8</p> |
| <p>2.4. Training on advanced negotiations skills</p> | <p>2. 1.3._# of climate vulnerability assessment reports</p> | <p>1 climate vulnerability assessment</p> | <p>Study review Interview with MEnv</p> | <p>Gender-sensitive climate vulnerability assessment reports is ongoing,</p> |

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| <p>2.5: Participation of Iraq in global platforms on transboundary water cooperation 2.6. Improve Water Resources Management in Iraq 2.7. Meetings between Iraq and other riparian countries</p> | <p>(Gender-sensitive analysis)</p> | <p>report of Iraq produced</p> | | <p>The extensive work was done to collect climatic, hazard data, sensitivity data, adaptive capacity data from various ministries, in addition to existing research studies and governmental reports.</p> <p>The first draft of The Climate Vulnerability Assessment was designed together with the Ministry of Environment and first set of comments from different key Ministries was received and addressed Produced as first draft,</p> |
| | <p>2.2._# of country specific guidelines produced to guide Iraqi negotiations team</p> | <p>3 set of guidelines produced</p> | <p>Review of guidelines and workshop reports, Interviews with MWR and GWH</p> | <p>2 guidelines produced: one for Iran and one for Türkiye, as the government decided that no guidelines is needed for Syria. Instead, the project has focuses on informal negotiation. Hence, 2 set of formal and informal guidelines produced.</p> <p>Vision, Strategy, Guidelines with Neighboring Countries Institutional Plan for the Negotiation Team</p> <p>https://www.facebook.com/100064740007016/posts/769371125230881/?mibextid=WC7FNe&rdid=HwopeWDSYTbaW5QJ</p> <p>https://www.facebook.com/100064543786637/posts/709624277865692/?m</p> |

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| | | | | <p>ibextid=WC7FNe&rdid=zrMuUjEgCy6da9T5 https://alnahrain.iq/post/1045</p> |
| | <p>2.3. # of Iraqi officials trained on a) negotiation skills and b) laws and treaties on transboundary water basins management (Gender disaggregated)</p> | <p>25 officers trained in the 2 courses</p> | <p>Interviews with MWR-trainees and review of workshop reports</p> | <ul style="list-style-type: none"> - 51 officers were trained, 4 trainees have participated in official meetings with Turkey and Iran - Men: 40, Women: 11 <p>A number of trainings were provided to the members of the negotiation team on the topics including:</p> <ul style="list-style-type: none"> - Multilateral Instruments and Initiatives relevant to transboundary water, concepts of international law relevant to transboundary water - Using International Law in Negotiations, how to practically use elements of international law in transboundary water negotiations with co-riparian - Key Ingredients of Transboundary Water Cooperation: Experiences from other River Basins - Seven-Element Preparation Plan and 4-Quadrant Problem Solving chart |

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| | | | | <p>- Practices Mocking exercise on negotiations between Iraq and Türkiye Reference: Link</p> <p>Overall, more than 50 experts were trained as water negotiators from the Ministry of Foreign Affairs (MOFA), Ministry of Water Resources (MWR), Prime Minister office (PM), Ministry of Agriculture (MAgr), Intelligence Unit (Iraqi National Intelligence Service), and others in 4 sessions. It was witnessed in the media that many negotiators of the trainings of the project have participated in the official meetings with Türkiye and Iran https://alnahrain.iq/post/951 https://www.ina.iq/209789--.html https://www.facebook.com/photo.php?fbid=848956987265753&set=a.285723820255742&type=3&mibextid=WC7FNe</p> |
| | <p>2.4. # of global platforms on transboundary water to which Iraq’s participation is facilitated (Gender disaggregated)</p> | <p>Participation of Iraq facilitated in at least 3 global platforms on transboundary water issues</p> | <p>Interviews with MWR</p> | <p>In 2022 - Dakar Water Forum in 2023 (3 men, 1 women) In 2023 Participation in the UN 2023 Water Conference (UNDP has no data on the delegation who participated, it was organized by the GoI)</p> |

