

United Nations Development Group Iraq Trust Fund
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Participating UN Organisation: UNDP (Lead), UNESCO, UN-HABITAT, UNICEF, WHO, UNFPA, UNESCWA, UNIFEM, UNWOMEN **Priority Area: Governance and Human Rights /Sector: Governance**

Government of Iraq – Responsible Line Ministry: Public Service Council, COMSEC, PMAC, MoPDC, MoPDC-COSIT, MoH, MoE, MoHESR, MMPW

Title	Iraq Public Sector Modernization Programme- Phase1				
Geo. Location	Iraq- National Coverage				
Project Cost	USD 19,951,063 (13,600,000 + 6,351,063) for Phase I as follows: USD 8,630,996 (5,000,000 + 3,630,996) – UNDP/ IAA UNFPA, UNIFEM, UNWOMEN and ESCWA USD 2,620,207 (2,000,000 + 620,207) - UNESCO USD 3,142,194 (2,600,000 + 542,194) - UNICEF USD 2,579,613 (2,000,000 + 579,613) - UNHABITAT USD 2,978,053 (2,000,000 + 978,053) – WHO				
Duration	12 months + 20 months extension				
Approval Date (SC)	11.04.2010	Starting Date	28.04.2010	Completion Date	28.04.2010 extended to 31.12.2012
Project Description	<p>The Iraq-Public Sector Modernisation (I-PSM) Programme is a US\$55 million joint programme of the UN established to support the GoI in modernizing its public sector by adopting a public sector reform strategy for all of government and launching its implementation in three key sectors.</p> <p>The programme will address existing public sector governance constraints through a government-led, centrally administered and coordinated approach that (i) rationalises the architecture and machinery of government (ii) improves human resource management and culture (iii) enhances administrative functionality and generalised management systems (iv) develops clearly defined and costed service delivery models in target sectors (v) approaches decentralisation through a service delivery lens on a sector-by-sector basis, (vi) increases the devolution of service delivery to local government to secure effectiveness, efficiency, transparency and sustainability, with enhanced participation, and (viii) improves the capacity of local government institutions for decentralised service delivery.</p> <p>The programme will establish synergies with existing UN programmes aimed at addressing corruption, will involve the active participation of civil society, and will fully integrate cross-cutting issues in relation to poverty, gender, social exclusion and environment.</p>				

Development Goal and Immediate Objectives:

In line with the UN Assistance Strategy for Iraq 2008-2011, the purpose of the proposed Joint I-PSM Programme is to strengthen the regulatory and institutional framework and processes of national and local governance to enhance service delivery, as outlined in detail in Section 4.

In May 2011, the programme requested and received approval to be re-formulated with adjustments and a change of its scope to enhance harmonization and synergy with other development partners in Iraq. The five Outputs were revisited and reduced to four as Output 3 was dropped and allocated for implementation to another development partner, namely USAID, since it had been assigned to lead on Civil Service Reform, and Output 2 was further elaborated.

The Joint I-PSM Programme is working towards the following four Outputs:

1. GOI is better equipped to undertake Public Sector Modernization at national and sub-national levels;
2. GOI has capacities for improved public administration systems;
3. GOI has reform and modernization plans in place for targeted sectors; and,
4. Decentralized service delivery is improved in target sectors with local governance and enhanced participation.

Reports from the 2nd Quarter 2011 reporting period onward have reflected this change of scope adjustment.

During this reporting period, and in light of the prevalent uncertainty of the funding modality that would govern Phase II of the programme, a request for change of scope and last time extension until 31 December 2012, was approved by the ITF Steering Committee on 10 July 2012.

The extension and change of scope of Phase I was intended to allow the completion of an inception period prior to the launching of Phase II. This inception period will define the activities that UN Agencies will implement during the three years of Public Sector Modernization Phase II to assist the GoI in developing and putting in place plans, policies and medium term strategies to carry on the reform. And more importantly, the extension will also support UN Agencies to keep momentum with Iraqi partners thus preventing any possible disengagement from their side.

During the inception period, UN Agencies will also be able to set in motion the necessary recruitment procedures, which would enable them to start immediate implementation of I-PSM Phase II in January 2013 without any further delays. The endorsed budget for this scope expansion was USD 6,351,063.

