



Kurdistan Vision 2020 Joint Programming Facility
Terms of Reference

November 2013

UNITED NATIONS COUNTRY TEAM IN IRAQ

| | |
|---|---|
|  | Food and Agriculture Organisation (FAO) |
|  | International Labour Organisation (ILO) |
|  | United Nations Children's Fund (UNICEF) |
|  | United Nations Conference on Trade and Development (UNCTAD) |
|  | United Nations Development Fund for Women (UNIFEM) |
|  | United Nations Development Programme (UNDP) |
|  | United Nations Educational, Scientific and Cultural Organisation (UNESCO) |
|  | United Nations Environment Programme (UNEP) |
|  | United Nations High Commissioner for Refugees (UNHCR) |
|  | United Nations Human Settlement Programme (UNHABITAT) |
|  | United Nations Industrial Development Organisation (UNIDO) |
|  | United Nations Office on Drugs and Crime (UNODC) |
|  | United Nations Office for Project Services (UNOPS) |
|  | United Nations Population Fund (UNFPA) |
|  | World Food Programme (WFP) |
|  | World Health Organization (WHO) |
|  | Economic Social Commission for Western Asia (ESCWA) |

UNITED NATIONS COUNTRY TEAM IN IRAQ



Office High Commission for Human Rights (OHCHR)



International Organization for Migration (IOM)



Office for the Coordination of Humanitarian Affairs (OCHA)

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1. Introduction

In recent years the Kurdistan Region of Iraq (KR-I) has made substantial development gains on the back of a favourable security environment, a significant inflow of investment and revenues from the oil sector and conducive legislation and policies for the acceleration of development. This can be readily seen in a dramatic increase in Regional Income from (4,373) billion Iraqi Dinars (IDs) to (35,665) billion IDs and an average growth rate of 46.6% at current prices. In the same period the GDP increased from (2,419) billion IDs to (24,725) billion IDs, an average growth rate of 68.9%. The KR-I has also achieved standards in education, health care and access to water and power that compare very favourably with its better off neighbours (Turkey, Iran and Jordan).

The challenge however is to sustain these gains and confront the myriad development constraints that persist. These include: the rapid exhaustion of ground water and pollution of surface water; unevenness in the quality and availability of basic services; the need for sustainable and effective financing mechanisms for public infrastructure and services; modernization of the public sector; and inclusive and diversified economic growth. While indigenous capacity is growing within the KR-I to confront these challenges, the Region can benefit considerably from access to international expertise and experience. The Kurdistan Regional Government (KRG) has launched the "Kurdistan Region of Iraq 2020: A Vision for the Future (in short, Kurdistan Vision 2020)" in September 2013, presenting the future vision of KR-I and delineating the policy priorities for the five-year period to 2017 to achieve this vision.

The UN can add value at this critical time in the KRG's development trajectory and achievement of the KRGs Vision 2020. The UN will continue to provide the required expertise and access to international experience. With substantially increased revenues, the KRG is now in a position to move from being a recipient of UN financed expertise to a major financer of this expertise. In effect, this signifies an evolution of the partnership between the UN and the KRG where the role of the UN will now be to work in partnership with the KRG to more effectively manage and apply its own resources to obtain the maximum development returns. Within this context, the KRG and UN have agreed to establish Kurdistan Vision 2020 Joint Programming Facility (hereafter "Facility"), leveraging UN expertise for achievement KR-I Vision 2020 under the leadership of the KRG, capitalized primarily from the KRG Investment budget.

The Facility will have three key features:

- A high level committee to enable the KRG and the UN to jointly identify strategic priorities in line with KRG 2020 Vision and regularly exchange views on effective development policies and programs;
- A financing mechanism that will enable a progressive shift from financing small scale project based support by the UN to the provision of technical expertise, policy advice, capacity building and knowledge products in support of joint long-term government financed programmes and reform initiatives.
- A component that builds the capacity of the KRG to efficiently coordinate and provide oversight of all development assistance.

