Date and Quarter Updated: 1 October – 31 December 2013
Q4 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	**US$ 17,845,412** distributed as follows: o UNDP: US$ 4,173,844[1] o UNESCO: US$ 2,227,228 o UNESCWA: US$ 677,608 o UNFPA: US$ 1,806,094 o UN-Habitat: US$ 2,078,947 o UNICEF: US$ 3,122,947 o UNWOMEN: US$ 1,081,932 o WHO: US$ 2,676,812		**First Tranche of US$ 13,410,381**received as follows: o UNDP: US$ 2,931,012 o UNESCO: US$ 1,548,009 o UNESCWA: US$ 677,608 o UNFPA: US$ 1,204,598 o UN-Habitat: US$ 2,078,947 o UNICEF: US$ 2,142,974 o UNWOMEN: US$ 1,081,932 o 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	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. 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. 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			

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[1] Inclusive of Joint Programme Management Unit Budget

| | 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. |

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 |

Outputs, Key activities and Procurement	
	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, sewerage and solid waste public service delivery and submitting them to Council of Ministers; 3.3.3 Preparing plans for improved operational management in partnership with High Council of Water (HCW); 3.3.4 Developing strategies for improved public participation and customer orientation; 3.3.5 Updating Solid Waste Management strategy, policy, national master and capital investment plans; **4. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes** 4.1 Strengthening decentralization and strengthening local governance through legislative support, substantive contributions and capacity building of actors of decentralization; 4.2 Enhancing gender sensitive planning, budgeting & evaluation capacity at central and governorate levels; 4.3 Empowering civil society through participatory and inclusive governance approaches and initiatives; 4.4 Supporting the implementation of pilot participatory service delivery projects in Health, Education and WATSAN sectors in three selected governorates; 4.5 Supporting the KRG in instigating Urban Governance[2].
Procurement (major items)	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: **UNDP:** Issuance of an institutional contract favor the Canadian Institute on Governance (IoG) to support the GoI and KRG in the design of the Senior Executive Service (SES) System for Iraq; ▪ Contracting of an International Public Administration Reform (PAR) Expert for the refinement of the Kurdistan Public Sector Modernization Programme Document and support the PAR Management Committee at federal level; ▪ Two international experts were recruited to develop the Iraqi eGovernance Transformation and Enterprise Architecture Guidelines; ▪ Two international experts were recruited to develop the high architecture management and implementation blueprint for eProvince as well as the architecture and technical specification including business process management of high priority eServices; ▪ Contracting of a Knowledge Management Expert to support the Inter-Agency Unit (IAU)/ Joint Analysis Unit (JAU) in developing KM assessment tools and performing capacity

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[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.

Outputs, Key activities and Procurement	
	building activities.
	UNESCO: Preparatory work for recruitment of international experts to undertake interventions of 2014

Funds Committed	UNDP	US$ 2,960,214.10	% of approved	101%
	UNESCO	US$ 1,031,787.00		67%
	UNESCWA	US$ 328,545.72		48%
	UNFPA	US$ 591,759.10		49%
	UN-Habitat	US$ 516,698.00		25%
	UNICEF	US$ 1,271,113.35		59%
	UNWOMEN	US$ 448,281.42		41%
	WHO	US$ 1,389,911		80%
	Total Commitments	**US$ 8,538,309.69**		**64%**
Funds Disbursed	UNDP	US$ 2,143,890.00	% of approved	73%
	UNESCO	US$ 821,119.00		53%
	UNESCWA	US$ 271,146.72		40%
	UNFPA	US$ 717,268.00		60%
	UN-Habitat	US$ 515,063.00		25%
	UNICEF	US$ 342,596.03		16 %
	UNWOMEN	US$ 248,135.82		23%
	WHO	US$ 1,277,616		73%
	Total Disbursements	**US$ 6,336,834.57**		**47%**
Forecast final date	31 Dec 2014		Delay Months	NA

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Men	UNDP	**375** 140 (eGov) + 16 (Malaysia/Sing) + 114 (Gender Units) + 105 (KM)	196	191%
	UNESCO	42	25	168%
	9	10	90%	9
	UNFPA			
	UN-Habitat			
	UNICEF		200	
	UNWOMEN		500	
	WHO			
Women	UNDP	**196** 50 (eGov) + 2 (SM) + 84 (Gender Units) + 60 (KM)	84	233.33%
	UNESCO	8	25	32%
	UNESCWA	7	10	70%
	UNFPA			
	UN-Habitat			
	UNICEF		75	
	UNWOMEN		500	
	WHO			