Outputs, Key activities and Procurement

Outputs & Activities	<p>From June 2011, reports have reflected the change of scope adjustment in which the Joint I-PSM Programme works on four Outputs which are further defined into the following activities.</p> <ol style="list-style-type: none"> 1. GoI is better able to undertake Public Sector Modernization at national, regional and governorate levels: <ol style="list-style-type: none"> 1.1 National PSM Task Force Established; 1.2 Parliamentary sub-committee on PSM in place; 1.3 National I-PSM Strategy in place; 1.4 Enhanced understanding by all levels of government of local planning and local service delivery and the perceptions of local population, especially women, for health, education and WATSAN local services. A focus will be placed on providing space to women's voices to help shape and improve local service delivery. Piloted local e-Governance services rolled out and position papers drafted on private-public partnerships in local service delivery; 1.5 Ministry Advisory Committees in Place to Lead Sectoral Reforms; 1.6 External evaluation of Phase 1 and formulation of detailed Work Plan for Phase 2. GOI has enhanced capacities to review and implement public administration systems: <ol style="list-style-type: none"> 2.1 Standard systems for general management functions supported for their creation and implementation in target sectors; 2.2 Tailor made capacity development initiatives and training packages developed and implemented for general management functions; 2.3 An SES framework for the GOI presented and incorporated into PSM strategy; 2.4 National e-Governance Strategy reviewed in line with improved public administration systems; 2.5 MOPDC has improved capacities for planning and monitoring; 2.6 Standard systems for collection of data for performance and results monitoring and evaluation supported for their creation and implementation in target sectors; 2.7 Target ministries have improved capacities for planning and monitoring; 2.8 Sectoral Reform opportunities identified and sector expenditure management plans in place;
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	<p>2.9 Gender responsive budgeting understood by GoI and KRG, and mainstreamed in national and provincial budget preparation processes, including sectoral budgets.</p> <p>3. GoI has reform and modernization plans in place for targeted sectors:</p> <p>3.1 Health Sector has reform and modernization plans in place;</p> <p>3.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place;</p> <p>3.3 GOI Domestic Water Supply and Sanitation Sectors have reform and modernization plans in place;</p> <p>3.4 GOI is provided with review of aggregate, cross-cutting structural issues to enable fiscal and administrative decentralized service delivery;</p> <p>3.5 GOI is provided with options for citizen participation and public-private partnerships for enhanced service delivery.</p> <p>4. Decentralized service delivery improved in target sectors with local governance and enhanced participation:</p> <p>4.1 Ministry of Health is able to implement decentralized service delivery with enhanced citizen participation;</p> <p>4.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation;</p> <p>4.3 Ministry of Municipalities and Public Works is able to implement decentralized service delivery with enhanced citizen participation;</p> <p>4.4 Local Government organizational structures and mechanisms strengthened to support decentralized service delivery supported;</p> <p>4.5 Vertical and horizontal inter-government relations formalised with discussion forums in place and partnerships with international/regional municipalities created;</p> <p>4.6 Select governorates have mechanisms for improved citizen participation in decentralized service delivery.</p>
Procurement (major items)	<p>UNDP procured around US\$ 500,000 in goods and services during the inception phase with the prospect of supporting Phase II. Indeed, US\$ 160,000 was recorded in expenditures through the acquisition of vehicles, IT equipment, Audio systems translation equipment and some other minor operating supplies. Remaining amounts consisted in the provision of expert services from consultancy firms and individual consultants in support of the preparation of Phase II, particularly through the development of the inception report as well as the establishment / finalization of preliminary systems and strategies related to E-Governance and IDMS/KDMS.</p>

Funds Committed – UNDP	USD 5,709,215.73	% of approved	
Funds Committed-UNESCO	USD 2,519,490.00	66.16	
Funds Committed- UNICEF	USD 3,123,5 92.00	96.16	
Funds Committed-HABITAT	USD 2,111,214.00	99.4	
Funds Committed- WHO	USD 1,029,171.00	81.84 ¹	
		97.5	
Funds Disbursed – UNDP	USD 5,255,892.47	% of approved	
Funds Disbursed –UNESCO	USD 2,414,666.00	60.90	
Funds Disbursed – UNICEF	USD 2,977,231.80	92.16	
Funds Disbursed -HABITAT	USD 1,987,991.23	94.75	
Funds Disbursed - WHO	USD 997,499.00	77.07	
		94.5	
Forecast final date	31 December 2012	Delay (months)	20

¹ UN-Habitat's commitment and disbursement reflect Q3, 2012 figures, awaiting official end of year updates to be generated.

