

**Annex IV. Joint Monitoring Matrix
Socio-Economic - 2007**

BENCHMARKS	INDICATIVE ACTIONS	SWG, AND KEY IRAQI AGENCIES	
Section 4.1: Public Resource Management (PRM)			
<p>Goals: Maximize the benefit from public resources to the people of Iraq in all the regions and provinces by establishing an efficient, equitable, transparent and accountable system for the management of oil revenues and other resources.</p> <p align="center">Use public resources to promote national unity and diversified sustainable development.</p>			
Section 4.1.1: Oil Revenues			
Goal: Establish a transparent single petroleum account and an equitable petroleum revenue sharing framework			
<p>1. Establish and implement a petroleum revenue sharing framework</p>	<ul style="list-style-type: none"> • By 2007, develop a framework for the sharing of the benefits of oil, integrated into the budget process and consistent with the constitution (Priority Action). Such framework must be: <ul style="list-style-type: none"> ○ Transparent and equitable; ○ Financially sustainable financing at all levels of government; ○ Mindful of legacies of the past and differences in levels of development; ○ Properly compensating the producing regions and governorates; ○ Supported by appropriate organization structures; and ○ Consistent with appropriate accounting and administrative systems. 	<p>PRM WG, CoR, MoO incl. producing departments and MoF</p>	
<p>2. Establish and implement mechanisms to ensure transparency of</p>	<ul style="list-style-type: none"> • By 2007, endorse EITI Principles and commence consultation on implementation (Priority Action) 	<p>PRM WG, MoO incl. producing departments MoF, CBI, CrBI, BSA, CoR,</p>	

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petroleum sector flows	<ul style="list-style-type: none"> ○ By early 2007, deliver EITI workshops involving the MoO, MoF, MoPDC, and CoR. • By end 2007, install, fix and regulate oil flow meters at all oil production and distribution facilities (Priority Action) • By end 2007, provide copies of all oil sale contracts to the MoF and CrBI within 15 days of signing the contract • By end 2007, report volumes sold and payments received for oil sales to the MoF and the CrBI within 30 days of each transaction (Priority Action) • By 2007, follow up on the recommendations from the audits of DFI and CBI (Priority Action) • By 2008, publish quarterly on a website maintained by the MoF & MoO detailed reports on: <ul style="list-style-type: none"> ○ Oil Production including: a) refined products and residual fuel oil, (b) Exports including quantities, prices and revenues (c) All other oil related payments to Iraqi entities including taxes, royalties, fees, leases, and any other revenues related to petroleum activities and (d) the status of the DFI audited by an independent internationally recognized audit firm ○ By 2007, require in all future contracts with buyers of petroleum and petroleum products, contractors and operators, including IOC's to submit information on all payment (or deliveries of crude petroleum) to Iraqi entities in relation to petroleum operations to the MoF/CBI. Annually reconcile this data with government figures using an internationally recognized independent auditor and publish the report on the MoF/MoO website 	MoPDC	
<i>Section 4.1.2: Public Financial Management (PFM)</i>			
Goal: Align Public Financial Management and procurement system with sound international practice			
<i>A: Planning, Coordination, Monitoring and Evaluation</i>			

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<i>Goal: Operationalize an enhanced planning, monitoring and evaluation framework</i>			
1. Effective functioning of an enhanced sector-wide and cross-cutting consultation and coordination framework	<ul style="list-style-type: none"> • During 2007, operationalize an enhanced sector-wide and cross-cutting consultation and coordination framework. • During 2007, undertake and complete a functional review of the MoPDC and provided for in the Public Financial Management Law (Priority Action) 	PRM WG, PM office, Cabinet decision, MOF, MoPDC	
<i>B: Budget and Budget Execution</i>			
<i>Goal: Establish a credible, integrated and comprehensive budget that delivers reliable and predictable resources to budget holders</i>			
1. Develop and implement legislation and build institutions to improve Public Financial Management	<ul style="list-style-type: none"> • By end 2007, complete and publish a Public Expenditure and Institution Assessment (PEIA) to evaluate the quality of budget management, including the process of setting spending priorities and establish and implement a PFM reform and a comprehensive GPM capacity building strategy (Priority Action) 	PRM WG, PM office, Cabinet decision, MOF, MoPDC	
2. Achieve an integrated and comprehensive budget and increase strategic content	<ul style="list-style-type: none"> • By end 2007, capture in the budget all significant revenues and expenditures, including all subsidies and donor flows (Priority Action) <ul style="list-style-type: none"> ○ By mid 2007, procedures implemented for the regular and timely provision of development partner aid flows to the MoPDC (Priority Action) 	PRM WG, MoF (BD, AD), MoPDC, Cabinet decision	
3. Establish and implement procedures and regulations to improve budget reliability and accountability	<ul style="list-style-type: none"> • In 2007, implement a budget classification system based on the IMF's Government Finance Statistics (GFS) and UN's Classification of Functions of Government (COFOG) (Priority Action) • By end 2007, improve the timeliness, accuracy and transparency of in-year fiscal reporting (Priority Action) 	PRM WG, MoF (BD, AD), MoPDC, BSA, CoR	