2. Strategic Framework

Embodying the principals of Paris Declaration for Aid Effectiveness and Accra Agenda for Action¹, the strategic framework for the Facility will be fully aligned with the KRG Vision 2020 and other strategic documents for KRG. The 2020 Vision manifests an overall strategy for the KRG to work towards common goals focusing on improving the well-being of the population of the KR-I.

¹ The five fundamental principles for making aid more effective outlined in Paris Declaration and Accra Agenda for Action are: 1) Ownership: Developing countries set their own strategies for poverty reduction, improve their institutions and tackle corruption; 2) Alignment: Donor countries align behind these objectives and use local systems; 3) Harmonisation: Donor countries coordinate, simplify procedures and share information to avoid duplication 4) Results: Developing countries and donors shift focus to development results and results get measured and 5) Mutual accountability: Donors and partners are accountable for development results.

The four strategic pillars of the KRG's 2020 Vision are:

1. Putting people first:
 - Health,
 - Education,
 - Inclusiveness, and
 - Labour Market
2. Building the Region: Infrastructure
 - Transportation,
 - WATSAN and Electricity
 - Communications, and
 - Housing
3. Economic Prosperity
 - Agriculture and Agro-Industries,
 - Private Sector growth, and
 - Environmental Protection
4. Good Governance
 - Effective and Honest Government,
 - The Budget, and
 - Civil Service Reforms

The United Nations Development Assistance Framework (UNDAF) reflects the development priorities in Iraq and provides a coherent and coordinated strategy for the delivery of UN assistance in support to KRG. The objectives and activities of Joint Programmes (JPs) and projects supported by the Facility should be aligned and consistent with the common priorities of the KRG and UN strategic development frameworks, such as UNDAF.

3. Outlines of Kurdistan Vision 2020 Joint Programming Facility

3.1 Establishment and End Date

The Facility commences on start date of 1 November 2013 and continues to operate until the Facility end date of 31 December 2017. The end date may be reviewed periodically and amended with agreement from the KRG, UN, the donors, and the Administrative Agent (AA). The Fund will be established following the signing of a Memorandum of Understanding (MOU) between the Multi-Party Trust Fund (MPTF Office) and at least two Participating UN Organizations and will become operational following the signing of the Standard Administrative Arrangement (SAA) between the first donor and the MPTF Office and deposit of funds into the Facility account. The final date for approval of JPs/projects, final date for transfer of new funds and for operational closure of JPs/projects will be established based on the Facility End Date.

The Facility will be the primary financing mechanism between KRG and the UN agencies to achieve the common strategic priorities determined by the Kurdistan Vision 2020 and UNDAF. Additionally, funds obtained from other sources (as elaborated in section 3.3.2 below) will be pooled through this Facility and be utilized to support the attainment of the development priorities set by KRG, as depicted in this ToR.

3.2 Purpose

The purpose of the Facility is to provide a mechanism for the KRG to draw upon the expertise of the UN System to support the realization of the development objectives for and implementation of development programs in the KR-I.

The Facility will enable the KRG in partnership with the UN system in Iraq to:

- Serve as a vehicle to marshal and leverage UN support to achieve KRG 2020 Vision and the UNDAF
- Facilitate resource management and mobilization for KRG-UN joint efforts for the Vision 2020
- Provide a forum for policy dialogue on key constraints and opportunities for inclusive and equitable social and economic development in the KR-I, depicted by Kurdistan Vision 2020.
- Facilitate coherent and integrated support from the UN system
- Provide an efficient financing mechanism in line with Aid Effectiveness principles
- Jointly develop, monitor and evaluate the effectiveness of UN support with KRG and local partners
- Strengthen the Development Assistance coordination capacity for aid effectiveness within the KRG

3.3 Description

3.3.1. Administration

The MPTF Office in New York will serve as the AA for the Facility in accordance with the terms and conditions set out in this Terms of Reference (TOR) and further specified in the SAA and the MOU. The Participating UN Organizations will assume full programmatic and financial accountability for the funds provided by the KRG and other donors and transferred to them by the AA. This appointment will continue until it expires, or is terminated in accordance with Section 9 below.