Direct Beneficiaries	Number of Beneficiaries	% of planned
Men	UNDP/ Not a Direct Impact Intervention WHO/ Estimated 70,000 UNESCO/ 70 UNHABITAT/ UNICEF/323.614 teachers (M&F)	0% 50% 30%
Women	UNDP/ Not a Direct Impact Intervention WHO/ 20% out of the 70,000 of beneficiary men UNESCO/30 UNHABITAT/ UNICEF/ TBD 30	0% 10% 23%
Children	UNDP/ Not a Direct Impact Intervention WHO/ Indirect Beneficiaries UNESCO UNHABITAT/ UNICEF/ Children enrolled in Primary Education (4.8 million)	0% 0% 0%
IDPs	UNDP/ Not a Direct Impact Intervention WHO/ Indirect Beneficiaries UNESCO 0 UNHABITAT/ UNICEF / TBD	0% 0%
Others (in direct beneficiaries)	UNDP/ Council of Ministers Secretariat (COMSEC), Prime Minister Advisory Committee (PMAC), Ministry of Planning (MoP), Ministry of Municipalities and Public Works (MMPW), Civil servants WHO/ Ministry of Health and other line ministries staff UNESCO/ Ministry of Education and Ministry of Higher Education and Scientific Research personnel UNHABITAT/ Residents of towns and cities in Iraq receiving urban services. UNICEF / Children enrolled in Primary Education (4.8 million) UNFPA/ Central Statistical Office (CSO)/Kurdistan Region Statistical Office(KRSO) and Statistical Units of the line ministries	0% 100%
Employment generation(Men/ Women)	N/A	Not a component of the project

Quantitative achievements against objectives and results		% of planned
Output 1,2,3 and 4	<p>UNDP</p> <p>I. UNDP led the presentation and defense of the Project Document at the UNDAF Steering Committee meeting on 7 October 2012, during which endorsement and approval of Phase II was received unanimously by all committee members.</p> <p>II. This reporting period witnessed the implementation of the Study Mission on Fiscal and Financial Decentralization and Federalism to Ottawa/Edmonton, Canada. 17 participants representing various PSM counterparts were involved. The Mission's focus was on practical financial and fiscal management of a federal-provincial system, including the functioning of the municipal level in relation to provincial and federal jurisdictions.</p> <p>III. After finalizing the ToR for the inception report during quarter three, three</p>	98%

Quantitative achievements against objectives and results		% of planned
	<p>international and national consultants were recruited to support UNDP in the finalization of the inception report for the federal government and the KRG. Based on which, the work plan and implementation strategy of 2013 was initiated. The more detailed work plan is intended to be finalized and endorsed in January 2013.</p> <p>IV. UNDP supported the e-Governance Steering Committee and the Ministry of Science and Technology (MoST) to conduct the second Conference of e-Gov, which was held in December 2012 in Baghdad and recorded great success in performing an appraisal of recorded successes and achievements under this pillar, in addition to endorsing specific recommendations for 2013.</p> <p>V. Further to completing the Kurdistan Development Management System (KDMS), UNDP supported a study mission and training of IT technicians and specialists on the usage of the tool in November 2012.</p> <p>VI. UNDP provided continued consultancy and advisory support to Public Sector Modernisation to all sister agencies upon request.</p>	
Output 1	<p>IAU</p> <p>I. Advised on the development and implementation of an appropriate Knowledge Management (KM) Strategic Plan for Organizational KM for Piloting at the Central Level.</p> <p>II. Recommended an appropriate institutional arrangement for implementing Knowledge Management in Iraq.</p> <p>III. Advised on setting up appropriate KM Networks suitable for the Iraqi Context.</p>	90%
Output 3.5	<p>UN-ESCWA</p> <p>I. Through a partnership with the European School of Government (EUSG), ESCWA implemented two technical assistance workshops for 21 officials from the National Centre for Management Development and Information Technology (NCMDIT) and the Kurdistan Public Administration Institute (KIPA) on Strategic Planning. The workshops took place on November 2012 in Istanbul, Turkey and on December 2012 in Erbil, Iraq.</p>	100%
Output 2 Output 2.9	<p>UN Women</p> <p>I. UN Women enhanced the capacities of 84 participants from various ministers, parliament, civil society organizations in central of Iraq and KRG in Gender Responsive Budgeting (GRB) through four training workshops in Baghdad and KRG. The participants determined the main challenges in engendering budgets, which focused primarily on the lack of statistics.</p> <p>II. Two MPs from the Financial Committee of the Parliament, one Deputy Minister from MoH and one local organization gained knowledge on GRB Electronic System in Morocco through attending the International Conference of GRB in Morocco.</p> <p>III. The Civil Service Commission Law has been reviewed and modified from a gender Perspective.</p> <p>IV. Gender analysis of the road map for the Iraqi Education System has been developed, including quality of education, curriculum development and the school based management system. Main recommendations made were:</p>	87%

