

Iraq UNDAF Fund

Project #: P1-05

Date and Quarter Updated: 1 January – 31 March 2013 - Q1 2013

Participating UN Organisation: UNDP, UNESCO, WHO, UNESCWA, UNFPA, UN-Habitat, UNICEF, NWOMEN,	Priority Area: Governance and Human Rights
Government of Iraq – Responsible Line Ministry: PMAC, COMSEC, MoP, MoH, MoE, MoHESR, MMPW, MoST and MoSPA, MoF, MoSWA both in Baghdad and KRG	

Title	Iraq Public Sector Modernization (IPSM) Programme (Phase II)			
Geo. Location	Iraq- National Coverage			
Project Cost	US\$ 17,845,412 distributed as follows: <ul style="list-style-type: none"> ○ UNDP: US\$ 4,173,844¹ ○ UNESCO: US\$ 2,227,228 ○ UNESCWA: US\$ 677,608 ○ UNFPA: US\$ 1,806,094 ○ UN-Habitat: US\$ 2,078,947 ○ UNICEF: US\$ 3,122,947 ○ UNWOMEN: US\$ 1,081,932 ○ WHO: US\$ 2,676,812 	First Tranche of US\$ 13,410,381 received as follows: <ul style="list-style-type: none"> ○ UNDP: US\$ 2,931,012 ○ UNESCO: US\$ 1,548,009 ○ UNESCWA: US\$ 677,608 ○ UNFPA: US\$ 1,204,598 ○ UN-Habitat: US\$ 2,078,947 ○ UNICEF: US\$ 2,142,974 ○ UNWOMEN: US\$ 1,081,932 ○ WHO: US\$ 1,745,301 		
Duration	24 Months			
SC Approval Date	7 Oct 2012	Starting Date	1 Jan 2013	Completion Date 31 Dec 2014
Project Description	<p>The Iraq – Public Sector Modernisation (I-PSM) programme is a Government of Iraq-led UN joint programme supporting Iraq’s Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014. The programme is also fully aligned with the UN Development Assistance Framework (UNDAF) 2011-2014. Phase II of the programme builds on lessons learned and recommendations emerging from the implementation and external evaluation of Phase I, but also on the conclusions and outcomes of the inception consultations performed, which fine-tuned and reaffirmed strategic interventions for Phase II.</p> <p>The Programme focuses on four developmental themes: i) Developing policy and building machinery at the centre of government for managing Public Sector Modernisation (PSM); ii) Supporting system-wide reform for development management, gender mainstreaming, e-governance and national statistics; iii) Piloting reform in the three key sectors of health, education and water and sanitation (Watsan); and iv) Supporting decentralised service delivery and local governance initiatives.</p> <p>By promoting and working on enhancing service delivery, the Government of Iraq will demonstrate to the Iraqi people that public sector modernization has concrete and tangible benefits for the population as a whole. The programme will establish synergies with existing UN and other donors programming aimed at addressing corruption, decentralization and participation, and will fully integrate cross-cutting issues in relation to poverty, gender, social exclusion and environment. The programme will be led by the GoI through its National PSM Steering Committee (NPSMSC), which provides overall strategic direction for PSM policy and coordination with particular attention to the development of the GoI’s PSM vision and strategy. Three sector Ministerial Advisory Committees (Health, Education and WATSAN) will assist the PSMSC in guiding sectoral reforms in the concerned ministries and agencies. The KRG will establish a Regional PSMC to take forward the work in Kurdistan Region in conjunction with the national initiative.</p>			

¹ Inclusive of Joint Programme Management Unit Budget

Development Goal and Immediate Objectives
<p>Prior to featuring Programme specific Goal and Objectives, it is important to note that the IPSM programme will directly contribute to the achievement of Outcome 2 under UNDAF Priority Area 1: Improved governance, including protection of human rights, but also will indirectly contribute to the fulfilment of UNDAF Priority Area 2 - Inclusive, more equitable and sustainable economic growth, and of UNDAF Priority Area 4 - Increased access to quality essential services.</p> <p>Development Goal: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.</p> <p>The Joint Programme is working towards the fulfilment of the below listed four outputs, which are considered as immediate objectives:</p> <ol style="list-style-type: none"> 1. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels; 2. GoI has improved public administration systems at national and sub-national levels; 3. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors; 4. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes.