The Facility Steering Committee, co-chaired by the Minister of Planning (MoP) of the KRG and the Resident Coordinator (RC) of the UN system in Iraq, may request any of the Participating UN Organizations to perform additional tasks in support of the Facility that are not related to the AA functions and are subject to availability of funds. Costs for such tasks will be agreed upon in advance and with the approval of the Steering Committee and charged to the Facility as additional costs².

3.3.2. Contributions

The Facility will initially be capitalised through the KRG's Investment Budget but may also include contributions from the Iraq national Government, governments of Member States of the UN, inter-governmental or non-governmental organizations, International Financial Institutions (IFIs), foundations, and from private and other funding sources. Acceptance of funds from the private sector will be guided by criteria agreed between the KRG and the United Nations Country Team (UNCT) and which are consistent with UN agency specific guidelines and the UN system-wide guidelines on cooperation between the UN and Business Community (see the UN Secretary General's guidelines:

<http://www.un.org/partners/business/otherpages/guide.htm>.

Contributions to the Facility may be accepted in fully convertible currencies. Such contributions shall be deposited in the bank accounts designated by the AA. The value of a contribution-deposit, if made in other than United States dollars, shall be determined by applying the UN operational rate of exchange in effect on the date of payment.

In order to effectively respond to agreed priorities in a flexible and adaptive manner, the guiding principle for resource mobilization under the Facility is that donors are encouraged to contribute with multi-year un-earmarked resources. However donors may also earmark funds specifically aligned to any of the agreed Facility priorities.

² Such additional costs will be recorded as "Direct Cost" in accordance with the MoU and SAA.

The estimated budget for the Facility is USD10 million annually with financial contributions from the KRG and other donors during the active period of the Facility.

3.3.3. Funding Eligibility

UN organizations will sign the MoU with the AA setting out the terms and conditions under which the AA and the Participating UN Organizations are eligible to receive funds from the Facility. Eligible projects and Joint Programmes should meet the following key criteria:

- Developed in partnership with respective KRG authorities and local partners
- Aim at supporting the formulation and implementation of KRG development policies and programs as articulated in the KRG 2020 Vision
- Based on the mandate, expertise and comparative advantages of the UN agencies

Non-UN entities that are members of the UNCT, such as the IOM, and have international character, financial rules and regulations that are comparable to the UN may also become Participating Organizations by concluding a separate MOU with the AA.

Participating UN Organizations have established mechanisms to execute and implement projects in partnership with non-governmental organizations (NGOs). Such NGOs may receive funds through one of the Participating UN Organizations. The Participating UN Organizations assume full financial and programmatic accountability, using their respective standard arrangements and procedures for transferring funds to NGO Implementing Partners.

3.3.4. Utilization

The Facility will be utilized for the purpose of meeting the unfunded costs of JPs/projects, including new initiatives responding to emerging needs as agreed to between the KRG and the UN and consistent with the KRG's policy priorities. Details of such JPs, including respective budgets and implementation partners will be set out in the relevant Participating UN Organizations' Standard Joint Program Documents.

In conformity with the UN Development Group (UNDG) Guidelines on JPs, the AA and Participating UN Organizations will be entitled to deduct their indirect costs on contributions received. The AA fee will be 1%. The fee will be deducted from the contributions to the Fund at the time they are deposited. The indirect costs (programme support costs) of the Participating UN Organizations will be 7% of expenditures, in accordance with the UN General Assembly resolution 62/208 (see 2007 Triennial Comprehensive Policy Review principle of full cost recovery). All other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds transferred to it by the AA from the Fund Account. Each Participating UN Organization will assume full programmatic and financial accountability for the funds transferred to it by the AA. Programme/ project level management, procurement and expenditures will be governed by the regulations, rules and directives of the respective Participating UN Organizations.