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| | | | | <p>In 2023 delegation of 4 Iraqi experts participated in the UNECE’s Transboundary Water Coalition.</p> <p>(UNDP has no data on the delegation who participated, it was organized by the GoI).</p> <p>In April 2023 - Sava River Basin Commission</p> <p>10 delegates (0 women)</p> <p>https://www.iraq-businessnews.com/2024/04/26/undp-iraq-as-a-major-diplomatic-force/</p> <p>https://www.facebook.com/100078997107724/posts/223859900257245/?mibextid=WC7FNe&rdid=WGHvs6jA8WoqzKAV</p> |
| | <p>2.4.1. Technical support provided to Iraq to facilitate its accession to UN watercourses conventions</p> | <p>Information about conventions shared</p> <p>Required Technical documents prepared</p> <p>Participation in Meeting of Parties facilitated</p> | <p>Interviews with MWR</p> | <p>Iraq accessed the Transboundary Water Convention</p> <p>https://x.com/undpiniraq/status/1641386497579401221</p> <p>https://x.com/undpiniraq/status/1639730730950352899?s=46&t=PTEWSz5liUiRAIIQqTR2Bg</p> <p>Iraq has become a member of the Transboundary Water Coalition. This membership allows Iraq to benefit from the exchange of knowledge and best practices in water management with other member countries, enhancing its capacity to manage</p> |

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| | | | | transboundary water resources effectively. |
| | 2.4.2. # of side events hosted on water scarcity and transboundary cooperation in the UNFCCC (Gender disaggregated) | 2 side events hosted | | <p>A side events at COP28 on Transboundary Water and Climate Change with Türkiye and Iran, 6 panelists (1 women) link</p> <p>A side events at COP28 on Water scarcity interlinkages with sustainable development 7 panelists (0 women). https://hpcacenter.org/en/news/1480/iraq's-thirst-cop-28-side-event-harmonizing-waters-collaborative-solutions-for-climate-resilient-regional-resource-management</p> |
| | 2.5. # of legal frameworks/instruments developed to improve water resources management in Iraq, | 3 sets of guidelines, tools developed | | <p>Ongoing</p> <p>1 draft of urban Water Demand Management</p> <p>1 National Policy Dialogue on Integrated Water Resources Management</p> <p>1 guideline is being discussed with the government</p> |
| | 2.5.1. # of river basin monitoring systems established The project developed a web and GIS based water resources information management platform and | Monitoring system established on 3 river basins | Interview with MWR and GWH | <p>Established and included all main rivers</p> <p>https://www.facebook.com/100064543786637/posts/848418277319624/?m</p> |

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| | provided technical capacity building for NCWRM experts that enables them to conduct advanced river basin monitoring of the Tigris and Euphrates rivers. | | | ibextid=WC7FNe&rdid=Bpc8rKNdId9CLDqq |
| | 2.5.2. # of projects developed for cooperation between the federal and regional/province governments in Iraq for cooperation on water and climate change (Gender sensitive) | 4 gender sensitive projects developed | Review of project report, and Focus group interviews and site visits to project sites in the KRG | <p>4 gender sensitive projects developed</p> <ol style="list-style-type: none"> 1. Enhancing Water Quality through Integrated and Climate-Resilient Approaches 2. Strengthening Water Resilience in the Face of Climate Change. 3. Rainwater-Harvesting for Kurdistan 4. Surface Runoff Estimation and Water Accounting in the Tigris and Euphrates River Basin. <p>Overall, 20 government experts were trained (10M/10F) on knowledge and skills in budgeting, risk management, and M&E, and explore the climate finance landscape, including vertical funds and bi-lateral funding options.</p> |
| | 2.6. # of meetings held between Iraq and other riparian countries to review existing transboundary water treaties | 3 meetings held between Iraq and other riparian countries to review existing transboundary water treaties | Interview with Bahr Alolom Foundation | <p>8 meetings held with Syria, Türkiye and Iran link</p> <p>https://x.com/BahrAlolomForum/status/1632609922708828161</p> |

