

**Iraq UNDAF Fund
Project #: P1-05**

Date and Quarter Updated: 1 April – 30 June 2013 - Q2 2013

Participating UN Organisation: UNDP, UNESCO, UNESCWA, UNFPA , UN-Habitat, UNICEF, UNWOMEN, WHO.	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)				
Geographic Location	Iraq- National Coverage				
Project Cost	Total funds 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 		1st 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				
Approval Date (SC)	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

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.

Development Goal: **The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.**

The Joint Programme is working towards the fulfilment of the below listed four outputs, which are considered as immediate objectives:

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

1. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels

- 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

- 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

3.1 Education

- 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

- 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

- 3.3.1 Developing institutional, organizational and operational arrangements for a water utility;
- 3.3.2 Drafting legislative and regulatory instruments for modernization of water,

Outputs, Key activities and Procurement	
	<p>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 (major items)	<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: 2 international experts were recruited to work on Senior Executive Service (SES) fact-finding and also to provide technical support on finalization of Law 21</p> <p>UNESCO: 5 international experts were recruited to work on I-PSM Phase II outputs</p> <p>UN-HABITAT: Preparatory work on ToR for recruiting an international consultancy firm to carry out studies on Pilot Utility</p>

Funds Committed	UNDP	US\$ 1,720,175	% of approved	59%
	UNESCO	US\$ 657,364		42%
	UNESCWA	US\$ 206,261		30%
	UNFPA	US\$ 350,379		29%
	UN-Habitat	US\$ 680,718		33%
	UNICEF	US\$ 311,208		15%
	UNWOMEN	US\$ 48,623		4%
	WHO	US\$ 694,832		40%
	Total Commitments	US\$ 4,319,181		35%
Funds Disbursed	UNDP	US\$ 937,477	% of approved	32%
	UNESCO	US\$ 318,447		21%
	UNESCWA	US\$ 115,713		17%
	UNFPA	US\$ 249,629		21%
	UN-Habitat	US\$ 525,669		25%
	UNICEF	US\$ 284,078		13%
	UNWOMEN	US\$ 37,937		4%
	WHO	US\$ 645,682		37%
	Total Disbursements	US\$ 3,114,632		23%
Forecast final date	31 Dec 2014		Delay Months	NA

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.

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Men	UNDP		196	
	UNESCO	46	25	184%
	UNESCWA	60	N.A.	
	UNFPA			
	UN-Habitat			
	UNICEF	12	200	6%
	UNWOMEN		500	
	WHO			
Women	UNDP		84	
	UNESCO	5	25	20%
	UNESCWA	10	N.A.	
	UNFPA			
	UN-Habitat			
	UNICEF	2	75	2.5%
	UNWOMEN		500	
	WHO			
Children	UNDP			
	UNESCO			
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			
IDPs	UNICEF			
Indirect beneficiaries	UNDP			
	UNESCO and UNICEF (Educ.)		700,000 ³	
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF	12	200	6%
	UNWOMEN			
	WHO			
Employment generation (men/women)	UNDP			
	UNESCO			
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			

Quantitative achievements against objectives and results		% of planned
JP Output 1: GoI has enhanced capacity to undertake public	UNDP: <ul style="list-style-type: none"> Senior Executive Service (SES) fact-finding mission to Baghdad and Erbil was conducted in April 2013; National Workshop on the development of the PSM Roadmap was 	100% 100%

³ Government employees (including teachers for MoE and MoHESR), Students enrolled in all education levels in Iraq including KRG and Parent/teachers associations

