



EN

**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX**

of the Commission Implementing Decision on the financing of a special measure in favour of  
Iraq for 2020 part 2

**Action Document in response to the COVID-19 crisis in Iraq: Support to socio-economic recovery and state building of Iraq**

**ANNUAL MEASURE**

This document constitutes the annual measure in the sense of Article 110(2) of the Financial Regulation and action programme/measure in the sense of Articles 2 and 3 of Regulation N° 236/2014.

<b>1. Title/basic act/ CRIS number</b>	<b>Response to the COVID-19 crisis:</b> support to socio-economic recovery and state building of Iraq  MIDEAST/2020/42756 financed under the Development Cooperation Instrument	
<b>2. Zone benefiting from the action/location</b>	Republic of Iraq, nation-wide	
<b>3. Programming document (if applicable)</b>	No programming document, as it is a special measure	
<b>4. Sustainable Development Goals (SDGs) (if applicable)</b>	Main SDG(s): SDG 1 End poverty SDG 8 Decent Work and Economic Growth  Other significant SDG: SDG 5 Gender Equality SDG 10 Reduced Inequalities SDG 16 Peace and Justice Strong Institutions	
<b>5. Sector of intervention/ thematic area</b>	Governance/Support to reforms/ Employment creation	DEV. Assistance: YES
<b>6. Amounts concerned</b>	Total estimated cost: EUR 90 000 000 Total amount of EU budget contribution: EUR 90 000 000	
<b>7. Aid modalities and implementation</b>	Project Modality <b>Direct management</b> through procurement <b>Indirect management</b> with international organisations:	

<b>modalities</b>	<ul style="list-style-type: none"> <li>- IOM, UNESCO (Expected output 1.1)</li> <li>- International Organisations to be selected in accordance with the criteria set out in section 5.3.2.2. (Expected output 1.2)</li> <li>- UN Habitat (Expected outputs 1.1 &amp; 1.3)</li> <li>- UNMAS (as part of the UN Secretariat) (Expected output 1.4)</li> <li>- UNDP, UNODC (Expected outputs 2.1 &amp; 2.2)</li> <li>- Member State organisation/s entity/ies to be selected in accordance with the criteria set out in section 5.3.2.6. (Expected output 2.3)</li> </ul>			
<b>8 a) DAC code(s)</b>	16010 - social protection – 30% 16020 - employment creation – 30% 15130 - legal and judiciary – 15% 73010 - immediate post emergency reconstruction and rehabilitation – 9% 15150 - democratic participation and civil society – 9% 15250 - removal of land mines and explosive remnants of war – 7%			
<b>8 b) Main Delivery Channel</b>	41000 United Nations Agencies 90000 Other (EU Member States Agencies)			
<b>9. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and Women's and Girl's Empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with disabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>10. Internal markers</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>
Digitalisation		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Migration		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
COVID response		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## **1 BACKGROUND AND CONTEXT DESCRIPTION**

### **1.1 Context and problem description**

In line with the EU Strategy on Iraq (2018)<sup>1</sup> and the Partnership and Cooperation Agreement (2012)<sup>2</sup>, recognising that Iraq is a pilot country in the EU implementation of the Humanitarian Development Peace Nexus, a new action to counter the COVID-19 crisis is required due to the various structural shortcomings highlighted by the crisis.

A dysfunctional healthcare infrastructure, brain drain among health professionals and consistently limited government resources contribute to a poor health system and poor access to healthcare. The socio-economic impact on the population is compounded by high un- and under-employment, and a frail social protection system with very limited coverage due to the predominance of the informal sector. The impact of the COVID-19 pandemic is further intensified by a leadership vacuum where the fragmented political elite has been unable to agree on a new Prime Minister since the resignation of Prime Minister Abdul-Mahdi in November 2019; as well as by a fiscal and macro-economic crisis triggered by the oil price shock of March 2020 that halved Government revenues. In addition, Iraq remains a nascent democracy with a weak security sector as well as institutions, deficient public services, violent unrest, economic hardship, and external interference.

Forcibly displaced, returnees, refugees, internally displaced as well as migrants are most vulnerable. 1.4 million remaining internally displaced persons from the Da'esh conflict have to return to their places of origin, while a secondary wave of displacement is making its appearance since the start of the recent Turkish offensive in north-east Syria. In the bloodiest and largest mass anti-government demonstrations since October 2019 (allegedly more than 600 deaths and thousands injured), Iraq's youth called for an end to the post-2003 system and denounced the pervasive corruption of a Government that is perceived to be mishandling national public resources, hereby leading to the deficient service provision, infrastructure and reconstruction.