As an exceptional measure, particularly during the start-up phase of the Facility and subject to the concurrence of the Fund Steering Committee and conformity with the respective UN Agency's financial regulations, rules and directives, participating UN Organizations may elect to start implementation of programmatic activities in advance of receipt of initial or subsequent transfers from the Fund Account by using their own resources. Such advance activities will be undertaken where the Steering Committee confirms funds it has or will allocate or approve for implementation by the particular Participating UN Organization and

following receipt by the AA of an official commitment by the Steering Committee. Participating UN Organizations will be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.

4. Governance and Other Arrangements

4.1 The Facility Steering Committee

The Facility Steering Committee (SC) will be established and co-chaired by the MoP on behalf of the KRG and the UN RC on behalf of the UNCT. The Facility SC will also include representatives of the Participating UN Organizations, KRG ministries, and donors who have contributed to the Facility. The exact membership and donors' participation will be agreed upon by the Facility SC.

The Facility SC will ensure JPs/projects are designed and implemented in line with the Paris Aid Effectiveness Principles, and that the KRG-UNCT strategic partnership will maximize the UNCT's contribution towards achieving the KRG's development objectives as depicted in Kurdistan Vision 2020. A detailed ToR for the Facility SC will be developed upon establishment of the Facility. The following responsibilities specifically associated with the management of the Facility will be assumed by the Facility SC:

- Develop and approve the Facility SC ToR and Rules of Procedures based on MPTF generic SC ToR, and update and modify as necessary including addressing procedures for extensions of programme/project duration, budget revisions and monitoring implementation;
- Review and approve criteria for allocation of available un-earmarked Facility resources as well as disbursement of Facility resources ensuring allocations are aligned with Facility priorities.
- Ensure coordination, facilitate synergies and complementarities between interventions and avoid overlaps;
- Provide oversight of the Facility, including monitoring of overall implementation and delivery of projects and JPs on regular basis to ensure that fund disbursement and utilization takes place within the agreed timeframe ;
- Ensure appropriate consultative processes take place in the identification and formulation of activities to be supported by the Facility ;
- Review and approve periodic progress reports (programmatic and financial) consolidated by the AA, based on the progress reports submitted by the Participating UN Organizations;
- Review findings of summary audit reports consolidated by the internal audit service of the AA and follow-up on recommended actions having Facility-wide implications;
- Agree on the scope and frequency of independent evaluations and/or lessons learned of the Joint Programming, and review respective draft/ final reports ensuring implementation of recommendations; and

4.2 The Resident Coordinator and the UN Country Team

The RC will ensure the UNCT act in coherent and integrated manner to support the achievement of the priorities of the Facility. The RC, in consultation with the UNCT, will:

- Ensure proposals put forward by Participating UN Organizations reflect their mandates and comparative advantages and delivery capacity;
- Ensure participating UN Organisations identify interventions that support the formulation and implementation of KRG policies and strategies, promoting synergies between UN agencies to ensure coherence within the UN system in support of the KRG priorities;
- Promoting and advocating strategic and optimal allocation of resources to the respective Projects and JPs.;

- Ensure the strategic orientation of the JPs/projects under the Facility remains consistent with the UNDAF Results Framework and the UNDAF Work Plan agreed with the GoI and KRG;
- Support mobilizing additional resources for the Facility and encourage donors to work within the Facility framework to uphold the Paris Aid Effectiveness Principles;
- Based on decisions made by the SC, instruct the AA to transfer the approved allocation of Facility to Participating UN Organizations;

4.3 The Facility Secretariat

The Facility Secretariat will support the Facility SC. The Secretariat will be a Unit of the MoP of the KRG and primarily be staffed by MoP personnel and international expert(s) to manage the day to day operations of the Facility. The operational costs of the Secretariat will be approved annually by the Steering Committee as a direct cost based on annual Secretariat work plans and budgets.