Outputs, Key activities and Procurement	
Outputs & Key Activities	<ol style="list-style-type: none"> 1. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels <ol style="list-style-type: none"> 1.1 Developing a National PSM Strategy promoting integrity and accountability; 1.2 Instigating and establishing institutional and operational arrangements for the management of PSM; 1.3 Developing Knowledge Management (KM) systems; 1.4 Supporting KRG civil service Commission for public sector modernization at regional level; 2. GoI has improved public administration systems at national and sub-national levels <ol style="list-style-type: none"> 2.1 Enhancing existing and developing policies and processes, specifically in eGov, Iraq Development Management System, Knowledge Management, Senior Executive Service & NCMDIT; 2.2 Establishing Gender Responsive approaches & practices in public administration system, public policy, planning, budgeting & evaluation; 2.3 Developing Gender sensitive statistics policy and human resources in line with eGov policy and systems; 3. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors <ol style="list-style-type: none"> 3.1 Education <ol style="list-style-type: none"> 3.1.1 Capacitating MOE and MoHESR with institutional mechanisms for better coordination of Education sector amongst stakeholders; 3.1.2 MOE/MoHESR have decentralized, ICT-enabled and gender responsive organizational structures & processes for improved service delivery at central and governorate levels; 3.1.3 Strengthening human capacity of MoE and MoHESR in planning and coordination, M&E, financial management, HRM, use of ICTs and gender mainstreaming; 3.2 Health <ol style="list-style-type: none"> 3.2.1 Instigating policies, plans and organisational framework for better health services including decentralisation, public-private partnership, health financing, ICT and gender responsive approaches; 3.2.2 Enhancing GoI's capacity for policy, planning, programme management and health care delivery, including decentralized health care based on PHC & Family practice with policy on PPP; 3.3 Watsan

Outputs, Key activities and Procurement	
	<p>3.3.1 Developing institutional, organizational and operational arrangements for a water utility;</p> <p>3.3.2 Drafting legislative and regulatory instruments for modernization of water, sewerage and solid waste public service delivery and submitting them to Council of Ministers;</p> <p>3.3.3 Preparing plans for improved operational management in partnership with High Council of Water (HCW);</p> <p>3.3.4 Developing strategies for improved public participation and customer orientation;</p> <p>3.3.5 Updating Solid Waste Management strategy, policy, national master and capital investment plans;</p> <p>4. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes</p> <p>4.1 Strengthening decentralization and strengthening local governance through legislative support, substantive contributions and capacity building of actors of decentralization;</p> <p>4.2 Enhancing gender sensitive planning, budgeting & evaluation capacity at central and governorate levels;</p> <p>4.3 Empowering civil society through participatory and inclusive governance approaches and initiatives;</p> <p>4.4 Supporting the implementation of pilot participatory service delivery projects in Health, Education and WATSAN sectors in three selected governorates;</p> <p>4.5 Supporting the KRG in instigating Urban Governance².</p>
Procurement	<p>The IPSM programme assists in the provision of technical expertise and support to the GoI in its endeavour to enhancing and modernizing its administrative structures with the aim of improving service delivery schemes at different tiers of government. Very limited equipment and materials are expected to be purchased under the IPSM Phase II programme. During this reporting period, the following procurement was recorded by implementing agencies:</p> <p>UNDP:</p> <ul style="list-style-type: none"> e-Governance: Provision of technical expertise in support of the implementation and execution of Government Interoperability Framework and National Enterprise Architecture (GIF/NEA). Senior Executive Service (SES): Contracting international expertise for the development of concept note for the implementation of SES at national and regional levels. <p>UN-HABITAT:</p> <ul style="list-style-type: none"> Preparatory work on ToR for recruiting an international consultancy firm to carry out studies on Pilot Utility. <p>UN Women:</p> <ul style="list-style-type: none"> UN Women announced a consultancy post to support implementing Gender Responsive budgeting and conduct Gender Gap analysis in different sectors. <p>WHO:</p> <ul style="list-style-type: none"> Procurement of services through consultancy provided by Oxform Policy Management (OPM) to development a training/capacity building package on output based budgeting (OBB) <p>UNFPA:</p> <ul style="list-style-type: none"> Procurement of services through consultancy procurement contract signed with GOPA international consultants to provide management and statistics expertise.