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Children	UNDP			
	UNESCO			
	UNESCWA		NA	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			
IDPs	UNICEF			
Indirect beneficiaries	UNDP			
	UNESCO and UNICEF (Education)		Government employees (estimated 700,000 including teachers for MoE and MoHESR) Students enrolled in all education levels in Iraq including KRG Parent/teachers associations	
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF		200	
	UNWOMEN			
	WHO			
Employment generation (male/female)	UNDP			
	UNESCO			
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	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	**UNDP** **Public Administration Reform (PAR) Roadmap** ▪ Technical support was provided to PARHC and PARMC in the development of PAR 2014 AWP during a national workshop held on 6-7 November 2013. The AWP workshop was funded through the GoI parallel funding arrangement. **PAR Management Committee:** ▪ An exposure visit to Malaysia and Singapore was implemented under the auspices of the PAR High Committee and through joint contribution from the	**% of planned** **100%** **100%**

Quantitative achievements against objectives and results			
	Government; ▪ Advisory services extended to PAR Management Committee from UNDP experts and team;		
	Kurdistan Public Sector Modernization Initiative: ▪ The first draft of the Kurdistan Public Sector Modernization Roadmap was developed by the KPSM Committee.	**100%**	
	Supporting PAR at Sub-National Level: ▪ The 2014 AWP for PAR activities in Duhok governorate was developed through a participatory planning workshop held in Duhok Governorate on 25 November.	**40%**	
JP Output 2: GoI has improved public administration systems at national and sub-national levels	**UNDP** **eGovernance** ▪ The first draft of Iraqi e-Governance Transformation and Enterprise Architecture Guidelines was developed; ▪ The high architecture management and implementation blueprint for e-Province as well as the architecture and technical specification of high priority e-service were developed; ▪ Developed the first draft of national enterprise architecture (technical and business requirements) for selected key infrastructure and basic services; ▪ The first draft of guidelines for managing and developing of public sector website and information architecture was developed; ▪ A study tour to Korea was conducted to enhance GoI capacity in establishing and managing the eGovernance Centre of Excellence ▪ A study tour to India state government was conducted to enhance local government and central government capacity in local government service delivery.	**100%**	
	Knowledge Management ▪ Facilitated the participation of CSO's KM champions in the Information and Knowledge Management workshop held in Johannesburg. ▪ An awareness raising workshop in KM targeting CSO staff was held; ▪ A questionnaire for the KM Needs Assessment was completed; ▪ Preliminary recommendations were made towards KM intervention plan.	**60%**	
	Gender Units Capacity Building ▪ A series of Basic and Advanced training workshops on strengthening the capacity of Gender Units in Iraqi Ministries was held.	**100%**	
	UNESCWA ▪ Three (3) workshops were conducted in Erbil for 16 officials (10 Males, 6 Females) from NCMDIT and KIPA	**75%**	

Quantitative achievements against objectives and results			
	on implementing and moderating participatory strategic planning workshops, and planning cycle, implementation, monitoring and evaluation. Additional training programs and study tours are planned to take place in the first and second quarters of the year 2014 for NCMDIT and KIPA as part of ESCWA's commitments under the IPSM 2014 AWP.		
	UNFPA ▪ One mission to support the development of civil registration system was carried out (CRS) ▪ A number of training courses to bridge knowledge gap in Statistics were implemented	**100%**	
	UNWOMEN ▪ Introductory workshop for planning and budgeting officials on GRB was completed. ▪ Training of Gender Units in target ministries were carried out.	**50%**	
JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors	**Education: UNESCO/UNICEF/UNWOMEN** ▪ A four-day workshop was held in Erbil on 10-13 November 2013 targeting the vocational education force within the MoE. A guide document was developed on the rules of procedure for the vocational schools. ▪ A five-day workshop was held in Baghdad on 17-21 November 2013 targeting the education leaders and teachers. In which workshop a guide document was produced on the rules of procedure for the Technical Colleges and Institutes, and for the Vocational Schools. ▪ A two-day workshop was held in Baghdad on 24-25 November 2013 on improving the quality of higher education through embedding values, code of conduct and academic integrity. The workshop targeted, in addition to students, the universities and MoHESR employees. ▪ A two-day workshop was held in Baghdad on 27-28 November 2013 on enhancing the role of women in university leadership, and equality and equal opportunities for men and women in higher education. ▪ A three-day capacity building training workshop was held on 15-17 December 2013 on strategic planning, monitoring and evaluation, and attended by 14 government officials. The workshop was organized as part of the capacity building program agreed with the KRG MoE. ▪ Consultation meetings were held with MoE and MoHESR officials to discuss and agree on IPSM 2014 related interventions. ▪ Several consultative meetings with EMAC and K-MAC were held to agree on the number of schools that will apply the SBM in the four selected provinces	**67%**	