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	<ul style="list-style-type: none"> ○ By mid-2007, undertake and mainstream a mid-year budget review and inform the CoR of the results. If appropriations need to change by +/-5% in aggregate or at the ministry level, a revised 2007 budget appropriation bill will be submitted to the CoR by Aug 2007. ● By end 2008, implement the major components of the Financial Management Information System (FMIS) (Priority Action) <ul style="list-style-type: none"> ○ During 2007, shift the current manual accounting system to the FMIS ○ By mid-2007, connect all provincial treasuries and priority sites; ○ By end 2008, Accounting framework to be documented and implemented ○ Prior to the application of further FMIS modules (e.g. payroll and budget preparation modules), establish detailed user specification requirements 		
4. Undertake specific measures to improve budget execution and effectiveness. Achieve over 90% budget execution	<ul style="list-style-type: none"> ● By end 2007, based on a PFM capacity building strategy, initiate a comprehensive training program to build the administrative capacity at all junctures of PFM at national and sub-national levels (Priority Action) ● By 2007 remove administrative bottlenecks, to enhance capacity for procurement and capital project contracting, and to invest in projects of significance as may be fiscally sustained over the medium term (Priority Action) ● By end 2007 execute more than 90% of 2007 recurrent and investment budgets (Priority Action) 	PRM WG, MoF (BD, AD), MoPDC	
<i>C: Procurement</i>			
<i>Goal: Align public procurement legislation and institutions with sound international practice</i>			
1. Pass and implement	<ul style="list-style-type: none"> ● By end 2007, draft a new public procurement law, regulations, and standard national 	PRM WG, MoPDC,	

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legislation and regulations build and operationalise institutions for public procurement	competitive bidding documents consistent with good international practice including latest WTO agreements (Priority Action)	Cabinet decision, CoR, BSA, inter-ministerial working group, anti-corruption bodies	
2. Build capacity to comply with the new framework for public procurement	<ul style="list-style-type: none"> By 2007, develop and deliver standard accredited training programs on public procurement for the public servants and private sector (Priority Action) 	PRM WG, MoPDC	
<i>D: Intergovernmental fiscal relations</i>			
<i>Goal: Develop a framework for intergovernmental fiscal relations to ensure efficiency, transparency and equity while maintaining national fiscal integrity</i>			
1. Increase transparency of allocations	<ul style="list-style-type: none"> By 2007, move to consistent rule based allocations for transfers to regions and governorates (Priority Action) By 2007, publish both in-kind and cash transfers allocated to the regions and governorates in the budget and the allocation criteria as part of the documentation for the budget (Priority Action) 	PRM WG, MoF, MoPDC	
2. Set criteria for budget requests	<ul style="list-style-type: none"> By 2007, in consultation with governorates and Provincial Councils set clear guidelines for budget requests for investment and recurrent expenditure from provincial Councils (Priority Action) 	MoF, MoPDC, BSA	
3. Decide on and implement oversight process for transfers	<ul style="list-style-type: none"> By 2007, establish unit that is responsible for monitoring and evaluating intergovernmental transfers (Priority Action) 	MoF, MoPDC, BSA	
4. Clarify expenditure assignment	<ul style="list-style-type: none"> By 2007, specify which level of government is specifically responsible for each expenditure in a way that ensures, efficiency, equity and transparency and is consistent with the constitution (Priority Action) By mid 2007, identify expenditures with regional spill-over effects for the coming fiscal year (Priority Action) 	MoF, MoPDC in consultation with provinces and regions, MoO, MoT, CBI	

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	<ul style="list-style-type: none"> By end 2008, provide conditional grants to regions and provinces to cover the above expenditures 		
Section 4.2: Strengthening Institutions and Improving Governance			
<i>Section 4.2.1. Engaging with Civil Society</i>			
Goal: Building consensus on economic reforms through dialogue and engagement with civil society. Mobilize Iraq's Social Capital in the process of development			
1. Adopt and carry out policies to stimulate civil society engagement in reforms	<ul style="list-style-type: none"> During 2007, conduct training to educating policy makers, administrative and law enforcement personnel as well as the public about the rights of civil society and the role it can play in promoting citizens' legitimate concerns, mitigating social conflict and monitoring the government's actions (Priority Action) By 2007, adopt a law on NGO's and non-profit associations which guarantees their political and economic independence, facilitates their establishment and minimizes bureaucratic obstacles (including the freedom to cooperate and receive funds) (Priority Action) 	CoR, ODPM, MoPDC	
2. Adopt and implement comprehensive transparency policies and legislation	<ul style="list-style-type: none"> By 2007, strengthen and implement the public income and asset disclosure law (Priority Action) 	MoJ, MoF, MoLSA, MoTele, ODPM	
<i>Section 4.2.2 - Good Governance and Anti-Corruption</i>			
Goal: Develop a legal framework and build institutional capacity to deter corruption at all levels of government			
1. Implement specific measures to strengthen the judiciary	<ul style="list-style-type: none"> By 2007 separate the High Judicial Council from the Ministry of Justice (Priority Action) By 2007, provide sufficient security to reduce significantly fatalities and injuries of judges 	MoJ, PM office, BSA, CPI, and IGs	