² This activity is retained for the KR component of PSM only. The NPSMSC has decided on its March 4th meeting to refrain from including Urban Governance activities for 2013 interventions at federal level.

Funds Committed	UNDP	US\$ 846,955.00	% of approved	18.89 %
	UNESCO	US\$ 379,863.00		24.54%
	UNESCWA	US\$ 110,698.00		16.30%
	UNFPA	US\$ 590,000.00		33.00%
	UN-Habitat	US\$ 553,708.00		26.63%
	UNICEF	US\$ 350,792.05		16.37%
	UNWOMEN	US\$ 1,061,933.00		98.15%
	WHO	US\$ 526,388.00		30.00%
	Total Commitments	US\$ 4,420,337.05		32.96%
Funds Disbursed	UNDP	US\$ 625,975.33	% of approved	21.36%
	UNESCO	US\$ 157,764.00		10.19%
	UNESCWA	US\$ 66,419.00		9.80%
	UNFPA	US\$ 223,872.00		18.58%
	UN-Habitat	US\$ 502,111.00		24.15%
	UNICEF	US\$ 211,059.84		9.85%
	UNWOMEN	US\$ 30,127.20		2.78%
	WHO	US\$ 447,302.00		25.63%
	Total Disbursements	US\$ 2,264,630.37		16.89%
Forecast final date	31 Dec 2014	Delay Months	0	

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Men	UNDP	15	196	7.7%
	UNESCO	0	25	0%
	UNESCWA	13		
	UNFPA			
	UN-Habitat			
	UNICEF	12	200	6%
	UNWOMEN	10	500	2%
Women	UNDP	2	84	2.4%
	UNESCO	0	25	0%
	UNESCWA	3		
	UNFPA			
	UN-Habitat			
	UNICEF	2	75	2.5%
	UNWOMEN	10	500	2%
Children	UNDP			
	UNESCO			
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
IDPs	UNICEF			
Indirect beneficiaries	UNDP			
	UNESCO and UNICEF (Educ.)	0	Government employees (estimated 700,000 including teachers for	0%

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
			MoE and MoHESR) Students enrolled in all education levels in Iraq including KRG Parent/teacher s associations	
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF	N.A		
	UNWOMEN			
	WHO			
Employment generation (men/women)	UNDP			
	UNESCO			
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF	N.A		
	UNWOMEN			
	WHO			

Quantitative achievements against objectives and results		
JP Output 1: GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels	<p>UNDP:</p> <ul style="list-style-type: none"> 2013 IPSM Work plan developed in a consensual manner and based on inception reports produced; Received the formal approval and endorsement of the PSM Steering Committee (PSMSC) on the 2013 work plan; Performed substantive preparations for undertaking the SES fact-finding and planning Mission to Baghdad and Erbil, expected to take place in April 2013; Provided technical support to PSMSC, PMAC and NCMDIT in preparation of the upcoming National Workshop on the development of the PSM Roadmap; Pursued coordination and consultations with KRG and KR Parliament (Meeting with the President of KR Parliament) for the design of the KR Component of IPSM. 	25%
	<p>UNDP/IAU:</p> <ul style="list-style-type: none"> Developed Concept Paper on KM National Strategy and Organizational Arrangements; Conducting discussions with PMAC on the implementation process of KM. Preparing the Training Material for workshops and Seminars planned during 2013 	8 %