Quantitative achievements against objectives and results			
	▪ A workshop was facilitated to develop coordination mechanisms between MoHESR and MOE.		
	Health: WHO/UNFPA/UNICEF/UNWOMEN ▪ National Health Policy was finalized and endorsed by the Parliamentary Committee on Health & Environment. ▪ Final Report on Roles and Responsibilities at various levels of MoH was prepared and presented to the Ministry. ▪ Concept note on a mechanism for licensing, accreditation, regulation and quality assurance of health care providers in Iraq was prepared and shared with Parliament Committee on Health & Environment and the Ministry of Health. ▪ Two workshops were conducted on Competency Based Approach for MoH employees. ▪ Technical working groups on CBA products send to AUB for quality control.	**70%**	
	WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN ▪ Water Demand Management Study for Iraq was developed. ▪ The contract awarding process for developing Water and Sanitation Law for Iraq is underway.	**55%**	
JP Output 4: GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	**UNDP/UNESCWA** ▪ The consultant for developing a strategy paper on Participatory Governance was selected, and will commence the work during Q1 2014	**25%**	
	WHO ▪ Draft workplan for activities on implementation of the modernized health services package was developed with Duhook governorate.	**100%**	

Qualitative achievements against objectives and results

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

UNDP

▪ PARHC received technical support from UNDP and UN agencies in developing the 2014 AWP. A two-day workshop was held on 6-7 November 2013 in Baghdad with participation of all concerned national counterparts and stakeholders, during which the PARHC led the development of the AWP with technical support provided by the National Centre for Management Development and Information Technology (NCMDIT). It is also to note that this even witnessed an increasing role played by the PARMC members.

▪ One of the highlights of this quarter was the fact finding study mission on Public Administrative Reform (PAR) Management Best Practices to Malaysia and Singapore, organized by the PARHC in collaboration with UNDP Iraq and UNDP's Centre of Excellence for the Public Service. The mission aimed at enhancing the planning, management, monitoring and performance appraisal of the reform agenda in Iraq and comprised several prominent figures leading public administration reform initiatives. Best practices pinpointed to be transposed included the political will and support, the institutional management

arrangements, the importance of transparency and accountability mechanisms and the inclusion of the private sector and civil society in the reform process. A follow-up meeting to the Study Mission was held in Baghdad, during which a communique comprising recommendations and specific initiatives was submitted to the PARHC and COMSEC for enactment.

- At regional level, and after KRG established the Kurdistan Public Sector Modernization (KPSM) Committee, the latter succeeded in the last quarter of 2013 to develop a first draft of a PSM Roadmap for Kurdistan, which subsequently led to the development of an implementation plan for 2014. The Roadmap is currently being reviewed by the Committee and will be submitted to the new KRG for approval once the latter is formed;

- UNDP Iraq, alongside sister agencies, supported the Governorate of Duhok in the development of the 2014 PAR Action Plan of the Governorate, which is part of the piloting initiative at local level. The Action Plan is still pending further discussions with the provincial authorities and it will be guiding the decentralized PAR initiatives within the Governorate in 2014;

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

UNDP e-Governance:

- A workshop has been conducted on 10-14 November 2013 with high level participants from the National e-Governance Steering Committee for the development of the first draft of the National Enterprise Guidelines. These guidelines though primarily based on The Open Source Group Architecture Framework (TOGAF), drew also on the international best practices and standards on strategic management, IT Governance, IT Services Management, Project and Programme management Benchmarking, monitoring and management control as well as from internationally frameworks like COBIT, ITIL and PMI;

- Two workshops targeting provincial senior government stakeholders for developing the high level e-Province Architecture and developing the Provincial e-Service Architecture were held with the aim of agreeing on the eProvince architecture for the development of eServices, creating a blue print for the eGovernance implementation and detailing out the priority services to be rolled out in first phase of implementation. In this regards six services have been selected from various directorate including (governorate, municipality, water, sewage, agriculture, education) and functional requirements were generated in the second workshop.