Quantitative achievements against objectives and results		% of planned
	<ul style="list-style-type: none"> - Gender related indicators needed. - Collect sex segregated data and analysis for planning and costing. <p>V. Review of the health sector road map was also performed.</p>	
WATSAN:		
Output 3 3.3	<p>UNICEF:</p> <ul style="list-style-type: none"> I. Final draft for the terms of references on the change management working group completed and approved by the Deputy Minister of Municipalities and Public Works (MMPW) and it shall be submitted to the head of the Consultancy Mission at PMAC. II. Terms of references on the water demand management plan for Iraq is completed and approved by the chair of PMAC (Deputy Minister at MMPW). III. An institutional service contract has been signed with the Iraqi University of Technology to conduct the Water Demand Management Plan study and is now in the process of updating the statistical data for all 18 governorates of federal government. 	99%
	<p>UN-Habitat:</p> <ul style="list-style-type: none"> I. “Informal Settlements and Urban Governance Conference” was held 18-20 December in Erbil. The conference noted the growing phenomena of expanding informal settlements in urban areas. 109 participants from 16 governorates in Iraq attended the 3 day meeting sharing national and international planning and urban governance approaches to managing informal settlements. 26 percent participants were women. II. Early draft of UN-Habitat materials on State of Iraqi Cities based on 2006 study received. III. Finalisation of contract with “Local Government and Decentralisation Specialist” to provide strategy advice to UN-Habitat on the design and implementation of a programme of support on local government and decentralisation with the GoI and to manage and implement the delivery of this programme of support with project partners. 	
EDUCATION:		
Output 3 3.2	<p>UNICEF/UNESCO:</p> <ul style="list-style-type: none"> I. Education Committees reactivated in MoE and MoHESR II. Work on the inception report completed based on diagnostic studies and road map of phase I. Final version to be delivered in January 2013 	100%
HEALTH:		
Output 3: 3.1	<p>UNICEF</p> <ul style="list-style-type: none"> I. A workshop was held for institutionalizing C4D in the GoI structure for the period October 16-18, 2012. Five counterpart ministries from the federal government and five counterpart ministries from the Kurdistan regional government, in addition to the Mayoralty of Baghdad, and local NGOs and media outlets (32 participants; 17 females and 15 males) attended this workshop. 	100%

Quantitative achievements against objectives and results		% of planned
Output 3: 3.1	<p>II. Recommendations were submitted by the participants in the above mentioned workshop to activate the departments inside their ministries, which are related to C4D work, and identify the skills and knowledge of the staff working in these departments.</p> <p>III. A workshop was held for the period Dec 11-13, 2012 as a continuation of the first C4D workshop for the government counterparts. Six counterpart ministries from the federal government and five counterpart ministries from the Kurdistan regional government, in addition to the Mayoralty of Baghdad, local NGOs and media outlets (43 participants; 21 females and 22 males) attended this workshop.</p> <p>IV. The objective of the second workshop was for the participants to discuss and endorse the work plans of C4D-related surveys and booklets (KAP & For Better Life booklet) and identify the ministries' priority children issues. The work plans were endorsed and a list of issues was identified.</p>	100%
	<p>WHO</p> <p>I. An options analysis was completed to propose alternate means of Health Financing. WHO recruited an international consultant to review, study and propose recommendations for alternate health financing based on social health protection. The consultant visited the MOH and MoPIg. In Baghdad and in KRG and had meetings with senior staff.</p> <p>II. A visit was organized for an international expert in Family Practice to the Kurdistan region in Iraq to review and propose recommendations on the family practice model in Iraq.</p> <p>III. A first draft of the National Health Policy was developed under the guidance of the Working Group formed in the Ministry of Health, Baghdad.</p> <p>IV. A national workshop was organized on the health country accountability framework for Iraq. The workshop was attended by senior staff of the MoH in Baghdad and KRG, in addition to members of KRG parliament and members of the nursing syndicate.</p>	