The Facility Secretariat shall be responsible for:

- Tracking the Facility SC approvals, allocations and implementation progress and identify challenges to be reported to the Joint Programming SC on a quarterly basis;
- Coordinating with the relevant KRG authorities, UN agencies, and other partners for insuring programmatic synergies across KRG and UNDAF priorities; ;
- Assisting the Facility SC co-chairs in following up on group actions and decisions, and in communicating important milestones;
- Logistical arrangements required to facilitate the Facility SC meetings, including the preparation of the agenda and minutes, sharing information on behalf of the co-chairs, distribution of documents, etc;
- Documenting, communicating and ensuring follow-up of the Facility SC's decisions;
- Periodically reviewing the ToR of the Facility SC and recommending changes or revisions to the SC;
- Reviewing proposals of JPs/projects including seeking changes from the relevant UN organizations prior to recommendation for JPs/projects approval.
- Reviewing progress of implementation of the approved JPs/Projects and provide policy guidance to activity managers and the SC as required.
- Preparing annual consolidated progress reports based on inputs from the Participating UN Organizations and in collaboration with the MDTF Office.
- Based on satisfactory reporting and performance, recommending release of periodic Facility programme instalments as per an approved programme document and payment schedule.
- Reviewing submitted requests for time extension, budget revision and change of scope of implemented JPs/Projects. .
- Facilitating Facility level reviews and evaluations of implemented approved JPs/Projects as required and provide recommendations to the SC on any necessary actions required based on results.
- Undertaking analysis and provide recommendations to the SC on changes to strategic priorities and outcomes as required.
- Monitoring the progress of implementation of JPs/projects, including development and management of a database of all activities and related documentation.
- In collaboration with the MPTF Office, keep the Facility webpage on the MPTF Office GATEWAY updated.
- Coordinating with the Office of the Resident Coordinator (RCO) and the MDTF Office on regular basis for overall Facility Management obligations.
- Promoting the use of harmonized procedures and policies in line with UNDG guidelines on JPs for reduced transaction cost and operational effectiveness.

4.4 Administrative Agent

On behalf of the KRG and the UN system in Iraq, the AA will carry out the following functions:

- Receipt, administration and management of contributions from donors;
- Administer such funds received for the Facility, in accordance with the SSA and MOU with UN Participating UN Organisations including the provisions relating to the JPs/projects closure at the MPTF level and related matters;
- Subject to availability of fund, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the Facility SC, taking into account the budget set out in the approved programmatic document, as amended in writing from time to time by the Facility SC;
- In conjunction with the Facility Secretariat, consolidate statements and reports, based on submissions provided to the AA by each Participating UN Organization, as set forth in the TOR, and provide these to each donor that has contributed to the Facility Account and to the Facility SC in accordance with SAA and MOU;
- In conjunction with the Facility Secretariat, provide final reporting, including notification that the Facility has been fully expended or has been wound up in accordance with the Facility TOR, in accordance with Section 8: Reporting below;
- Transfer fund to a respective Participating UN Organization for the additional costs of the task that the Steering Committee may decide to allocate (as referred to in Section 2.3.1) in accordance with TOR.

In accordance with the UNDG AA Protocol, the AA will maintain a clear delineation, including distinct reporting lines and an accountability framework, between its functions as an AA and its functions as a Participating UN Organization.

5. Implementation Arrangements

Under the overall KRG and UNDAF framework, the KRG authorities and Participating UN organizations will jointly develop JPs/projects in their respective priority areas and formulate a JP/project document with workplan and budget for review and approval by the Facility SC.