- With the aim of helping Iraq move towards a new era in the application of geospatial services and Geographic Information System (GIS) to derive business value, UNDP provided technical support in developing the architecture of the national integrated GIS system for the first priorities key elements infrastructure and service including (Municipality, water, Sewage, Electricity, Health, Education and Agriculture).

- A workshop on drafting the first version of designing and managing public websites guidelines was performed based on best practices include variety standards, including online strategy, budgeting, website planning and developing and managing, knowledge management and information/data architecture and web content classification and development and management, technical architecture, workflows architecture, security, accessibility and communications, etc.

- UNDP-Iraq in close collaboration with UNDP Seoul Policy Centre supported the Government of Iraq in organizing a study tour to Korea for high level officials and senior policy makers from the National e-Governance Steering Committee to learn from Korea's accomplishments, challenges and the steps undertaken to put in place a successful and integrated e-government programme structure, development stages by leveraging the world's best information technology (IT) infrastructure, and implementing a standard practice and integrated business process system for policy making process.

- Another study tour was conducted with the aim of sensitizing and exposing senior Iraqi stakeholders to e-governance local government model as means to enhance the effectiveness and efficiency of the public sector in service provision. A 13 senior official delegation including 8 deputy governors from various Iraqi local governments and senior officials from central government learned about how e-Governance impacts government and non-government organizations functionality in India and the implementation of rural and urban development and delivery of basic services.

Qualitative achievements against objectives and results

UNDP Knowledge Management

- The Central Statistics Organization (CSO) has agreed to act as pilot institution and to benefit from the KM program implementation. Further to consultative meetings with the Head of and senior CSO officers, the work on the intranet was initiated and a vision introduced for its content, in addition to some specific examples of selected information were discussed to be introduced online;
- Several meetings were conducted in CSO HQ with the KM champions to discuss progress and future plans;
- The KM consultant joined JAU team and revaluated the availability of current gaps and assets through Needs Assessment Matrix. Initial recommendation for both short and long-term vision is drafted to be later shared with the counterparts.
- An awareness raising workshop in KM targeting CSO staff was held in Dec. 2013
- An Information and Knowledge Management workshop was held in Johannesburg targeting CSO's KM champions.

UNDP Gender Units Capacity Building

- The State Ministry of Women's Affairs with support from UNDP, UNFPA, and UNWOMEN organized a series of skill building training for the staff of the Gender Units in Nov-Dec 2013. A total of 114 staff were provided with basic and enhanced skill building on gender issues, management and coordination. The training witnessed also the involvement of the National Center of Management Development and Information Technology (NCMDIT), which provided support in reviewing the organizational and institutional mandate and structure of the units.

UNESCWA

- To infuse the modernization reform across the public sector on national and sub-national level, the leading national and regional institutions on management development in Iraq were selected to become agents of change. Within the framework of the project *"Technical Assistance for the Kurdistan Institute for Public Administration (KIPA) and the National Centre for Management Development and Information Technology (NCMDIT)"* the two institutions have been trained to build their capacity, strengthen their institutional development status and develop their strategies and action plans.
- In November 2013 UNESCWA and its partners conducted three (3) workshops in Erbil for 16 officials (10 Males, 6 Females) from NCMDIT and KIPA on implementing and moderating participatory strategic planning workshops, and planning cycle, implementation, monitoring and evaluation. Additional training programs and study tours are planned to take place in the first and second quarters of the year 2014 for NCMDIT and KIPA as part of ESCWA's commitments under the IPSM 2014 AWP.

UNFPA

- Working on updating the health information system as well as the education information system with MoP, MoH and MoE.