Maintaining support to Iraq in such a delicate moment and stepping up engagement on economic recovery and reforms are key priorities for the EU to preserve stability and rebuild the social contract between the population and the institutions. In addition to supporting the creation of employment opportunities, the recovery process from this crisis presents an opportunity to engage on the long-debated structural reforms in the socio-economic domains including the protection of human rights to increase the Government's capacity to effectively provide basic services and social protection through a reduction of corruption. With the aim of supporting democratic institutions and restoring the trust of the population in the executive, legislative and judiciary systems, the overall objective of this Special Measure is to support the recovery, stability and socio-economic development of Iraq by increasing the population's provision with social protection and access to employment opportunities (outcome 1), as well as enhancing efficient governance, transparency and accountability (outcome 2).

---

<sup>1</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52018JC0001&from=EN>

<sup>2</sup> [https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:22012A0731\(01\)&qid=1498939228584&from=EN](https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:22012A0731(01)&qid=1498939228584&from=EN)

This proposed measure is an integral part of the EU's support package to address the impact of the pandemic in the larger sense, covering two key pillars: humanitarian and health needs; and the socio-economic impact. It is complementary to: 1) the EU global allocation to the World Health Organization (WHO) for the amount of EUR 114 million that will also benefit Iraq; 2) EUR 35 million funding via DG ECHO (including DCI funds transferred for an amount of EUR 10 million) dedicated to the immediate humanitarian needs, including healthcare, water, sanitation and protection, prioritising the most vulnerable populations; 3) EUR 35 million from the DG DEVCO Special Measure 2019 that targets economic governance, private sector development, Technical and Vocational Education and Training (TVET) and agri-culture/agri-value chain development; and 4) EUR 10 million from the Madad Trust Fund, that includes among the most relevant, cash transfers, support to health care, and aims to strengthen sustainable returns through the reconstruction of housing units and the rehabilitation of urban infrastructure.

## 2 RISKS AND ASSUMPTIONS

<b>Risks</b>	<b>Risk level (H/M/L)</b>	<b>Mitigating measures</b>
Security situation worsens and government instability continues	H	Political stability closely monitored and political dialogue conducted in a coordinated way by the EU and EUMS
Delay in procurement of supplies and equipment due to curfew / restrictions on airports / flights	H	Instant needs assessment / quick initiation of procurement. Assessment of options for local sourcing.
Delay in distribution of equipment and supplies due to curfew, internal movement restrictions, lack of transport.	M	Pre-approved distribution plans. Political outreach at federal/governorate/local level.
Provision of (critical) essential basic services discontinued due to curfew/ COVID-19 emergency response.	H	Socio-economic recovery plan to be prepared by Government of Iraq (GoI) for ensuring the continuation of critical services.
Policy interlocutors become difficult to identify and engage with. Implementation of reform processes weakens	M	Political economy analysis and Policy dialogue facility to be set-up. Continued policy dialogue and coordination with partners.
Access constraints for civil society and implementing partners worsens further	M	Political outreach to government; Choice of implementing partners on the basis of capacity to operate
<b>Assumptions</b>		
<ul style="list-style-type: none"> <li>- No additional external factors affecting recovery and social stability;</li> <li>- National/local security situation allows for safe implementation on the ground;</li> <li>- National/local authorities' support, full engagement and ownership continue;</li> <li>- Favourable government governance, macro-economic and fiscal policies;</li> <li>- Employment schemes can be extended country-wide, benefitting from concurrent partner and government programs;</li> </ul>		

- The social protection system, the judiciary and legislative are ready to absorb the project's support and allow for policy/management reforms.

### **3 COMPLEMENTARITY, SYNERGY AND DONOR COORDINATION**

In the EU response to the crisis, synergies are sought between this programme and the following operations:

- Special Measure 2019 - MIDEAST/2019/041-827 and 2020/042-211 - Support to Governance and Sustainable job creation in Iraq
- Special Measure 2019 - MIDEAST/2019/041-441 - Promoting socio-economic development in Iraq: job creation and income generation
- Special Measure 2017 - MIDEAST/2017/040-246 - Strengthening Public Finance Management oversight and accountability institutions in Iraq
- Special Measure 2017 – MIGR/2017/040-584 - Addressing migration and forced displacement challenges in Asia and the Middle East: a comprehensive regional EU Response, Iraq Regional Part 3
- Madad Trust Fund programming in Iraq (DG NEAR)

In the response of the international community, close coordination will be ensured between the EU and the following entities:

- EU Member States and their implementing agencies active in Iraq notably in the framework of the EU Development Counsellor meetings, joint-programming sector meetings and ad hoc meetings;
- Development partners including UN organisations/agencies and World Bank notably in the framework of the Development Partner Forum, Donor Coordination Group, sectorial/trust-fund and ad hoc meetings;

#### 4 DESCRIPTION OF THE ACTION

Results chain			Indicator	Source of data
IMPACT	Impact (overall objective)	<p><i>Covid-19 economic response:</i></p> <p>To support the socio-economic recovery, stability and socio-economic development of Iraq</p>	<p>1.1 Multi-dimensional poverty rate by sex and by governorate (SDG 1.2)</p> <p>1.2 Unemployment rate by sex, age and persons with disabilities (SDG 8.5)</p> <p>1.3 Proportion of informal employment in total employment, by sector and sex (SDG 8.3)</p> <p>1.4 Proportion of total government spending on essential services (social protection SDG.1.a.1)</p> <p>1.5 Proportion of total government spending on pro-poor public social spending (SDG 1.b.1)</p> <p>1.6 Proportion of reduced corruption and bribery in all their forms (SDG 16.5)</p> <p>1.7 Proportion of population satisfied with their last experience of public services, disaggregated by sex and age (SDG 16.6)</p> <p>1.8 Country score for control of corruption and rule of law according to the Worldwide Governance Indicators (WGI) Project (Number)</p>	<p>1.1 – 1.7: SDG Voluntary National review (Ministry of Planning/Central Bureau Statistics) / Progress reports on 2030 Government of Iraq Vision</p> <p>1.8. Worldwide Governance Indicators (WGI) / Bertelsmann Transformation Index (BTI)</p>
	Outcome 1 (specific objective)	<p><i>Covid-19 economic response – employment and support to people's income:</i></p> <p>1. Increased access to employment, social and labour protection opportunities for youth and most vulnerable segments of the population, particularly women, and forcibly displaced people.</p>	<p>1.1 Proportion of youth (aged 15-24 years) not in education, employment and training by sex, age, disability (** EURF1.17)</p> <p>1.2 Proportion of the population covered by social protections systems, by sex, age, unemployed, disability, level of poverty)[SDG 1.3.1], disaggregated by formal and informal employment</p>	<p>1.1 National household survey / Socio economic impact assessment of COVID-19 / SDG Voluntary National review (MoP/Central Bureau Statistics)</p> <p>1.2. SDG Voluntary National review (MoP/Central Bureau Statistics) / Data from Ministry of Labour and Social Affairs (MoLSA), Ministry of Trade (MoT)</p>
OUTCOMES	Outcome 2 (specific objective)	<p><i>Covid-19 economic response – ensuring the respect for democracy and human rights:</i></p>	<p>2.1 Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism (SDG 16.3)</p>	<p>2.1 - 2.3 SDG Voluntary National review (MoP/Central Bureau Statistics) / WB Governance</p>

		2. Improved accountability, transparency and credibility of the justice system, including strengthened inclusive participatory decision-making	2.2 <i>Proportion of people / businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months, disaggregated by sex and age (SDG 16.5)</i>  2.3 <i>Proportion of population who believe decision making is responsive and inclusive, by sex, age (SDG 16.7)</i>	indicators /  Score for legislature accountability (law) given by Transparency International (TI) in the National Integrity System assessment / Bertelsmann Transformation Index (BTI) – Rule of law index score
Outputs related to Outcome 1	<i>Covid-19 economic response – employment and support to people's income:</i>  1.1 Formal and self-employment opportunities (especially for women, youth and other populations living in vulnerable situations) are created through initiatives for entrepreneurship / job intermediation / urban-heritage-construction-job-schemes  1.2 Measures introduced for the launch of the reform of the National (non) targeted social protection and (non) contributory insurance mechanisms on the basis of a sound analytical basis  1.3 Basic services are provided, with a focus on urban and informal settlements in the southern Governorates of Iraq;  1.4 Demining activities clear key urban and rural areas laying the essential precondition for return and livelihood activities;	1.1.1 <i>Number of jobs created by the program (**EURF 2.11) (disaggregated by sex, age, disability)</i> 1.2.1 <i>Number of private sector and informal workers covered by the social insurance system (disaggregated by sex, age, vulnerability);</i> 1.2.2 <i>Percentage of population living in vulnerable situations covered by the social protection system (disaggregated by sex, age, vulnerability);</i> 1.3.1 <i>Number of population living in vulnerable situations assisted by sanitation and housing intervention by the programme (disaggregated by sex, age, location and vulnerability)</i> 1.4.1 <i>Quantity of urban, peri-urban, rural land assessed fit for use by communities</i>	1.1 Program reports / National Labour Market Assessment / National Household Survey 1.2. Data from MoLSA and MoT / Inter-agency social protection assessment (ISPA) 1.3 – 1.4 Program reports / assessments	
Outputs related to Outcome	<i>Covid-19 economic response – the respect for democracy</i>	2.1.1 <i>Number of professionals from the justice sector who have received deontological training (disaggregated</i>	2.1 Project M&E system, legislative /	