Upon the approval of the JPs/projects for the Facility, the implementation of the JPs/projects will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with its applicable regulations, rules, directives and procedures. During the implementation, Participating UN organizations and KRG authorities should:

- Ensure effective coordination among relevant actors and parties to carry out the activities of JPs/projects;
- Enhance effective delivery of the activity results in line with the overall JP/project objectives;
- Identify and resolve operational bottlenecks; and
- Provide regular progress reporting and notify any critical matters to the Facility Secretariat.

6. Monitoring and Evaluation

The Facility Secretariat will develop and monitor a Facility level results framework. The Facility level results framework shall be updated based upon the periodic JP/project progress updates provided to the Secretariat.

All JPs/projects funded through the Facility will include a Monitoring and Evaluation (M&E) framework as outlined in the standard UNDG Joint Programme template, corresponding to Facility level results reporting as well as UNDAF and KRG reporting, if required. The KRG, Donors, the AA and the Participating UN Organizations will hold annual consultations, as appropriate, to review the status of the Facility. In addition, the Facility SC may commission a regular, independent lessons-learned and review exercise relating to the operations and management of the Facility.

7. Audit

The AA and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules. In addition, the JPs/ projects implemented by the Participating UN Organizations under the Facility may be audited in accordance with the Framework for Auditing Multi-Donor Trust Fund which has been agreed to by the Internal Audit Services of Participating UN Organizations and endorsed by the UNDG in September 2007.

8. Reporting

For each JP/project approved by the Facility SC, each Participating UN Organization will provide the AA with the following statements and reports prepared in accordance with the accounting and reporting procedures applicable to the Participating UN Organization concerned using the standard narrative and financial reporting templates and procedures.

8.1 Reporting requirements of Participating UN Organizations

- (a) Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- (b) Annual financial statements and reports as of 31 December with respect to the JPs/projects under the Facility, which has been disbursed to it from the Facility Account, to be provided no later than four months (30 April) after the end of the calendar year;
- (c) Final narrative reports, after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the financial closing of the JPs/projects under the Facility. The final report will provide a summary of results and achievements; and
- (d) Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the financial closing of the JPs/projects under the Facility.

8.2 Reporting Obligations of Administrative Agent

The AA will prepare consolidated financial progress reports, based on the expenditure data upload through UNEX by the respective Participating UN Organization's headquarters after the end of the calendar year by 31 May.

The AA will also provide the Facility Steering Committee and the Participating UN Organizations with the following statements on its activities as AA:

- (a) Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and

- (b) Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Facility.

Consolidated reports and related documents will be posted on the Kurdistan Vision 2020 Joint Programming Facility page of the MPTF Office website (<http://mptf.undp.org>) periodically.

9. Public Disclosure

The AA in consultation with the Facility SC and Participating UN Organizations will ensure that decisions regarding the review and approval of the JP/Projects under the Facility as well as periodic reports on the progress of implementation of the JP/Projects under the Facility, associated external evaluation are posted for public information on the websites of the AA (<http://mptf.undp.org>). Such reports and documents may include the Facility SC approved JPs/Projects, programmes/project proposals awaiting approval, Facility level annual financial and progress reports and external evaluations, as appropriate

10. Termination of the Facility

The Facility will continue until the Facility End Date of 31 December 2017. The final date for approval of new JPs/projects, final date for transfer of new funds and for operational closure will be established based on the Facility End Date.

The Facility termination date will be upon completion of all JPs/projects under the Facility and after satisfaction of all commitments and liabilities. Notwithstanding the completion of the JPs/projects financed from the Facility, any unutilized balances will continue to be held in the Facility Account until all commitments and liabilities incurred in implementation of the programmes/ projects have been satisfied and programme/ project activities have been brought to an orderly conclusion. Any balance remaining in the Facility Account or in the individual Participating UN Organizations’ separate ledger accounts upon winding up of the Facility will be used for a purpose mutually agreed upon with the Facility Steering Committee or returned to the Donor(s) as agreed upon by the Facility Steering Committee.