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	and investigators (Priority Action)		
<p>2. Adopt and implement legislation, regulations and procedures and strengthening legal and institutional framework for anti-corruption</p>	<ul style="list-style-type: none"> • By 2007, strengthen the effectiveness of Anti-Corruption Working Group (ACWG) chaired by the Prime Minister by developing guidelines and procedures for transparent and streamlined inter-agency cooperation (Priority Action) • By 2007, begin to disclose promptly and transparently to Parliament and to the Public the instances where the Government has prevented cases of corruption being brought to court (Priority Action) <ul style="list-style-type: none"> ○ By end 2007, Parliament to be notified of instances where Article 136 of the Law of Civil Procedure is invoked • By end 2007, anticorruption action plans developed for institutions with substantial revenue and expenditure assignments (Priority Action). Action plans to include the following: <ul style="list-style-type: none"> ○ Improving transparency of procurement ○ Enhancing public disclosure ○ Systematizing complaints handling mechanisms ○ Strengthening internal audit ○ Strengthening financial management and control and reduce risks of collusion and fraud ○ Improving ethical standards ○ Increasing civil society involvement in project/program implementation • By end 2007, review and harmonize legislation to work towards compliance of UN Convention Against Corruption (UNCAC), including the application for the principle of 'de minimus' to minimize the abuse of anti-corruption legislation (Priority Action) • By 2007, strengthen audit capacities at ministries and the Board of Supreme Audit (see also 	<p>PM office, BSA, CPI, and IGs, anti-corruption agencies Relevant agencies vetted by ACWG, BSA</p>	

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	4.1.2) (Priority Action) <ul style="list-style-type: none"> By 2007, review the mandate of the inspectors general and the commission on public integrity to ensure their working as independent, professional and non-political bodies (Priority Action) 		
3. Begin recovering ill gotten assets	<ul style="list-style-type: none"> By 2007, introduce legislation as necessary to authorize asset seizure and forfeiture (Priority Action) 	Anti-Corruption Working Group (ACWG)	
4. Carry out public awareness campaigns on anticorruption	<ul style="list-style-type: none"> By 2007, undertake a public awareness campaign on the seriousness of corruption and the urgency of the need to fight corruption (Priority Action) 	ACWG	
Section 4.2.3 - Civil Service Reform			
Goal: Establish a civil service corps on the principles of professionalism, integrity and non-partisanship			
1. Adopt and implement policies, legislation, regulations, procedures and build institutions of public service management	<ul style="list-style-type: none"> By 2007, develop a blueprint for civil service reform, establishing values, principles and objectives and an overall capacity development strategy (Priority Action) During 2007, strengthen capacity of senior management through international partnerships and the National Centre for Consultancy & Management Development (NCCMD) (Priority Action) By 2007, establish a unit within the Prime Minister's Office with responsibility for overseeing the administrative reform agenda, including issues regarding the size and structure of government and human resource policy 	PMO, ODFM, MoF, FCSC, MoPDC, FPSC, NCCMD, SoEs, other ministries	

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2. Carry out specific actions to improve human resources management practices	<ul style="list-style-type: none"> • By end 2007, implement a civil service census to support operational headcount management and payroll control (Priority Action) • By end 2007, finalize policy on the re-introduction of establishment control • By 2007, introduce a payroll management system that minimizes the abuse of public funds (Priority Action) 	MoF, MoPDC, FCSC,	
Section 4.3 – Economic Reform			
<p>Goals: Create an enabling environment for investment, public and private, domestic and foreign, as a driver for sustainable and diversified economic growth</p> <p>Create the conditions for maximizing the benefits from foreign aid and investment and integration into the global economy</p>			
Section 4.3.1 - Reforming Subsidies			
<p>Goal: The Government shall work to phase out inefficient and inequitable universal subsidy programs while ensuring the protection of the vulnerable</p>			
1. Phase out universal subsidies (see also 3.1, 4.5 and 4.6.1)	<ul style="list-style-type: none"> • By end 2007, develop a program for the transition from universal subsidies to targeted benefits which would ensure efficiency and equity and protect the vulnerable (Priority Action) • By end 2007, formulate coherent domestic pricing policies for fuels and electricity (Priority Action) • By end 2007, develop a public education and consultation program to ensure public support for subsidy reform (Priority Action) • By 2007, analyze effects of fuel subsidy reduction on prices, production and household welfare 	MoF, MOLSA, MoO, MoPDC, SOMO, Offices of the Prime Minister and Deputy Prime Minister, MoT, and NGO's	