Qualitative achievements against objectives and results
<p>UNDP</p> <p>As lead agency, UNDP pursued its coordinative role among UN agencies and sustained representational functions vis-a-vis the GoI and the KRG in matters related to the IPSM Programme. Indeed, this reporting period was characterized by the intensive efforts deployed by UNDP within the UN family to finalize the programme document for Phase II. Moreover, UNDP Iraq performed the presentation of the programme at the UNDAF Steering Committee meeting that was held on 7 October 2012, during which the programme received unanimous endorsement and approval from all Steering Committee members.</p> <p>The highlight of this reporting period was the Second Conference on e-Gov titled "e-Governance: Towards Digital Inclusion in Iraq" organized by the Ministry of Science and Technology (MoST) in Baghdad with the support of UNDP. The conference brought together senior officials from central and local government, local and international experts and members of the international community with the aim of promoting policies supporting further digital inclusion of all Iraqis and a future road map for implementing e-governance at the central and local levels. Iraqi and international experts also presented to the 150 participants lessons learned and technological options from different</p>

countries around the world. By the end of the conference, more than 30 action points had been identified and endorsed as part of the 2013 Action Plan and Way forward.

A second activity conducted during this period was the study mission on “Fiscal and Financial Federalism and Decentralization” to Ottawa-Canada. The target audience of this mission were 17 participants representing various PSM counterparts; namely MPs from the Federal Council of Representatives (COR) and the Kurdistan Regional Parliament, PMAC, Ministry of Finance at Federal and regional levels, and Provincial Council members of five governorates (Baghdad, Anbar, Basra, ThiQar and Kirkuk). Close coordination was performed with the Canadian implementing partners, namely the Institute on Governance, as well as with Iraqi counterparts in order to implement the work programme of this mission. The mission’s focus was on practical financial and fiscal management of a federal-provincial system, including the functioning of the municipal level in relation to provincial and federal jurisdictions. The study mission was successfully implemented and specific recommendations and action points were highlighted for follow-up upon the return of delegates to Iraq. Noteworthy were the specific recommendations that the MPs raised and were adamant in reflecting into legislation to clarify further provincial-federal fiscal and financial arrangements.

During the inception phase, intensive coordination and a series of high level consultation meetings were conducted with key officials in federal government and KRG with the aim of refining the proposed interventions in the approved programme document. The consultative process was also used as an advocacy tool for the programme as a whole, during which PSM and public administrative reform processes were promoted and political support and momentum was secured for engaging into Phase II. In addition to the programmatic achievements, which resulted in validating and identifying entry points and specific interventions for UNDP during Phase II, the consultative process allowed enhanced coordination with and support from national and regional counterparts. Worth noting is the inclusion of the Federal Council of Representatives and the Regional Kurdistan Parliament in the process and pinpointing their prospected support and oversight role within the IPSM programme.

UNDP/UN-ESCWA

ESCWA delivered in partnership with the European School of Governance two technical assistance workshops on strategic planning for 21 officials from KIPA-the Kurdistan Institute for Public Administration- and NCMDIT -the National Centre for Management Development and Information Technology (part of the Ministries of Planning). During the first strategic planning workshop on November 16 to 21, 2012 in Istanbul Turkey, participating officials made good progress in acquiring knowledge on strategic planning as well as in the application of Parmenides Eidos- an innovative software-based approach to complex decision-making. The basics of strategic planning were introduced, including stakeholder analysis, situation analysis, goal setting, option development and evaluation and the role of scenarios.

The second workshop- which took place from 13 to 18 December 2012, in Erbil Iraq- built on the skills acquired in the first workshop and aimed at the development of a strategy for both institutes. This workshop brought together the same participants, the Directors of both institutes, as well as stakeholders from the Federal Ministry of Oil. The perspective and inclusion of other stakeholders was essential to the success of the planning process as it provided the needed insights from the perspective of institutions and individuals dealing with KIPA and NCMDIT on a regular basis. During this workshop, participants developed a strategic plan for their institution and created a full blown management development framework that could be applied to both government entities and officials as a solid human resources development programme.

UNDP/UNFPA

UNFPA under its IAA with UNDP continued to work on strengthening and enhancing the National Statistical System (NSS). The following are the qualitative achievements of UNFPA in preparation for NSS Phase-II after successfully launching the Phase-I Functional Review Report that was produced and disseminated:

1. Beneficiaries represented by the Central Statistical Organization (CSO) and the Kurdistan Regional Statistical Office (KRSO) with line ministries statistical units, became more aware about the project, its

scope and objectives.