11. Visibility and Joint Communication

Each Participating KRG Ministry and UN Organization will take appropriate measures to publicize the Facility and to highlight the partnership. Information given to the press, to the beneficiaries of the Facility, all related publicity material, official notices, reports and publications, will acknowledge the role of the KRG, the National Government, the donors, the Participating UN Organizations, the AA and any other relevant entities. In particular, the AA will include and ensure due recognition of the role of each Participating UN Organization and national partner in all external communications relating to the Facility.

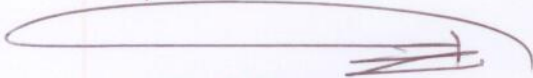
The AA in consultation with the Participating UN Organizations will ensure that decisions regarding the review and approval of the Facility as well as periodic reports on the progress of implementation of the Facility, associated external evaluation are posted, where appropriate, for public information on the websites of UN in Iraq (<http://iq.one.un.org>) and the AA (mptf.undp.org). Such reports and documents may include Steering Committee approved programmes and programmes awaiting approval, Facility level annual financial and progress reports and external evaluations, as appropriate.

12. Approval Signature

IN WITNESS WHEREOF, the Regional Kurdistan Government and the United Nations in Iraq have agreed to sign this Terms of Reference as a statement of intent by the parties acting through their duly authorized representatives, outlining the basis for collaboration in the establishment and implementation of Kurdistan Vision 2020 Joint Programming Facility.

The Kurdistan Regional Government

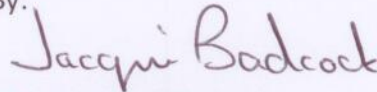
By:



H.E. Dr. Ali Sindi
Minister of Planning, KRG

The United Nations Country Team in Iraq

By:



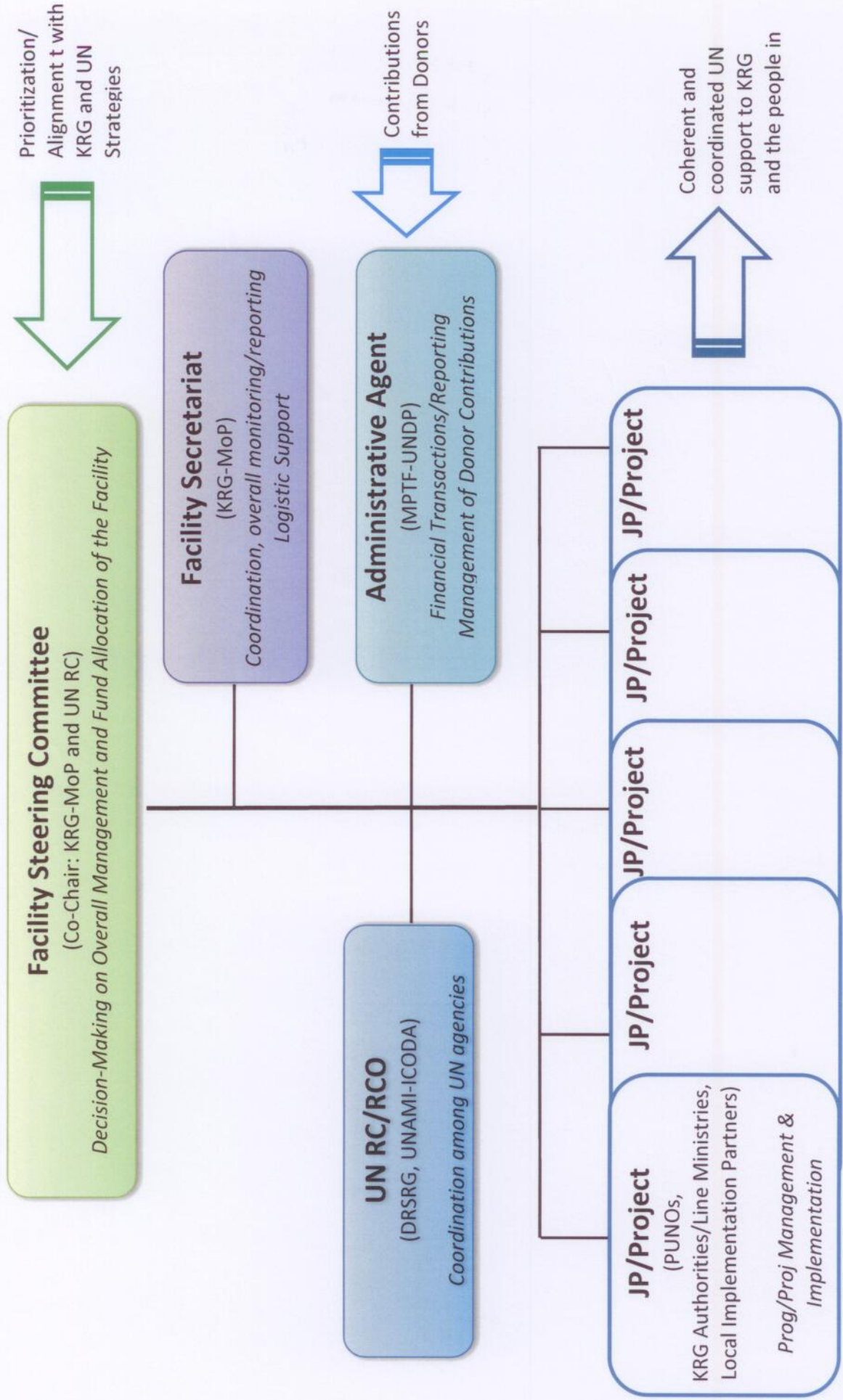
Ms. Jacqueline Badcock
UN Resident Coordinator for Iraq