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	<ul style="list-style-type: none"> • Over 2007-2010, implement public education and consultation program (Priority Action) • By 2007, implement subsidy compensation mechanism along with complementary safety net targeting; 		
<i>Section 4.3.2 - Private Sector Development and Investment promotion</i>			
Goal: Create an enabling environment for private investment and job creation			
1. Undertake specific measures to design and implement private sector development policies	<ul style="list-style-type: none"> • By 2007, establish an institutional framework to conduct and coordinate private sector development activities (Priority Action) • By 2007, implement the recently passed Investment Law (Priority Action) • During 2007, improve availability of financing to private entrepreneurs, particular to SMEs including credit guarantees, concessionary financing including micro and SME specific packages through both state owned and private banks (Priority Action) • During 2007, include provisions for the encouragement of private sector in public procurement legislation and regulations 	MIM, MoT, MoPDC	
2. Design and implement policies including legislation and institutions for the Restructuring or SOE's	<ul style="list-style-type: none"> • By 2007, enunciate a clear policy on privatization of SOEs (Priority Action) • By 2007, establish the legislative and institutional framework for privatization and initiate privatization for selected SOEs <ul style="list-style-type: none"> ○ By 2007, establish a State Property Fund according to an appropriate legal framework, and transfer state share in all SOE's to it 	MIM, MoT, MoPDC, SoEs	
3. Remove key Private sector development constraints	<ul style="list-style-type: none"> • By 2007, initiate a detailed administrative barriers diagnostic at the national and provincial level (Priority Action) <ul style="list-style-type: none"> ○ By mid 2008, based on the diagnostic, the Government will identify a series of 	MIM, MoT, MoPDC, MoC, MoA, MoF, BSA	

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	<p>priority regulatory reforms in the trade, business establishment and operation areas (Priority Action)</p> <ul style="list-style-type: none"> ○ By end 2008, commence implementation of regulatory reforms to improve the ease of starting a business, employing workers, registering property, getting credit, dealing with licenses, trading across borders, closing a business and enforcing contracts with due attention to equality of opportunities • By 2007, establish an Iraqi Interstate Commerce provision that prohibits provinces and regions from establishing barriers that inhibit the movement of goods within Iraq 		
<i>Section 4.3.3. – Financial Sector Restructuring</i>			
Goal: Promote public savings and investment and to create an environment for investment and growth the Government shall continue its effort at reforming the Financial Sector			
1. Undertake specific measure to restructuring State Owned Banks	<ul style="list-style-type: none"> • By 2007, conduct an assessment of the role of the four specialized state-owned banks in the banking system and in the economic sectors which they are meant to serve (Priority Action) 	MOF, CBI	
2. Undertake specific measures to promote private banking	<ul style="list-style-type: none"> • Over 2007-2009, establish and operationalize a nationwide electronic payment system (Priority Action) • Over 2007-2010, create an enabling environment for competition and for the growth of private banking, restructuring and consolidation of private banks, and for leveling the playing field in the banking system overall • Over 2007-2010, facilitate participation of private banks in government payment accounts such as payroll 	MOF, CBI	
<i>Section 4.3.4 - Regional and International Economic Integration</i>			

BENCHMARKS	INDICATIVE ACTIONS	SWG, AND KEY IRAQI AGENCIES	
Goal: Reintegrate Iraq into the regional and global economy and deepen international cooperation on the basis of mutual benefit and common interest			
1. Conclude negotiations on outstanding debts and reparations	<ul style="list-style-type: none"> • By 2007 formulate policy on non-Paris Club debt, reparations, and the remaining 20% of Paris club debt (Priority Action) • By 2007, start or intensify negotiations on non-Paris Club debt (Priority Action) 	MoF, MoFA	
2. Ratify signed agreements and treaties, undertake specific measures including legislation to implement ratified treaties. Negotiate and sign new ones.	<ul style="list-style-type: none"> • Over 2007, enhance relationships with UN, IMF World Bank, GCC, OPEC, Islamic Development Bank, Arab Fund for Economic and Social Development, and the Arab Monetary Fund (Priority Action) • Over 2007, explore bilateral and multilateral free trade agreements consistent with WTO (Priority Action) • By 2007, negotiate Trade and Cooperation Agreement with EU (Priority Action) • By 2007, join the UN Anti-Corruption Convention, Extractive Industries Transparency Initiative, MENA-FATF and OECD-MENA (see also 4.1.1.2) 	MoF, MoPDC, MoFA, MoT, CoR,	
4.4 Human Development and Human Security			
Goal: Protect the citizens, improve their wellbeing and productivity and mobilize Iraq's human capital as the key ingredient for sustainable development (human security and development are keys to achieving social peace, a cornerstone of national unity and economic development)			
4.4.1.1 Eradicate Extreme Poverty and Promote Area Based Development:			
<i>Goal: Reduce the number of families living under US\$ 0.50/day/individual by one third</i>			
1. Enact and implement policies and operationalize institution aimed at expanding active social protection measures to reduce	<ul style="list-style-type: none"> • By end 2007, create an overall country policy and a regulatory framework for the promotion of socio-economic empowerment and maximum self-reliance of the different vulnerable groups (Priority Action) • By 2007, micro credit/grant pilot units are to be operational in poor areas and 100,000 projects are to receive micro- financing with the support and the participation of the civil 	Antipoverty Committee (MOLSA, MOPDC, COSIT)	UNDP, WB?,