2. A procurement process was followed during the finalization of the NSS Phase II PoA and concluded in July 2012 with the contract being signed with an international consultancy organization to provide technical support for the PoA for Phase II of the project.
3. Phase II of NSS Project was officially started in October 2012 with a UNFPA procured technical assistance contractor, which started to make expert missions to CSO and KRSO.
4. Expert missions were carried out on NSS components of Dissemination, Gender Statistics, Computer Networking, Report Writing, Database Technology and Civil Registration, during October- December 2012.
5. The experts were able to put in place road maps for developing these NSS components for CSO and KRSO to follow under the support of UNFPA.
6. A mid-term review progress meeting is planned in January 2013 with all involved (CSO, KRSO, Experts and UNFPA) to measure the progress made against developed road maps and to plan the way forward for Phase II in 2013.

Education: UNESCO/UNICEF

During the last five months of 2012, UNESCO and UNICEF have been working closely with government partners to ensure the active engagement of the ministries of education and higher education in Baghdad and Erbil in outlining the main interventions of phase II. Close coordination has been achieved with USAID during the inception phase to prevent overlapping in public sector reform within MoE and MoHESR.

Experts have been mobilized and are working on the completion of the inception report. In addition I-PSM Committees at MoE and MoHESR in Baghdad and Erbil were reactivated and reformed in view of the needs of Phase II. Based on diagnostic studies and a road map for the education sector, specific recommendations for the MoE and MoHESR in Baghdad and Erbil were drawn up, resulting from a workshop held in Erbil in December 2012. Further consultations in January 2013 will be necessary with the Baghdad-based ministries that were not able to participate in the Erbil workshop due to the political context in the country. Final inception report expected by the end of January 2013.

Health: WHO/UNICEF

- UNICEF completed a three-day workshop for the period October 16-18, 2012 on institutionalizing C4D in the MOH and the other counterpart ministries and a final report was submitted including recommendations and suggestions for the structure of C4D units, the skills and knowledge of the staff working in these units and the mechanisms of coordination in future work.
- UNICEF completed a three-day workshop for the period December 11-13, 2012 to enhance the institutionalization of C4D. This was done through discussing and endorsing the work plans of C4D-related surveys and booklets and identifying the priority children issues of the counterpart ministries. The final report of the workshop was submitted including the endorsed work plans of a comprehensive KAP survey and *For Better Life* booklets, in addition to the identified priority children issues by the MOH and the counterpart Ministries.

Water and Sanitation: UN-HABITAT/UNICEF

UNICEF has signed a contract with the Iraqi University of Technology to conduct a comprehensive study on a water demand management plan for all 18 governorates in Iraq. The consultancy team within the university, which is responsible for conducting the study, started updating the statistical data in the water related sector.

UNICEF has completed the terms of reference on the change management working group, which the Deputy

Minister at MMPW reviewed and approved. WASH team within UNICEF submitted the final draft to the head of the PMAC last November 2012 to get their agreement and endorsement to start implementation. The Change Management Working Group will manage and oversee the WATSAN reform process. Its role will be to manage the complex relationships and transformations required to bring about the fundamental changes outlined in the Road Map.

UN-Habitat continued to disseminate the approved WatSan Roadmap for Reform to government representatives, donors and other agencies working in the WatSan sector as well as the Scoping Study on Integrated Solid Waste Management.

Urban Governance: UN-HABITAT

“Informal Settlements and Urban Governance Conference” was held 18-20 December in Erbil. The conference discussed the urban governance issues associated with the growing phenomena of expanding informal settlements in urban areas. 109 participants from 16 governorates in Iraq attended the 3 day meeting sharing national and international planning and urban governance approaches to managing informal settlements. 26% of the participants were women.

Main implementation constraints and challenges

- Due to the instable security situation in the country, experts’ mobility inside Iraq (especially in Baghdad) is always challenging. Agencies, and in particular UNDP, relied on experts that already worked in the first phase of the project in order to mitigate these forecasted challenges. UNFPA ensured that this is dealt with by adding a term in the contract with the technical assistance provider to take care of security measures for experts inside Iraq.
- Given the specificities and particularities of KRG, all agencies have adapted their interventions and approaches during the inception phase to address specifically the needs of KRG in view of the prevailing political context.