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| | <p>2.6.1. # of meetings held between scientists and national policy makers concerned with transboundary water cooperation_(Gender Disaggregated)</p> | <p>6 meetings held</p> | <ul style="list-style-type: none"> - 6 meetings between journalists and policy-makers, Total: 49, Men: 39, Women: 10 - 3rd Baghdad Water the conference, High Level Session on Water Diplomacy 6 panelists, Men: 5, Women: 1 - Transparency of information between decision makers (state institutions) and stakeholders (local and civil society) 5 panelists, Men: 5, Women: 0 The project has supported an Iraqi NGO-led Initiative Iraq’s Thirst, that focuses on raising awareness on the water issues in Iraq, both from internal water management perspective and from the point of transboundary cooperation. - The project has supported a research work of Alalamain Institute of Higher Education titled “Transboundary waters- Iraq and neighboring countries as a case study”, that was done in consultations with policy makers. (the research paper does not have a project logo due to its political sensitivity). |
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| | | | | https://www.linkedin.com/posts/undp_iraq_iraq-activity-7096815427883802625-qfB3/?trk=public_profile |
| | 2.6.2. # of meetings held between national climate focal points of the riparian countries | 3 meetings held between CC-NDAs | | <p>3 meetings held between CC-NDAs</p> <p>In 2022 National Focal points of Iraq visited Syria to discuss cooperation on climate change and visited Iran to discuss cooperation on sandstorms</p> <p>In 2023 National Focal points of Iraq went to Tehran for SDS conference</p> <p>In 2023 the National Focal points of Iraq - NDA – participated in the panel discussion with Iran and Türkiye at COP28.</p> |
| | 2.6.3. # of meetings held between national government and other regional and governorate level stakeholders to resolve water conflicts/issues in different regions of Iraq (Gender disaggregated) | 6 meetings held | | <p>6 meetings were held, Total: 555 participants</p> <p>Men: 344, Women: 211</p> <p>The meetings and an international conference took place between officials and experts in the federal government and the region to mature approaches to integrating water policies, ensuring the maximum benefit from water revenues, avoiding waste by building harvest dams, and discussing the repercussions of climate extremism.</p> |

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| | | | | <ol style="list-style-type: none"> 1. Roundtable: Prospects of Cooperation between Federal and Regional Government on Water Resources, Najaf 2. The water crisis in Iraq - challenges and solutions, Nahrain University, Baghdad 3. Reviving the marshes- an urgent environmental necessity and a historical responsibility, Dhi Qar University, Dhi Qar 4. Climate change, desertification and their repercussions on the water crisis in Iraq, Anbar University, Anbar 5. The water crisis, cooperation paths between the federal government and the Kurdistan Regional Government - development paths and the environment, Kurdistan Hewlar University, Erbil 6. Water crisis, cooperation paths between the federal government and the Kurdistan Regional Government - legal and political paths, Salah al Deen University, Erbil |
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| <p>Output 3: Drought Preparedness and Risk Reduction capacities Strengthened GEN: 2</p> <p>Planned Activities: 3.1. Train the Iraq Meteorological Service official to produce high-quality drought forecasts and early warning. 3.2. Establish national early warning committee for dissemination of warning 3.3. Prepare provincial and sectoral drought contingency plans 3.4. Farmers trained and supported in at-risk areas on drought resilient technologies. 3.5 Data accuracy and coverage for the Early Warning System enhanced</p> | <p>Indicator 3.1: # Capacity of the Iraq Meteorological Service enhanced to produce high quality drought forecasts in user-friendly language. Development of (i) Capacity Needs Assessment, (ii) tailored curriculum and (iii) training.</p> | <p>Training needs assessment report. Training curriculum. Training Report, including trainee feedback analysis</p> | <p>Review of training workshop report, and interviews with MEnv, MAgr and RIMES</p> | <p>50 Participants Moderately Exceeded expectations—19 participants were trained in person and an additional 20 were trained online. As a cumulative milestone, this reporting period should have seen 25 participants trained. 39 were trained during this period, with 25 trainings delivered during the last reporting period. The cumulative total at March 24 is therefore 64.</p> |
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| | Indicator 3.2: National committee of early warning centers and user departments established and operationalized for dissemination of drought warning using multiple channels. | Committee meeting minutes Committee ToR | Committee meeting minutes | 1 operational Committee the national committee for drought warning has been initiated and weekly meeting. |
| | Indicator 3.3: # of sectoral and provincial drought contingency plans based upon weather forecasts for a potential drought event | Drought contingency plans | Review of the drought contingency plans | CANCELLED - funding was cut by FCDO |
| | Indicator 3.4: # of farmers trained in/equipped for drought resilient technologies to minimize the impact on their livelihoods | Farmers Report, including trainee feedback analysis | Training Report, including trainee feedback analysis | Training and equipment has been provided to 251 farmers 40% female farmers. Training was completed in Feb 2024. |
| | Indicator 3.5 # of weather stations handed over to the GoI for climate preparedness and readiness | | | Following a no-cost extension to the programme, the handover of weather stations is planned for completion by August 24 and will be assessed under the PCR. Received technical and financial offers and sent to Met for review, three months ago. |
| | Number of international and national climate events organized or attended to | | | a firm number of events was not noted against this milestone in line |