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poverty and to promote inclusion	society (see also 4.3.2.1) (Priority Action)		
4.4.1.2. Employment			
<p><i>Goals: Build human capital necessary to sustain growth</i></p> <p><i>Reduce unemployment by one half and</i></p> <p><i>double labor force participation for women</i></p>			
1. Undertake specific measures to promote continuous education for competitive skills and equal opportunities in the labor market	<ul style="list-style-type: none"> • By end 2007, develop a plan for retraining, compensation and job search for former government employees 	MOLSA, MoWA, MoHE, MoPDC	WB, USAID, UNDP, others?
2. Undertake specific measures to strengthen social partners' role in expanding employment	<ul style="list-style-type: none"> • By end 2007, institutionalize social dialogue with social partners (unions, employers' organizations) to assess labor market needs and promote effective employment generating programs <ul style="list-style-type: none"> ◦ By 2007, establish a Social Dialog Committee under MoLSA coordination (Priority Action) 	MoLSA, MoWA, MoHE, MoPDC	
3. Enact and implement legislation to encourage job creation while protecting livelihoods of the labor force, particularly vulnerable groups	<ul style="list-style-type: none"> • By 2007, prepare regulatory framework for standardizing payment of wages and salaries along with social insurance arrangements, complemented by enforcement mechanisms, to encourage employment and cross sector migration of labor force • By end 2007, enact labor legislation that reduces restrictions on new hiring and labor turnover, permitting private sector workforce to move to high-demand areas and to improve match of demand and supply. 	MoLSA, MOF, MoPDC	
4.4.1.3. Education			

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<p style="text-align: center;"><i>Goals: Invest in people and their abilities to ensure optimal contribution to the economy</i></p> <p style="text-align: center;"><i>Achieve significant progress towards: i) full primary completion by 2015;</i></p> <p style="text-align: center;"><i>ii) gender parity in education by 2015, iii) Improve adult literacy by 25%, Increase education budget to 5% of GDP</i></p>			
<p>1. Achieve universal access to basic education</p>	<ul style="list-style-type: none"> • By 2007, improved planning and higher proportion of direct funding for: <ul style="list-style-type: none"> ○ construction of new schools, ○ rehabilitation and maintenance of existing schools and ○ upgraded equipment for good quality education programs (Priority Action) • By 2007, expand child allowance conditional upon school attendance for primary school students from low income families included in the Social Safety Net program 	<p>Education SWG, MoE, MoHE, MoST, MoYS, MoLSA, MoPDC</p>	
<p>2. Carry out specific activities to promote adult literacy and skills training, early childhood development and life skills training</p>	<ul style="list-style-type: none"> • By 2007, expand formal and non-formal education partners and opportunities, skills (re)training that would link to employee opportunities, etc. • By 2007, establish Department of Non-Formal Education • By 2007, start execution of development strategy for building capacity of teacher's skills (Priority Action) • By 2007, conduct programs to raise standard of higher education by adopting state-of-the-art, demand-oriented curricula, objective examination procedures and merit-based career paths • By 2007, provide adequate security to university campuses, academics and students • By 2007, develop programmers for further education and placement for academics displaced by violence 	<p>Education SWG, MoE, MoHE, MoST, MoYS, MoLSA</p>	

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4.4.1.4 Health			
<i>Goal: Improve health and nutrition of all Iraqis as a cornerstone of welfare and economic development</i>			
<p>1. Undertake specific measures to improve access to the Primary Health Care system (PHC) and focus on prevention and healthy life style</p>	<ul style="list-style-type: none"> • By 2007, review existing policy, infrastructure and administrative and service delivery environments to (Priority Action): <ul style="list-style-type: none"> ○ promote reproductive health and Maternal and Child Health (MCH); and ○ facilitate access to quality obstetric health services, including emergency obstetric care, MCH and Family Planning 	<p>Health SWG, MOH, MoPDC</p>	
<p>2. Improve administration and emergency management in the health care system</p>	<ul style="list-style-type: none"> • Over 2007-2010, strengthen institutional capacity (Priority Action): <ul style="list-style-type: none"> ○ Clear definition of the roles and functions of the central government (e.g. MOH vs. MoPDC and MoF) versus those of the provincial/regional administration in promoting and delivering health services (Priority Action); ○ Pilot MoH specific civil service reforms (e.g. merit based incentives initiative). • Over 2007-2010, provide technical and logistical support for PHC system, improve quality and include community outreach programs (Priority Action) • Over 2007-2010, enhance national capacity and capability to deal with health sector aspect of emergencies and disaster preparedness • Over 2007-2010, institutionalize of a food safety regime covering: i) health, agro- sector, and industry ii) medical, accessories (blood bags, syringes) and ii) medical use oxygen and include training of manufacturing firms in policies, procedures and TQM 	<p>Health SWG, MOH</p>	
4.4.1.5 Environment, Water & Sanitation, Housing			
<i>Goals: Preserve Iraq's environment and ensure careful exploitation of its natural resources for the benefit of all citizens</i>			