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

UNESCO/UNICEF (Education Sector)

- As part of UNESCO efforts in building capacity of the MoHESR staff, two consecutive workshops were held in Baghdad on 24-25 November and 27-28 November 2013 in the areas of Ethical Standards, Code of Conduct and Gender Equality.
- At the regional level, on 15-17 December 2013, UNESCO organized a three-day workshop in Erbil on Strategic Planning, Monitoring and Evaluation in Education. Fourteen (14) government staff including officials from KRG MoE Directorate of Planning, officials from Erbil, Sulaymania and Dohuk Directorates participated in the workshop. The workshop aimed at increasing the level of understanding and enhancing the strategic planning process. The workshop was implemented as one of the approved IPSM year 1 work plan activities.
- UNICEF recruited an international advisory body that will work to improve the implementation of

selected IPSM activities in cooperation with EMAC. It has also recruited a national expert to follow up the implementation of the work plan in KRG and in the selected provinces.

WHO/UNFPA/UNICEF/UNWOMEN (Health Sector)

- The National Health Policy was developed and finalized by an international consultant recruited by WHO. The National Health Policy Document was endorsed by the Parliamentary Committee on Health & Environment during the fourth quarter of the year 2013.
- Final Report on Roles and Responsibilities at various levels of Ministry of Health was prepared and presented to MoH.
- Concept note on a mechanism for licensing, accreditation, regulation and quality assurance of health care providers in Iraq was prepared and shared with Parliament Committee on Health & Environment and the Ministry of Health.
- Two capacity building workshops were conducted on Competency Based Approach for MoH employees. In addition, technical working groups on CBA products were sent to AUB for quality control. A plan for continuity work with MoH was also submitted to resource person in the ministry.

UNICEF/UN-Habitat/UNFPA/UNWOMEN (WATSAN Sector)

- The 4th Meeting for the Change Management Working Group (CMWG) was held on 31st of December 2013 under the chairmanship of Director General of Water at the Ministry of Municipalities and Public Works. Plans of action were discussed, and priority interventions for the upcoming six months were identified.
- Water Demand Management Study for Iraq was completed. The final report both in English and Arabic languages was submitted to CMWG members, Ministries and key stakeholders for review. The SECB is planning to present the study to the concerned stakeholders in a workshop organized for this purpose.
- The contract awarding process for developing water and sanitation law for Iraq has been underway. The study will cover drafting of a bill for the parliament in Kurdistan suited to the purpose of the sector reform regulation as a pilot project in Dohuk governorate.
- The parallel funding component amounting US$528,000 was transferred to the account of General Directorate of Municipalities at MMPW for implementing IPSM joint activities with UNICEF and UN-UN-Habitat. Details of planned activities were discussed with the chairman of CMWG which primarily centered on the implementation of a series of workshops with technical and logistical support provided by UNICEF.

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

UNDP/UNESCWA

- The consultant for developing a strategy paper on Participatory Governance was selected, and will commence the work in Q1 2014

UNWOMEN

- Gender Units in line ministries are now in a better position to fulfil their mandate and participate in policy development at ministerial level.

WHO

- Draft workplan for the implementation of the modernized health services package activities in Duhook was developed in a participatory planning workshop with the participation of all key national and international partners.

Main implementation Constraints and Challenges

- **UNDP:** Civil service component is still lingering. The Civil Service Commission has yet to be established due to political interferences and considerations. However, a strategy and action plan was developed for the Civil service commission, which included the identification of roles and responsibilities, functions, staffing needs, SOPs, etc.
- **UNDP:** National financial and fiscal systems are one of the major limitations hindering the simplification of procedures and leading to a more centralized governance system.
- **ESCWA:** A Training of Trainers planned to take place in Berlin in October 2013 was postponed to February 2014 due to delays in obtaining visas for the Iraqi participants. There has been change in venue to Istanbul as well.
- **UNICEF:** The major challenge was the delay in approving the plan of action and the lack of enthusiasm of the EMACs resulting in the on-going delay in the implementation.
- **UN-HABITAT:** Bureaucracy has negatively impacted on the timely utilization of parallel funding. This has a knock-on effect of the implementation schedule of planned activities and has further led to rolling a significant amount of the parallel funding to the year 2014.
- **UNESCO:** Some items still need government approval which requires close coordination and follow-up with line ministries. This remains the key challenge, particularly in view of the deteriorating security situation that Iraq has been witnessing in recent months.
- **UNFPA:** Security situation is the biggest challenge yet, add to it the very frequent holidays and day off in the Iraqi work calendar. In addition, high turnover rates in both CSO and KRSO