Quantitative achievements against objectives and results		
JP Output 2: GoI has improved public administration systems at national and sub-national levels	UNDP: e-Governance <ul style="list-style-type: none"> Developed a policy paper on the recommended steps required for the GIF/NEA execution at all level of public administration, as well as building e-provisions for discussion with e-Gov Steering Committee; Performed one consultation meeting with KRG officials and drafted concept note on major recommendations on e-governance initiation in KRG. 	10%
	UNESCWA: <ul style="list-style-type: none"> Implementing partner has been identified for the Technical Assistance Workshops for NCMDIT and KIPA in completion and implementation of strategic and outreach plans. Preparations for the workshop and financial agreement approval are underway. 	10%
	UNFPA: <ul style="list-style-type: none"> 4 technical missions were carried out to follow up on the Official Statistics Production Plan, Dissemination policy, Databases Management and their related roadmaps, action plans at Federal and KRG levels and to assess the progress that achieved by national partners at their work plan and expert's recommendations. 1 technical mission was carried out on Dissemination policy to follow up on the national partners' progress at their work plan and related steps that should be in place according to the preset recommendations by the expert. 1 technical mission also was implemented on the Databases management, design and development in order to assess the whole recommendations and work plan progress and achievements. 	35%
	UNWOMEN: None	0%
JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors	Education; UNESCO/UNICEF/UNWOMEN: <ul style="list-style-type: none"> MoE and MoHESR have agreed on prioritized reform actions to be implemented in Phase II 	10%
	Health: WHO/UNFPA/UNICEF/UNWOMEN <ul style="list-style-type: none"> Progress was recorded in policy dialogue and consensus with regard to the family practice model which was accepted as the appropriate model for Iraq; Health insurance scheme for Iraq is being discussed in relevant structures and health financing options are being explored; Ministry of Health submitted a work plan which incorporated capacity building activities for staff with regards to GRB. UNICEF has been exploring potential training institutions that are qualified and specialized in the concept of Communication for Development C4D to provide two trainings in Q2 2013 to the key government ministries to improve the knowledge and skills of managers/staff of the C4D units that will be established/activated in the key government ministries. UNICEF has also been exploring potential qualified local consultants that can carry on the implementation of C4D-related studies/booklets. Technical Assistance was provided by UNFPA to analyze stockholders and environment to implement Family Practice Model 	20%

Quantitative achievements against objectives and results		
	<ul style="list-style-type: none"> Workshop was organized with the main partners (MOH, WHO, UNFPA, USAID and academicians, AUB and Family Medicine societies) and strategy to implement Family practice model was developed and submitted to MOH authorities for approval 2 international consultants were selected (AUB) to review Health Policies and Programs and to develop tools for Iraq MOH 	
	<p>WATSAN: UNICEF/UNHabitat/UNFPA/UNWOMEN</p> <ul style="list-style-type: none"> Submission of TOR for establishing the Change Management Working Group (CMWG) to support establishment of Change Management Unit. Completion of TOR for recruiting an international consultancy firm to write the new water and sanitation law. Concept Note drafted on developing Women's Roles as Water Consumers by UN Habitat. Workplan for WATSAN reform activities by Steering Committee was approved. Solid Waste Management outputs postponed to late 2014. 	10%
JP Output 4: GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	<p>UNDP/UNESCWA:</p> <ul style="list-style-type: none"> Supported the redrafting process of the Provincial Powers Act (Law 21) through exposing Members of Parliament from the Provinces and Regions Committee and technical staff to best practices from Canada for Parliament Committee of Provinces. Study Mission to Ottawa was organized and included 11 MPs (2 female) participation. 	10%
	<p>UN-Habitat</p> <ul style="list-style-type: none"> Meeting report on Housing and Urban Governance Conference held in December 2013 completed. 	100