Quantitative achievements against objectives and results		% of planned
sector modernization at national, regional and governorate levels	<p>conducted in Amman during May 2013 with facilitation of PMAC and NCMDIT;</p> <ul style="list-style-type: none"> • Another National Workshop on finalizing the PSM Roadmap was conducted in Baghdad during June 2013; • Coordination discussions were conducted to initiate a Working Group for the design and adaptation of the SES system for Iraq with representative of COMSEC which supported the idea of establishing the SES Core Committee and having an SES Core Committee at highest levels of government 	<p>100%</p> <p>30%</p>
JP Output 2: GoI has improved public administration systems at national and sub-national levels	<p>UNESCWA:</p> <ul style="list-style-type: none"> • Technical Assistance Workshops for NCMDIT and KIPA in completion and implementation of strategic and outreach plans postponed until July as per the request of the national counterparts. Preparations for the workshop and financial agreement have been approved along with nominations from KIPA and NCMDIT and the workshop will take place in July 	50%
	<p>UNFPA:</p> <p>During the reporting period of quarter 2 and under output 2.3 (Developing Gender sensitive statistics policy and human resources in line with eGov policy and systems), UNFPA in close collaboration with its international German consultancy institution called GOPA, and the national partners, the following activities were implemented as part of its work plan:</p> <ul style="list-style-type: none"> • Two technical missions were carried out by GOPA expert to follow up on the Computer networking for using intranet and MIS (CSO/KRSO); to review the recommendations; to assess the progress achieved by national partners on their work plan and expert's recommendations; and to assess their priority according to the findings of the interim meeting conducted in January 2013. • Another technical mission was carried out by GOPA expert on Dissemination to follow up on the national partners' progress at their work plan and the related steps that should be in place according to the previous recommendations by the expert. • A technical mission also was implemented by GOPA expert on Improving the quality of vital statistics and civil registration, to assess the whole recommendations and work plan progress and achievements. • During this reporting period, UNFPA technical staff, under the guidance of Chief Technical Advisor, had several technical meetings, missions and orientation sessions with the national partners from the whole related governmental institutions and ministries, especially MoP at federal/KRG and CSO/KRSO offices to follow up on the NSS progress and new priorities and needs. 	60%
	<p>UNWOMEN:</p> <ul style="list-style-type: none"> • Head of National Committee for Budget Revision has agreed that UN Women should move ahead with training on GRB as a parallel activity to his committee's work. 	10%
	<p>Education; UNESCO/UNICEF/UNWOMEN:</p> <ul style="list-style-type: none"> • A first draft of a Gender Gap Analysis in the Education Sector was drafted by UN Women. Initial consultations held with Ministry and an internal committee formed for follow up. • More than 30 government officials from line ministries in Baghdad 	15%
JP Output 3: GoI is implementing reform and modernization		

Quantitative achievements against objectives and results	% of planned	
<p>plans in Education, Health and WATSAN sectors</p>	<p>and Erbil were introduced to successful experiences from the Arab region and other parts of the world in strategic planning, TVET & governance through two workshops organised in Baghdad and Erbil in June 2013.</p> <ul style="list-style-type: none"> • UNESCO and UNICEF contributed to the organization, facilitation and technical content of two workshops in April and June. • A review meeting was held with E-MAC in July summarizing the whole I-PSM programme. • International bidding process has been initiated to provide technical support for the implementation of core integrated activities for decentralized KG, Elementary and Intermediate levels education; • There is an on-going consultancy to develop Provincial (Directorates/Provincial Council) Functional Mandates 	
	<p>Health: WHO/UNFPA/UNICEF/UNWOMEN</p> <ul style="list-style-type: none"> • An initial Gender Gap Analysis in health sector was drafted- The ministry of health include the Gender Responsive Budgeting (GRB) component in the ministry's strategic planning for 2013 – 2017. • A study on a workforce in the Ministry of Health was conducted based on gender perspective • An internal committee of Ministry of Health was formed to follow up on the implementation of the GRB, and this committee will link with other target ministries. • A five day workshop was held in Erbil for forty staff of MoH and MoP on National Health Accounts in June 2013. • A training workshop for staff of health facilities on family practice was organised in Erbil in June 2013. • An international consultant has been placed in MoH to support MoH in planning for Family Medicine. • Contract between UNFPA and AUB finalised to provide technical assistance for the Reproductive Health component of National Health Policy. • Consultants from Columbia University under contract with UNFPA initiated assessment of health facilities for RH components master plan. 	20%
	<p>WATSAN: UNICEF/UNHabitat/UNFPA/UNWOMEN</p> <ul style="list-style-type: none"> • An initial Gender Gap Analysis in WATSAN was drafted. The ministry has formed a committee to follow up on GRB • ToRs drafted for recruiting an international consultancy firm to prepare for piloting of a privatisation model of water management. • Carried out a stakeholder analysis of a sample water utility in Sulyamanyah. • Contacted training service providers in the MENA region with a view to hosting of study tours from Iraq. • Completion the revision and submission of TOR to CMWG committee for recruiting an international consultancy firm to write the new water and sanitation law. • Submission of TOR for establishing the Change Management Working Group (CMWG) to support establishment of Change Management Unit. 	20%

Quantitative achievements against objectives and results		% of planned
	<ul style="list-style-type: none"> Workplan for WATSAN reform activities by Steering Committee was approved. Solid Waste Management outputs postponed to late 2014. 	
	<p>UNDP/UNESCWA:</p> <ul style="list-style-type: none"> The Council of Representatives has passed an amended Provincial Powers Act that will drastically redefine the mandate of local governments. This achievement was a result of efforts which included technical support from UNDP and UNESCWA through a working mission to Canada for Parliamentarians from the Provincial Powers Committee and a visit by Canadian constitutional experts to Baghdad to mature the final draft of the mentioned Act 	100%
JP Output 4: GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	<p>UNICEF</p> <ul style="list-style-type: none"> Draft of manual explaining the concept of School Based Management (SBM) has been developed and being pretested 	5%