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<p><i>Improve access to housing by 15% ,</i></p> <p><i>improve access to water and sanitation by one third</i></p>			
<p>1. Improve institutional capacity to administer environment and natural resources conservation programs</p>	<ul style="list-style-type: none"> • By 2007, begin to conduct programs that protect water resources from qualitative deterioration and pollution by expanding sanitation drainage and the treatment of waste from industrial and health facilities 	<p>MoWR, MIM, MoA, MoEnv, MoHaR, MoMPW</p>	
<p>2. Undertake specific measures to ensure universal access to services (wat/san, housing, etc.)</p>	<ul style="list-style-type: none"> • By 2007, formulate and adopt National Housing and Land Management Policy and address norms and standards, construction standards, as well as for the land tenure, property rights and use of public lands and holdings (Priority Action) • By end 2007, MoHaR to operationalize Housing Market Information System at national and sub-national level • By end 2007, restructure the Iraq Housing Fund and disburse loans to at least 10,000 poor and low income households, particularly supporting vulnerable groups such as IDPs, refugees, stateless, returnees and other disadvantaged social categories • By end 2007, complete a review of existing laws, policies and programs related to the management of urban solid, biological and hazardous waste and formulate and adopt a National Solid Waste Strategy • By 2007, establish a plan for granting land plots equipped with infrastructural facilities (roads, water supply, sewerage, electricity) and community facilities (schools, dispensaries, shopping space) and expand access to mortgaged housing loans (Priority Action) 	<p>MoWR, MIM, MoA, MoEnv, MoHaR, MoMPW</p>	
<p>4.4.1.6 Gender</p>			
<p><i>Goals: Reduce gender discrimination, increase participation of women in public life and labor market</i></p> <p><i>Increase women's participation in politics at decision making levels and their involvement in the democratization process</i></p>			

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<i>Protect women from violence and mobilize their potential to promote peace</i>			
1. Develop and implement legislation and institutional framework to develop social partnership and access for women to public life and to all of society's resources	<ul style="list-style-type: none"> By 2007, establish the Ministry of Women Affairs as a line ministry (or Women's Council or Commission linked to the Prime Minister's Office) and allocate an annual budget for supporting specific programs to promote women rights (Priority Action) 	CoR, MoWA/WC, MoHR, MoLSA, OPM, MoCu, CoR	
4.4.2 Social Sector Reform and Integration of Vulnerable Populations			
<p><i>Goals: Protect the poor and vulnerable groups from the fallout of change and reintegrate them into society, community, and economy</i></p> <p><i>Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community</i></p>			
1. Undertake specific measure to strengthen the targeted safety net	<ul style="list-style-type: none"> By end 2007, develop a social protection strategy, including a planned phase in of a targeted safety net and associated social services for the poor and vulnerable (Priority Action) By end 2007, introduce means tested effective delivery systems relying on efficient coordination mechanisms between national and sub-national levels By end 2007, raise coverage to up to one million households and adjust the SSN budget correspondingly Over 2007-2010, build the statistics and information management capacity within the MoLSA to develop reliable vulnerability/eligibility criteria By 2007, assess the impact of the cash-based safety net program on coverage, benefit adequacy, and cost (Priority Action) 	MoLSA, MoF, MoPDC (COSIT)	
2. Strengthen financial viability of the pension	<ul style="list-style-type: none"> By 2007, obtain Parliamentary approval of amendments to Pension Law 27/2005 and organize the State Pension Fund self-standing administration (Priority Action) 	MoF, MoLSA (Pension Steering Group);	

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system		CoM, CoR	
3. Design and implement a reform strategy for the pension system	<ul style="list-style-type: none"> By mid 2007 adopt a detailed medium term pension reform strategy (Priority Action) 	MoLSA, MoF, MoPDC (COSIT)	
4. Undertake specific measures to promote social inclusion of the IDPs, refugees, returnees and other vulnerable groups	<ul style="list-style-type: none"> By mid 2007, develop a policy framework that clearly institutionalizes the planning, preparedness, coordination and response of the national power structures to emergencies, both natural and man-made, as well as clearly delineates responsibilities, roles and actions by the various state and non- governmental actors (Priority Action) By mid 2007, set in place an early system to trigger contingency planning and mechanism to secure annual budgetary allocations towards the contingency plan and institutional coordination with clear objectives, assignments of responsibilities and authority By end 2007, promote social end economic rights of vulnerable groups and host/receiving communities in a comprehensive, participatory and integrated manners 	MoHR, MoLSA, MoDM, MoPDC, MoF	
Section 4.5. Energy (Oil, Gas and Electricity):			
Goal: To develop an energy sector that meets Iraq's energy needs and maximizes the benefits of Iraq's hydrocarbons for all Iraqis			
<i>Oil and Gas</i>			
<i>Goal: Promulgation of a hydrocarbon law and improved oil and gas investment project execution</i>			
1. Pass and implement a Hydrocarbon Law and Fiscal Regime	<ul style="list-style-type: none"> By 2007, clarify the fiscal regime for public and private enterprises in the hydrocarbon sector (Priority Action) By 2007 pass Hydrocarbon law to: 	CoM, CoR, KRG, MoO	