13. List of Annexes

Annex 1: Facility Governance Structure

Annex 2: Outline of JP/Project Approval and Management Process

Annex 1: The Facility Governance Structure



Annex 2: Outlines of JP/Project Approval and Management Process under Kurdistan Vision 2020 Joint Programming Facility

| | Formulation | Appraisal | Approval | Implementation | M & E Reporting |
|------------------------------|---|---|--|---|---|
| KRG Authorities PUNOs/RCO | Jointly identify the priority issues for JP/Project Formulate JP/Project in consultation with relevant stakeholders | (UN RC/RCO) Ensure the quality of JP/Project Document in line with KRG/UN policy priorities and the mandate/expertise of UN agencies | | Carry out the activities in accordance with JP/Project document Ensure collaboration with relevant KRG authorities/NGOs/local actors | Monitor day-to-day activities of JP/Project Prepare and submit the progress reports to the Facility Secretariat (UN RC/RCO) Ensure each PUNO undertake proper monitoring and reporting |
| Facility Secretariat | Facilitate coordination among different actors Liaise with relevant KRG authorities/UN agencies to provide policy guidance | Conduct initial review of draft JP/Project Documents Facilitate appraisal/endorsement process with relevant KRG authorities | | Review PUNO requests for JPs/Projects revisions, as required, and submit for approval | Track the progress of each JP/project Prepare annual consolidated progress reports of all JPs/projects supported under the Facility |
| Facility Steering Committee | | | Review and approve JPs/Projects to be funded by Facility Determine the allocation of fund for each JPs/Projects | Review and approve JPs/Projects revisions, as required | Review and approve periodic progress reports and consolidated annual report. Provide oversight of overall delivery of JPs/Project under the Facility |
| Administrative Agent | | | | Transfer the fund from the Facility to respective PUNOs Manage and track the donor contributions under the Facility | Provide annual consolidated financial report of the Facility to the Secretariat Consolidate and submit the annual report to the donors |