Qualitative achievements against objectives and results
<p>JP Output 1: GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels</p> <p>UNDP</p> <p>During this reporting period, UNDP intensified its efforts in providing overall coordination of the programme and primarily endeavoured to develop the 2013 joint programme work plan. UNDP coordinated efforts and fostered mediation between agencies in developing and consensually agreeing on the joint 2013 work plan, which was based on both the inception reports developed and the approved UNDAF programme document.</p> <p>A comprehensive work plan of proposed interventions was developed and submitted to the PSM Steering Committee who, during its March 4th meeting, praised the efforts of the UN family under the IPSM programme in its first phase and expressed readiness to move forward with the implementation of the activities planned under phase two. The proposed plan of action was unanimously endorsed and approved, with some minor changes that secured the focus of the programme on administrative reform. Major changes were related to removing Urban Governance activities, which were deemed by the Steering Committee to be external to the scope of the reform. UN-Habitat initiated design of a parallel programme for government cost sharing on Urban Planning and Governance with Ministry of Planning.</p> <p>UNDP provided technical support to PSMSC in preparation of the upcoming National Workshop on the development of the PSM Roadmap, which had been reflected as one of the most prominent outputs of the joint programme, which would support the PSMSC fulfill its mandate and design a national strategy document that would provide a framework for action for administrative reform in Iraq. The substantive preparations were undertaken in close cooperation with PMAC and the National Center for Management Development and Information Technology (NCMDIT), which was identified to act as substantive and</p>

Qualitative achievements against objectives and results

technical actor from the GoI based on its mandate and extensive work undertaken in administrative reform. In parallel, preparatory work was also performed for the undertaking of the SES fact-finding and planning Mission to Baghdad and Erbil, scheduled to take place in April 2013.

In the Kurdistan Region, UNDP continued to engage in advocacy and consultative encounters/meetings with KRG and KR Parliament officials in preparation of the design of the KR IPSM component. Several meetings were held with senior MoP leadership as well as with the KR Parliament. Noteworthy was the meeting with the President of the KR Parliament conducted on 20 January 2013. This interaction marked the first substantial coordination between UNDP and the Presidency of the Kurdistan Parliament and emphasised the role and functions that the KR Parliament in support of PSM and public administration strengthening in the Kurdistan Region, but also on the key oversight role it would play. The President of the KR parliament welcomed the proposed initiative and confirmed its priority with regards to the development agenda of the Kurdistan Region. He expressed readiness in actively engaging Parliament in the programme, particularly through participating in the KR PSM Steering Committee, but also through establishing a dedicated Public Administration Committee within Parliament.

UNDP/ IAU

- A modified approach for Knowledge Management Action Plan has been developed; as a result of holding the UN coordination meeting on the 14th January.
- Knowledge Management component is linked with other sectors under the PAR initiative.
- Public Relations Departments is to become the pilots of the KM activities within the relevant line ministries/ sectors.

JP Output 2: GoI has improved public administration systems at national and sub-national levels

UNDP

e-Governance:

Conducted a meeting with representatives from the National e-Governance Steering Committee during February 2013 to discuss and agree on the prepared national e-Governance implementation plan proposal for 2013. The plan aims at setting solutions and guidance to support GoI to proceed immediately in implementing e-Governance programmes as a driving tool for public sector modernisation. The plan's budget developed on the basis of the GoI parallel contribution to cover the cost of logistics as well as hardware and software required for the execution of the plan.