BENCHMARKS	INDICATIVE ACTIONS	SWG, AND KEY IRAQI AGENCIES	
	<ul style="list-style-type: none"> ○ Clarify mandates between the national and sub-national levels ○ Develop a national strategy, policy and regulation and build the capacity of the Ministry of Oil in this regard ○ Consolidate national infrastructure and marketing ○ Restructure and commercialize upstream operators and liberalize the downstream ○ Promote foreign investment and private sector development ○ Improve monitoring and control including metering at all stages of the cycle ○ Anchor safeguards fro the protection of the environment throughout the energy cycle including Good Oil Field Practice and a programmed for reduction capture and efficient use of flared gas (Priority Action) 		
2. Carry out Investments	<ul style="list-style-type: none"> ● By early 2007, develop and update detailed project execution plans for approved investment projects (Priority Action) ● By 2007, develop individual investment plans including market and investment analysis and robust costing on the basis of integrated energy sector master plan that includes an overarching investment framework that encompasses oil, gas and electricity (Priority Action) ● By 2007, develop financing plans and mechanisms including public and private sources (Priority Action) 	MoO, MoPDC, MoF	
3. Undertake specific measures to improve monitoring and execution	<ul style="list-style-type: none"> ● By end 2007, streamline disbursement of allocated investment funds (Priority Action) ● By 2007, implement legislation to liberalize the import of fuel products (Priority Action) ● During 2007-2008, crack down on illegal siphoning and smuggling of crude oil, intermediate and refined products (Priority Action) 	MoO, MoPDC, MoF	

BENCHMARKS	INDICATIVE ACTIONS	SWG, AND KEY IRAQI AGENCIES	
	<ul style="list-style-type: none"> Over 2007-2010, improve the protection of pipeline and oil facilities (Priority Action) 		
<i>Electricity</i>			
<i>Goal: An aligned institutional and legal framework supporting efficient rehabilitation of the power sector</i>			
<p>1. Pass and implement legislation and undertake measures to align the sector's institutional and legal framework with good practice</p>	<ul style="list-style-type: none"> By end 2007, delineate policy formulation, regulation and operation functions for the sector (Priority Action) 	MoElectricity	
<p>2. Implement an adequately funded sector rehabilitation strategy</p>	<ul style="list-style-type: none"> By end 2007, adopt a plan for least cost development of the power system and a strategy for substituting crude oil with natural gas in power generation (Priority Action) By end 2007, develop and begin implementation of a plan to restore existing installed capacity to reliable operation (Priority Action) By end 2007, implement modern preventive maintenance programs for increasing reliability and availability of existing facilities (Priority Action) By end 2007, implement incentive programs for improved operation of existing facilities (Priority Action) By end 2007, establish operating standards and quality inspection programs for new and existing facilities (Priority Action) 	MoElectricity MOF, MoPDC	

BENCHMARKS	INDICATIVE ACTIONS	SWG, AND KEY IRAQI AGENCIES	
Section 4.6. Agriculture and Water Management Strategy			
Goals: To support the development of the agriculture sector to achieve food security, generate employment, diversify the economy and preserve the countryside Create an enabling environment for a market oriented agricultural sector			
1. Undertake specific measures to rationalize and transition the Public Distribution system to targeting in a way that is integrated with agricultural policies (see also 4.3.1 and 4.4.2)	<ul style="list-style-type: none"> • By end 2007, analyze the effects of universal food subsidy on price and production levels of principal food crops and design alternative policy measures to remove the negative impact of food subsidy on the food grain market (Priority Action) 	MoA	
2. Undertake specific measures to liberalize agricultural market	<ul style="list-style-type: none"> • By 2007, phase out mandatory state procurement of food grains and substitute voluntary procurement for purpose of managing strategic stocks (Priority Action) • By 2007 withdrawal of all 'official price' and domestic movement restrictions on agricultural products • Over 2007-2009, continue pre-planting announcement of wheat and rice support prices • By 2007, gap between domestic and CIF grain prices narrowed 	MoA	
3. Replace market distorting input subsidy with market friendly price subsidy	<ul style="list-style-type: none"> • Over 2007 – 2010: <ul style="list-style-type: none"> ○ Implement a phased reduction of input subsidy budget and expansion of price support budget ○ Effect divestiture of the State Company for Agricultural Supplies (SCAS), State Company for Industrial Crops (SCIC) and State Company for Animal Resources (SCAR) ○ 50% by turnover value of state owned or managed processing and distribution companies divested or closed 	MoA	

BENCHMARKS	INDICATIVE ACTIONS	SWG, AND KEY IRAQI AGENCIES	
4. Increase access to agriculture credit through financial market reforms	<ul style="list-style-type: none"> • By end 2007, increase financing for micro credit and farmer lending through private banks and NGO's (Priority Action) • By end 2007, changes in CBI rules for agricultural credit and lease finance finalised • By end 2007, strengthen laws and regulation for contracts, credit recovery, non-restraint of trade and competitive behavior, product quality, consumer safety and protection 	MoA, CBI, MoT,	
5. Undertake specific measures to develop an integrated land and water development policy	<ul style="list-style-type: none"> • Over 2007 – 2008, production of the National Water Resources Management Plan (Priority Action) 	MoA, MoWR,	
6. Negotiate trans-boundary water agreements with neighboring countries	<ul style="list-style-type: none"> • By 2007, initiate discussion with Turkey and Syria on sharing of the Tigris and Euphrates rivers' water (Priority Action) • By 2007, manifest Iraq's position on water sharing and initiate talks with Turkey and Syria (Priority Action) • By 2007, define Iraq's position on water sharing with Neighboring Country consistently with the National Water Resources Management Plan (Priority Action) • By 2007, build the capacity of GoI to deal with management of trans-boundary water resources; and to stand negotiations for International Agreements on Water resource Management (Priority Action) 	MoFA, MoA, MoWR	