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> <ul style="list-style-type: none"> A Senior Executive Service (SES) fact-finding Mission to Baghdad and Erbil was a key instrument to consider for improving the selection of senior officials as it would speed up the transformation process through rapid development of Iraq's public service leadership. The April 2013 mission focused on the applicability and benefits of SES Program for Iraq as the government proceeds with its journey towards transforming the public service. It is understood that the SES will be one of the pillars upon which the public service will build its modern structure. Two National workshops on the development and finalization of the PSM Roadmap were conducted in Amman and Baghdad during May and June 2013 respectively. UNDP provided technical support to PSMSC to conduct the mentioned national workshops, which has 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 acted as substantive and technical actor from the GoI based on its mandate and extensive work undertaken in administrative reform. <p>UN Women:</p> <ul style="list-style-type: none"> The government of Kurdistan has agreed to start exploring the implementation of GRB in region.
<p>JP Output 2: GoI has improved public administration systems at national and sub-national levels</p> <p>UNFPA</p> <ul style="list-style-type: none"> There has been substantial improvement in follow up activities related to each of the components included in the statistical reform plan of action. There is sufficient knowledge and awareness by participants on issues related to the objectives and priorities for each component and technical coordination to oversee project activities and harmonization of outcomes/allocation of resources have witnessed substantial improvement compared to the situation in first quarter. The national counterpart is implementing the recommendations made by the international experts in an acceptable way. The

Qualitative achievements against objectives and results

Policies and Procedures Document of this component was finalized pending official approval for endorsement at the Central Statistical Organization (CSO) and clear job descriptions of different units in the IT department were developed and endorsed. In dissemination and reporting component, CSO endorsed the decision to issue press releases for new statistical outputs and a prototype web portal has been developed. Standards for report writing and for press releases in Arabic were finalized, and templates of metadata for reports and web dissemination were piloted by technical units at CSO and are now ready for application. CSO has developed an internal setup/mechanism to verify content and quality of statistical reports and produced an attractive statistical calendar that shows the release dates of the different statistical publication for 2013. Furthermore, CSO already includes standard questions on births and deaths for the past 12 months in household surveys and a draft work plan to improve the Civil Registration and Vital Statistics System was prepared. Finally, an evaluation of the Civil Registration and Vital Statistics System of WHO standards has been made and CSO was invited to participate in the national Civil registration Computerization Pilot project in Al-Rasafa in Baghdad that is being implemented by MoH and MoI. CSO was not part of this project but was able to join it after the recommendation of component's consultant report.

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

UNESCO/UNICEF (Education Sector)

- During the reporting period, UNESCO recruited five experts that will work on various I-PSM components related to Vocational, Technical and Higher Education. The experts presented best practices in TVET and HE modernisation during two workshops that UNESCO organised in Baghdad and Erbil in June 2013. More than 30 government officials from line ministries in Baghdad and Erbil were introduced to successful experiences from the Arab region and other parts of the world in the fields of strategic planning, governance of TVET institutions and internal and external monitoring and evaluation. The outcome of these workshops will be an action plan to start the process of reform in each of the respective areas tackled during the workshop.
- As part of UNESCO's support to strengthen evidence-based planning and coordination between ministries of education in Baghdad and Erbil, UNESCO has contracted two experts that are providing technical assistance to directorates of planning at both ministries in the process of collecting and merging all the information that feeds the Iraqi Education Management Information System. It is expected that by the end of the year the merging of the last three academic years data will be completed and that by 2014 both ministries will have the in-house capacity to manage the EMIS without external assistance.
- In an effort to ensure coordination amongst education stakeholders and building on the previous work undertaken with the WB, UNESCO and UNICEF contributed to the organization, facilitation and technical content of two workshops in April and June 2013 to develop the action plan and monitoring and evaluation framework for the Iraqi National Education Strategy. UNESCO and UNICEF's support extended also to the feedback provided on the mandate and functions of the strategy secretariat that will play a key role in coordinating intervention amongst the four line ministries and other relevant partners that will be active in the strategy implementation.
- UNESCO identified the UNESCO International Institute of Educational Planning (IIEP) as the best partner to implement some of the components of I-PSM based on its longstanding expertise and excellent track record in the provision of technical assistance to member states in educational planning. IIEP will organise a study tour for senior level officials from Baghdad and Erbil governments on higher education governance, transparency and accountability to identify best practices that will enable the Iraqi government to design a programme to improve transparency and accountability in higher education in Iraq. IIEP will also undertake an assessment of the capacity needs of staff of the ministries of higher education in Baghdad and Erbil in the framework of the capacity development component of the programme. It is expected that such assessment will provide a strong foundation for a specific capacity development programme that can be adopted by the government of Iraq.
- A review meeting was organised by UNICEF with E-MAC summarizing the whole I-PSM programme thrust, objectives, achievements, School Based Management (SBM) approach and what results are expected in phase 2. E-MAC decided that the pilot projects will be in Missan, Salahudeen and Sulemaniya. They recommended that the number of schools selected should be 10% of the total