The e-governance technical proposal comprises four interconnected pillars. These are described below:

- 1- *Government Interoperability Framework (e-GIF) and National Enterprise Architecture (NEA)/ and Public Data Policy:* The Iraqi government has been successful in developing and launching the necessary GIF/NEA. Moving forward, the Iraqi GIF/NEA programme implementation and execution is in the planning phase, GIF/NEA is the effective strategic planning tool that Iraqi government is increasingly looking towards to be used by public organisations for facilitating creation of linkages and improving interoperability among government agencies, benefiting both internal operational processes as well as improved public service delivery to citizens. Thus, the UNDP proposal in this aspect, is to conduct an analysis of different areas that need to be incorporate for Iraqi GIF/NEA and recommend the steps required for the GIF/NEA execution at all levels of public administration.
- 2- *e-Province and Community Service Centers:* the proposal in this area is to provide technical support to the steps necessary for Iraq in establishing local e-Governance planning process and implementation by developing e-Province.
- 3- *e-Governance Centre of Excellence:* The proposal stipulates the required activities to be taken to establish the centre.
- 4- *Capacity Building on e-Governance:* The proposal discusses and agrees upon the training required for 2013 with the support of UNDP.

Kurdistan Region:

A technical recommendation was prepared and submitted as a response for KRG government during Feb

Qualitative achievements against objectives and results

meeting on how initiate and plan successful e-Governance and ICT initiative as elements of a larger regional PSM program.

UNESCWA

UNESCWA had partnered with the Germany-based European School of Governance (EUSG) to deliver a Technical Assistance Workshops for NCMDIT and KIPA for the completion and implementation of their strategic and outreach plans. Both NCMDIT and KIPA have agreed to cost-share in the delivery of this workshop, by financing accommodation, travel and meals for their participants.

Preparations for the workshop delivery are underway as well as the Financial Agreement approval. Preparations for the workshop delivery are underway as well as the Financial Agreement approval. The workshop is scheduled to take place in Erbil during the last week of April.

UNFPA

UNFPA component on supporting national statistics systems is ahead from other components in the PSM implementation because UNFPA made early procurement process to mobilize international expertise for statistical reform. GoPA international was contracted to provide the technical support and already a substantial proportion has been completed already. Furthermore, the review of the statistics law and the drafting of the dissemination policy reached an advanced stage of review and expected to be delivered in the final format as part of 2013 deliverables. The implementation of NSS is going very smoothly and the counterparts are very much committed. The conclusion of midterm review meeting showed fairly good implementation rate of the recommendations made in the functional review and the mission reports of the international advisors.

JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors

UNESCO/UNICEF (Education Sector)

- Increased engagement of MoE and MoHESR in I-PSM Phase II. UNICEF and UNESCO held several consultation/meetings with MoE and MoHESR in both Erbil and Baghdad to determine areas of intervention in Phase II based on the Phase I assessment results, the road map and feedback from Iraqi partners. The ensuing discussions informed the development of the education related components of IPSM Phase II project document;
- Definition of concrete activities to be implemented in Phase II based on GoI feedback. Consultation were held in Erbil and in Baghdad in January 2013 resulting in specific recommendations for the MoE and MoHESR in KRG and Baghdad;
- Coordination meetings were organized with USAID to discuss intervention focus in order to prevent overlapping in public sector reform within MoE and MoHESR;
- During the reporting period the UNICEF and UNESCO Inception Report for Phase II has been completed;
- Two rolling work plans covering about 18 months for IPSM Phase II have been developed for KRG and the rest of Iraq;
- Term of Reference for the recruitment of UNICEF IPSM consultant has been completed and advertised. A consultant will be recruited to follow up IPSM Phase II implementation in UNICEF.
- UNESCO I PSM programme staff had been recruited. ToRs have been developed for the expertise required in education programme components. Potential implementing partners' identification has already started including possible cooperation with the International Institute of Educational Planning.

WHO/UNFPA/UNICEF/UNWOMEN (Health Sector)

- The results of the first round of National Health Account corresponding to the year 2008 were released on 23 January 2013 and at the same time, the second round of NHA which will focus on the

Qualitative achievements against objectives and results

year 2012 has been launched.