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| | <p>promote progress of this programme - transformational change of climate action in Iraq, Improved climate change knowledge sharing across GOI and stakeholders.</p> | | | <p>with the indicator, the impact and influence gained from the events that have been attended has been good. Including for example the Climate Adviser and the British Ambassador to Iraq, attended the Basra Climate Conference in March 2023 where programme activities were widely promoted and disseminated to national and international stakeholders.</p> |
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Annex 6 Project Design Checklist

| Project Design | Description |
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| Governance | <ul style="list-style-type: none"> • Required data security permit and access to public information • Cyber security of the project generated information • Public Management-institutional roles and set up of the project national partners and their map of influence, e.g., policy-making, sector-regulator, planning and supervision, operation and maintenance, monitoring and reporting • Assessment of the feasibility of digitalization of public services • Align the project definition of the stakeholders’ vulnerable groups with the line ministries and national definitions, e.g., groups with a disability that can’t work, people residing in administrative disputed areas with limited access to services and ownership, families of ex-combatants, IDPs, refugees, etc. • Review of project up and downstream supply and value chain |
| Due diligence | <ul style="list-style-type: none"> • In planning the project and its design, the UNDP has Program and Project management guides that the country office shall follow: https://popp.undp.org/programme-and-project-management • It is an excellent practice to have the following annexes to the project document that can be updated when necessary: <ul style="list-style-type: none"> ○ Project Theory Of Change ○ Project Logical Framework ○ Stakeholders Analysis and Influence Map, ○ Grievance Redress Mechanism GRM, ○ Project Risk Matrix ○ Social & Environmental Standard Template SESP ○ Gender Monitoring Plan ○ Communication Strategy ○ Workplan ○ Project governance, steering and technical committees, donors boards, |
| Technical Intervention | <ul style="list-style-type: none"> • Design with the national partners and responsible parties the management cycle of the technical intervention: <ul style="list-style-type: none"> ○ Inputs: <ul style="list-style-type: none"> ▪ Assessment of National Institutional Capacities ▪ Required human resources from all participating parties ▪ Required baseline data and information ▪ Required logistics ▪ Required permits and licenses ○ Processes: |

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| | <ul style="list-style-type: none"> ▪ Studies, short research, gap analysis ▪ Training, workshops, MEAL, and reporting ▪ Demonstrative actions (pilot field projects) ▪ Management Information System ▪ Procurement ○ Outputs: <ul style="list-style-type: none"> ▪ Cost-benefit analysis of project technical intervention ▪ Institutionalization of project-deliverables, e.g., national ownership of guidelines, roadmaps, laws and by-laws, asset ownership ▪ Disclosure and dissemination activities |
| <p>Cost Benefit Analysis</p> | <ul style="list-style-type: none"> ● Economic returns analysis, use normative data if necessary ● Financial cost-benefit study, use normative data if necessary ● Highlight current financial subsidies ● Estimate future required financial subsidies |