Qualitative achievements against objectives and results

number of the schools in the governorates. E-MAC will develop and agree on the criteria for school selection with the concerned DOEs and the selected schools will be measured against the extent they meet the Child-Friendly Schools (CFS) standards.

WHO/UNFPA/UNICEF/UNWOMEN (Health Sector)

- GoI is taking initiative in IPSM implementation through the initiating the family medicine model and discussing the decentralization of service delivery.
- KRG has established a “Modernisation Unit” in MoH to take the lead in the reform and modernization process and coordinate the reform efforts in the ministry.

UNICEF/UNHabitat/UNFPA/UNWOMEN (WATSAN Sector)

- Water sector officials in Sulyamaniyah Governorate have indicated that they would welcome assistance from the I-PSM programme for institutional reform and improvement of service delivery. Recent discussions with the Governor confirm this.

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

UNDP/UNESCWA

- As mentioned above, the Council of Representatives has passed an amended Provincial Powers Act that will drastically redefine the mandate of local governments. The final draft of the act was conceived after a working mission to Canada for Parliamentarians from the Provincial Powers Committee and a visit by Canadian constitutional experts to Baghdad was completed. Both visits were organised by UNDP and UNESCWA. Canada’s model is considered a best practice and has been used as an example to encourage decentralisation in Iraq and redefine the relationship between the Federal and local governments. These activities were part of a joint initiative to support the Parliamentary Committee to review and finalise the revision of Provincial Powers Act (Law 21).

UNICEF

- Draft manual explaining the concept of School Based Management (SBM) has been developed and being pretested. The manual indicated the need to determine the degree of decision making that can be devolved to the school level based on standard national guidelines. It also acknowledges the commitment of the GoI and the MoE to improve decentralised service delivery in which case adopting SBM approach will be a logical policy response to the major challenges faced by the education sector.

Main implementation constrains & challenges (2-3 sentences)

- UNESCO: Since the final work plan was only approved in March, timely implementation of 2013 activities has been challenging. Work on activities prioritized by the government has already started and Pilots under output 4 will start in 2014. Some items still need government approval such as the selection of the governorates where the pilot participatory service delivery projects will be implemented. At this stage close coordination and follow-up with line ministries remains the key challenge, particularly in view of the deteriorating security situation that Iraq has witnessed in recent months.
- UNICEF: The major challenge is in getting the MoE to accept and apply the concept of governance and decentralised service delivery. The whole reform agenda still seem to invoke fear and resistance on the part of the MoE, so a lot of time is being spent representing the concept to government partners whose awareness of the I-PSM and its ramifications remain vague.
- WATSAN sector: Absence of an Official Document to guide and direct Public Sector Modernization since there is no establishment of Iraqi Water Council yet.
- Absence of institutional arrangements to establish/set up specialized governmental entity to conceptualize, plan, implement and steer (take the lead) the public sector reform in Iraq;
- UNFPA: Lack of documentation of survey's data or related publications. Absence of internet services for all database' staff and incomplete of procurement process of new servers. Absence of clear directions to computerize the Civil Registration and Vital Statistics System, further to delay in decision to streamline individual records of vital events from Ministry of Health to CSO

Observations by the Programme Manager

1. The programme implementation is progressing but with some delays, coordination and awareness as well as national ownership is improving.
2. National counterparts lack awareness about the programme and the links across different components. Review meeting will take place soon to discuss this issue.
3. The programme has an overall steering body but lacks a strong national coordinated and comprehensive institutional architecture; different national bodies are sceptical to take over; during the report period some efforts were made to facilitate this issue.
4. Implementation rate varies by component and national counterparts; overall implementation rate is low. Discussion took place with the implementing agencies to accelerate the implementation during the last joint management team meeting, and UNCT were informed to take measures to accelerate the implementation.