2	<p><i>and human rights:</i></p> <p>2.1 National framework for anti-corruption is revised:</p> <p>2.2 Capabilities of the Iraqi Parliament (Council of Representatives) are fostered to exercise its legislative / accountability functions in a professional accountable representative transparent manner.</p> <p>2.3. The space for direct policy dialogue with government is enlarged as well as the space for civic engagement nurtured with technical, networking and monitoring capacities of Iraqi civil society organisations and civic actors, including media, are built to support inclusion and modalities of participatory, transparent and accountable governance at all levels.</p>	<p><i>by type and sex of official, specific training*) (Number)</i></p> <p><i>2.2.1 Number of parliamentary staff who have received training on the importance of separation of powers, on oversight (disaggregated by sex and function (Number)) as well as number of MPs and Parliament secretariat staff trained (disaggregated by sex);</i></p> <p><i>2.3.1 Number of Civil Society Organizations representatives participating in development / amendment of laws and policies, with support from the intervention (disaggregated by sex) (Number);</i></p> <p><i>2.3.2 Number of civil society and grassroots organizations capacitated, and networking and performance abilities strengthened (Number)</i></p> <p><i>2.1.2 and 2.3.3 Number of policies / strategies / draft laws / regulations revised / elaborated with support of the Action (Number of policies / strategies / laws / regulations disaggregated by sector)</i></p>	<p>policy texts, UNCAC national review</p> <p>2.2 Project M&amp;E system, legislative / policy texts</p> <p>2.3 Project M&amp;E system; CIVICUS monitor</p>
---	--	---	---

## 5 IMPLEMENTATION

### 5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country.

### 5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Decision and the relevant contracts and agreements.

### 5.3 Implementation modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>3</sup>.

#### 5.3.1 Procurement (direct management)

The procurement entails the provision of services to facilitate policy dialogue with the Government on the reform agenda and to support civil society initiatives (**output 2.3**) as described in section 4. This call can be launched under a suspensive clause prior to the adoption of this decision. This is justified because of the urgency of the COVID-19 response, calling for immediate action and support of the national authorities and civil society organizations in the country.

Subject	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure
Facility to support policy dialogue and technical assistance: Call for tender	Service contract	03/2020

#### 5.3.2.1 Indirect management with an international organisation

A part of this action may be implemented in indirect management with the **United Nations Education Science and Culture Organization (UNESCO) in partnership with the International Organization for Migration (IOM)**. This implementation entails activities related to the facilitation of employment creation as entailed by **expected output 1.1**, described in section 4. The envisaged entity has been selected by the Commission's services using the following criteria: technical and operational competence and ongoing experience in Iraq in supporting the development of facilitate transmission of vocational training skills, employment opportunities in the field of rehabilitation, protection of cultural heritage in urban contexts, support to MSMEs in the culture/creative industries sector.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced the decision to replace it needs to be justified.

#### 5.3.2.2 Indirect management with international organisations

A part of this action may be implemented in indirect management with international organizations. This implementation entails activities in the field of progress in the social protection reform, the modernisation of current social safety nets, the development of targeted protection and (non) contributory insurance measures for formal and informal labourers as described in **expected output 1.2** in section 4. The envisaged entity will be selected using the

---

<sup>3</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu) Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

following criteria: specific mandate, value added and technical competencies and longstanding partnership in social protection and reforms operations with the EU.

#### **5.3.2.3 Indirect management with an international organisation**

A part of this action may be implemented in indirect management with the **United Nations Human Settlements Programme – UN HABITAT** the entity has been selected by the Commission's services using the following criteria: technical and operational competence in the country or at international level and/or current partnership with the EU in rehabilitation and provision of services in urban areas of Iraq.

This implementation entails activities related to the creation of employment opportunities in the (re)construction sector and the facilitation of access to services for the population living in vulnerable situations as entailed by **expected output 1.1 and 1.3**, described in section 4.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced the decision to replace it needs to be justified.