- The training package on Output Based Budgeting (OBB) which will be used to train senior managers in midterm mechanism for budget preparation and midterm expenditure framework has been developed and plans to roll it out are being finalised.
- A coordination meeting with MOH/MAC members was held on 3 March 2013 during which ongoing activities were reviewed and plans for the second half of 2013 discussed. Issues discussed included the family medicine model, national health policy, National Health Account and Social Health Protection, including health insurance and health financing options. It was agreed that the first study tour related to family medicine practice, which is the model being developed for Iraq, will target countries in the Middle East and Asia. Bahrain, Iran and Malaysia have been identified as countries of choice and the study tour was planned to be conducted in March but for the challenging political and security situation in the country led to postponement of the visit.
- A second round of National Health Account is currently being discussed with the government
- The draft national policy document has been developed and stakeholder discussion with all the stakeholders is currently going on
- Consultancy services to develop a framework for alternate health financing based on social health protection. The framework is currently being discussed with the MoH, MOF and MOP
- Consultancy work on develop an action work plan on family practice service delivery model
- A reform unit has been established in KRG MOH whereas the MAC committee in Baghdad has been transformed into a reform unit
- UNFPA supported technical assistance which was provided by AUB (International consultant) and family medicine societies (Bagdad and Beirut) to analyse the environment and modalities to implement FPM. The international consultant analysed the situation in Iraq inside MOH and Family Medicine Departments (Several interviews and meetings were organized with MOH stockholders, academicians, Family Medicine NGOs and family medicine practitioners) The final report was sent and agreed by MOH.
- A National Workshop was organized with MOH, WHO, UNFPA, USAID, Family Medicine Societies (Bagdad and Beirut) and academicians (Iraq, Family Medicine departments). Mechanisms of coordination and work plan for implementation were developed and national committee was established. The final report was finalized by the national committee and submitted to MOH.
- Technical Assistance was provided by UNFPA (AUB, 2 international consultants) to develop tools for Health Policy in Iraq. The final reports were sent to MOH and WHO for comments and workshop will be organized to finalize the tools and to recruit national consultants.

UNICEF/UNHabitat/UNFPA/UNWOMEN (WATSAN Sector)

IPSM insights and prospected interventions were highlighted and included in the governance chapter of the National Development Plan.

JP Output 4: GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes

UNDP/UNESCWA

- In the context of IPSM specific pilot interventions at federal, regional and local levels, a working mission was organized to provide practical and technical assistance to the Iraqi Parliamentary Committee on Regions and Governorates to finalize drafting of the Provincial Powers Act (Law 21) in a fashion that would make it adaptable to the Iraqi reality and needs. The purpose of this working mission, which was held in Ottawa, Canada for six days in Feb 2013, is to support the leadership of Iraq in implementing public administration reform and modernization in the context of federal provincial relations, fiscal decentralization and provincial executive and legislative authorities.
- This mission to Canada shall be followed by a technical assistance mission of Canadian technical experts from Institute on Governance (IoG) and Parliamentarian to Iraq to assist said Committee as it

Qualitative achievements against objectives and results

finalizes and communicates/discusses the draft Law 21 as part of its approval process.

- The outcome of the two-part project will be providing supportive legislative and non-legislative tools that are acceptable to the majority of Iraqi Parliamentarians as well as assistance for the Iraq Parliamentary Committee as it moves Law 21 through the adoption process.

Main implementation constrains & challenges (2-3 sentences)

- Absence of an executive body capable of leading the public administration reform agenda at national level. Institutional architecture needs to be strengthened, and the lack of clear vision and support to the PSM endeavour in KRG.
- The protracted process of establishing the Civil Service Council is a challenge to implement the human resource management part of PSM
- No Ministry or entity so far has been nominated or set up to conceptualize, plan, implement and steer Iraq's public sector reform for WATSAN Sector;
- Lack of coordination between executive and legislative powers on amendment of Law 21 that is impacting the decentralization process in Iraq as well as the administrative devolution of powers.
- National ownership and leadership in the second phase is a challenging task to be addressed and tackled.