Acronyms

ACWG	Anti-Corruption Working Group	FAO	Food and Agriculture Organization
AD	Accounting Department	FCSC	Federal Civil Service Commission
AFESD	Arab Fund for Economic and Social Development	FIAS	Foreign Investment Advisory Service
ARI	Acute Respiratory Infections	FMIS	Financial Management Information System
AusAID	Australian Agency for International Development	FPSC	Federal Public Service Council
BD	Budget Department	FRBNY	Federal Reserve Bank of New York
BSA	Board of Supreme Audit	GCC	Gulf Cooperation Council
CBI	Central Bank of Iraq	GDP	Gross Domestic Product
CGAP	Consultative Group to Assist the Poor	GFS	Government Finance Statistics
CIDA	Canadian International Development Agency	Gol	Government of Iraq
CIF	Cost Insurance Freight	GPM	Governance and Public Management
CMDP	Centre for the Missing and Disappeared Persons	HIS	Hospital Information Systems, Health Insurance Scheme
COFOG	Classification of the Functions of Government	IDP	Internally Displaced Person
CoM	Council of Ministers	IFC	International Finance Corporation
CoR	Council of Representatives	IMF	International Monetary Fund
COSIT	Central Office of Statistics and Information Technology	IOC	International Oil Company
CrBI	Credit Bank of Iraq	IOM	International Organization for Migration
Danida	Danish International Development Agency	IsDb	Islamic Development Bank
DBC	De-Baathification Committee	ITF	Iraq Trust Fund
DDR	Disarmament, Demobilization and Re-Integration	JBIC	Japan Bank for International Cooperation
DFI	Development Fund for Iraq	JICA	Japan International Cooperation Agency
DFID	Department for International Development (UK)	LAS	League of Arab States
DGDC	Belgian Development Cooperation	KOICA	Korean International Cooperation Agency
DP	Development Partner	KRG	Kurdistan Regional Government
EC	European Commission	MCH	Maternal and Child Health
EITI	Extraction Industry Transparency Initiative	MDG	Millennium Development Goals
EU	European Union	MENA	Middle East North Africa
		MENA FATF	Middle East North Africa Financial Action Task Force

MN	Micronutrient	OIC	Organization of Islamic Conferences
MoA	Ministry of Agriculture	OPEC	Organization of the Petroleum Exporting Countries
MoCu	Ministry of Culture	PDS	Public Distribution System
MoD	Ministry of Defense	PEFA	Public Expenditure and Financial Accountability
MoDM	Ministry of Displacement and Migrations	PEIA	Public Expenditure and Institutional Assessment
MoE	Ministry of Education	PEP	Private Enterprise Partnership
MoElect	Ministry of Electricity	PER	Public Expenditure Review
MoEnv	Ministry of Environment	PFM	Public Financial Management
MoF	Ministry of Finance	PHC	Primary Health Care
MoFA	Ministry of Foreign Affairs	PHRD	Policy and Human Resources Development (WB/Japan)
MoH	Ministry of Health	SCAR	State Company for Animal Resources
MoHaR	Ministry of Housing and Reconstruction	SCAS	State Company for Agricultural Supplies
MoHE	Ministry of Higher Education	SCIC	State Company for Industrial Crops
MoHR	Ministry of Human Rights	Sida	Swedish International Development Cooperation Agency
Mol	Ministry of Interior	SME	Small Medium Enterprise
MoJ	Ministry of Justice	SOE	State Owned Enterprise
MoLSA	Ministry of Labor and Social Affairs	SOMO	State Oil Marketing Organization
MoMPW	Ministry of Municipalities and Public Works	SSN	Social Security Net
MoO	Ministry of Oil	SWG	Sector Working Group
MoPDC	Ministry of Planning and Development Cooperation	TSA	Treasury Single Account
MoST	Ministry of Science and Technology	UNCAC	United Nations Convention Against Corruption
MoT	Ministry of Trade	UNDP	United Nations Development Programme
MoTele	Ministry of Telecommunications	UNFPA	United Nations Population Fund
MoWA	Ministry of Women Affairs	UNHCR	United Nations High Commissioner for Refugees
MoWR	Ministry of Water Resources	UNICEF	United Nations Children's Fund
MoYS	Ministry of Youth and Sports	UNIFEM	United Nations Development Fund for Women
NCCMD	National Centre for Consultancy & Management Development	UNOPS	United Nations Office for Project Services
NHRC	National Human Rights Commission		
NZAID	New Zealand's International Aid and Development Agency		
OECD	Organization for Economic Co-operation and Development		

USAID United States Agency for
International Development

USG United States Government

WB World Bank

WFP World Food Programme

WG Working Group

WHO World Health Organization

WTO World Trade Organization