#### **5.3.2.4 Indirect management with an international organisation**

A part of this action may be implemented in indirect management with the **United Nations Mine Action Service - UNMAS** (as part of the UN Secretariat). This implementation entails activities in the field of employment creation and mine actions as described in **expected output 1.4** in section 4. The envisaged entity has been selected using the following criteria: specific mandate, value added and technical competencies and longstanding partnership in mine actions operations with the EU in Iraq.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced the decision to replace it needs to be justified.

#### **5.3.2.5 Indirect management with international organisations**

A part of this action may be implemented in indirect management with the **United Nations Development Programme (UNDP) in partnership with the United Nations Office on Drugs and Crime (UNODC)**. This implementation entails activities **for the investigation/prosecution of corruption, the capacity of commercial courts and commercial arbitration and support to Parliament (the Council of Representatives)** as described in **expected output 2.1 and 2.2** in section 4. The envisaged entity has been selected using the following criteria: specific mandate, value added and technical competencies and longstanding partnership in the sector in Iraq.

The international organisation identified above (UNODC), is currently undergoing an ex-ante assessment of its systems and procedures. Based on its compliance with the conditions in force at the time previously other indirect management actions were awarded to the organisation and based on a long-lasting problem-free cooperation, the international organisation can also now implement this action under indirect management, pending the finalisation of the ex-ante assessment, and, where necessary, subject to appropriate supervisory measures in accordance with Article 154(5) of the Financial Regulation.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced the decision to replace it needs to be justified.

### 5.3.2.6 Indirect management with a Member State Organisation

A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: technical and operational competence and on-going experience in Iraq in providing locally embedded technical assistance to GoI entities and facilitating policy dialogue.

The implementation by this entity entails activities related to the provision of technical assistance to GoI counterparts and the facilitation of policy dialogue with GoI counterparts as entailed by **expected output 2.3**, described in section 4.

### 5.4 Scope of geographical eligibility for procurement

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

### 5.5 Indicative budget

	<b>EU contribution (amount in EUR)</b>	<b>Indicative third party contribution</b>
<b>Specific Objective 1 Covid-19 economic response: employment and support to people's income</b> composed of	<b>60 000 000</b>	<b>N.A.</b>
Indirect management with International organisations - UNESCO (output 1.1) – cf section 5.3.2.1	13 000 000	
Indirect management with International organisations - (output 1.2) – cf section 5.3.2.2	30 000 000	
Indirect management with International organisations - UNHABITAT (output 1.1 and 1.3) – cf 5.3.2.3	10 000 000	
Indirect management with International organisations - UNMAS (output 1.1 and 1.4) – cf section 5.3.2.4	7 000 000	
<b>Objective 2 Covid-19 economic response: ensuring the respect for democracy and human rights</b> composed of	<b>29 000 000</b>	<b>N.A.</b>
Indirect management with International organisations - UNDP (output 2.1 and 2.2) - cf. section 5.3.2.5	15 000 000	
Indirect management with a Member State Organisation (output 2.3) - cf. section 5.3.2.6	9 000 000	
Procurement – total envelope under section 5.3.1	5 000 000	N.A.
<b>Evaluation, (cf. section 5.8)</b>	<b>250 000</b>	<b>N.A.</b>
<b>Audit (cf. section 5.9)/Expenditure verification</b>	<b>250 000</b>	
<b>Communication and visibility (cf. section 5.10)</b>	<b>500 000</b>	<b>N.A.</b>
<b>Contingencies</b>	<b>N/A</b>	<b>N.A.</b>

Totals	90 000 000	
--------	------------	--

## 5.6 Organisational set-up and responsibilities

The Iraqi Ministry of Planning (MoP) is the signatory of the Financing Agreement. A programme steering committee (SC) will be formed for each component of this action and will meet at least two times a year to endorse strategic orientations, oversee programme execution, and facilitate implementation of activities, approve work plans and oversee coordination of the different stakeholders in the programmes. The SC will comprise representatives from MoP, the EU Delegation to Iraq and its cooperation section, representatives from implementing partners per component and the relevant national and local stakeholders, including civil society representatives and private sector partners.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

## 5.7 Performance and Results monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results as measured by corresponding indicators, using as reference the simplified Logframe matrix (for project modality) available in section 4 or the partner's strategy.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

## 5.8 Evaluation

Having regard to the nature of the action, a mid-term evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for learning purposes, in particular with respect to assess progresses towards the three outcomes of this action and ways to better monitor its intended achievements.

Having regard to the nature of the action, a final or ex-post evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the areas of interest of this action are of particular relevance for the EU Post 2020 development strategy for Iraq. The Commission shall inform the implementing partner at least one month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The

evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

## **5.9 Audit**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

## **5.10 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation. For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements. The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.