

Iraq UNDAF Fund

Project #: P1-05

Date and Quarter Updated: 1 July – 30 September 2014

Q3 2014

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\$ 19,045,412 distributed as follows: <ul style="list-style-type: none"> ○ UNDP: US\$ 4,673,844 ○ UNESCO: US\$ 2,427,228 ○ UNESCWA: US\$ 677,608 ○ UNFPA: US\$ 1,956,094 ○ UN-Habitat: US\$ 2,078,947 ○ UNICEF: US\$ 3,122,947 ○ UNWOMEN: US\$ 1,181,932 ○ WHO: US\$ 2,926,812 		Amount received US\$ 17,965,439 as follows: <ul style="list-style-type: none"> ○ UNDP: US\$ 4,673,844 ○ UNESCO: US\$ 2,427,228 ○ UNESCWA: US\$ 677,608 ○ UNFPA: US\$ 1,956,094 ○ UN-Habitat: US\$ 2,207,8947 ○ UNICEF: US\$ 2,142,974 ○ UNWOMEN: US\$ 1,081,932 ○ WHO: US\$ 2,926,812 		
Duration	24 Months				
Approval Date (SC)	7 Oct 2012	Starting Date	1 Jan 2013	Completion Date	31 Dec 2015
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</p>				

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	<p>1. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels</p> <ul 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; <p>2. GoI has improved public administration systems at national and sub-national levels</p> <ul 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; <p>3. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors</p> <p>3.1 Education</p> <ul 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; <p>3.2 Health</p>
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Outputs, Key activities and Procurement	
	<p>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;</p> <p>3.2.2 Enhancing Gol's capacity for policy, planning, programme management and health care delivery, including decentralized health care based on PHC & Family practice with policy on PPP;</p> <p>3.3 WATSAN</p> <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. Gol 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 Governance¹.</p>
Procurement (major items)	<p>The IPSM programme assists in the provision of technical expertise and support to the Gol 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>UN-Habitat:</p> <ul style="list-style-type: none"> ▪ International consultancy firm was recruited to carry out the studies of the long-term development plan for the Water Utility in Najaf. The consultancy firm mobilized their field team and the setup of the office in Najaf. Difficulties in obtaining the Iraqi Visa for consultants further delayed the implementation of planned activities. <p>UN-Women:</p> <ul style="list-style-type: none"> ▪ A local project officer was recruited to support the project implementation across Iraq <p>UNESCO:</p> <ul style="list-style-type: none"> ▪ One international expert was recruited to establish coordination mechanisms between the Ministry of Education (MoE), Ministry of Higher Education and Scientific Research (MoHESR) and the Ministry of Planning (MoP) in Iraq.

¹ 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	
	<ul style="list-style-type: none"> One international expert was recruited to provide a methodology for restructuring the Ministry of Higher Education and Scientific Research (MoHESR) at the Central Government and deliver technical assistance to strengthen communication skills for Iraqi administrative leaders; One international expert was recruited to provide technical assistance to Basra and Dahuk Universities to establish Academic Integrity Councils (AICs) and student's honor societies.

Funds Committed	UNDP	US\$ 4,640,923.65	% of approved	99%
	UNESCO	US\$ 1,558,283.00		64%
	UNESCWA	US\$ 433,257.58		64%
	UNFPA	US\$ 1,854,175.00		95%
	UN-Habitat	US\$ 2,015,262.00		97%
	UNICEF	US\$ 2,018,389.01		94%
	UNWOMEN	US\$ 904,835.00		84%
	WHO	US\$ 1,633,054		56%
	Total Commitments	US\$ 15,058,179.24		84%
Funds Disbursed	UNDP	US\$ 3,702,202.29	% of approved	79%
	UNESCO	US\$ 1,324,333.00		55%
	UNESCWA	US\$ 424,671.59		63%
	UNFPA	US\$ 1,214,362.00		62%
	UN-Habitat	US\$ 1,246,000.00		60%
	UNICEF	US\$ 1,262,992.34		59%
	UNWOMEN	US\$ 667,645.00		62%
	WHO	US\$ 1,549,684		53%
	Total Disbursements	11,391,890.22		63%
Forecast final date	31 Dec 2015		Delay Months	NA

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Men	UNDP	375 (2013) 230 132 (eGov) + 60 (SES) + 12 (CS Mtng) + 26 (Inst'al Restruct. Wkps) Total: 605	196	309%
	UNESCO	25	25	100%
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	50	500	10%
Women	UNDP	196 (2013) 70 43 (eGov) + 9 (SES) + 3 (CS Mtng) + 15 (Inst'al Restruct. Wkps)	84	317%

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
		Total: 266		
	UNESCO	35	25	140%
	UNESCWA	16	20	80
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	50	500	10%
	WHO			
Children	UNDP			
	UNESCO			
	UNESCWA		NA	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			
IDPs	UNICEF			
Indirect beneficiaries	UNDP			
	UNESCO and UNICEF (Educ.)	400,000	700,000 ²	57%
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	Iraqi officials at the involved ministries	All Iraqi Officials	
	WHO			
Employment generation (male/female)	UNDP			
	UNESCO			
	UNESCWA		NA	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			

² Government employees (including teachers for MoE and MoHESR), Students enrolled in all education levels in Iraq including KRG and Parent/teachers associations

<p>JP Output 1: Gol has enhanced capacity to undertake public sector modernization at national, regional and governorate levels</p>	<p>JMT/UNDP:</p> <ul style="list-style-type: none"> ○ A number of technical review sessions were held over skype with COMSEC’s IT Department to complete the automation of PAR Monitoring and Reporting System. 	<p>% of planned 75%</p>
<p>JP Output 2: Gol has improved public administration systems at national and sub-national levels</p>	<p>UNDP - Institutional Re-Structuring and Performance Enhancement</p> <ul style="list-style-type: none"> ○ A number of consultative meetings with the Local Public Administrative Reform Committee and Organogram Review Committee in Basra were held. ○ The Re-Structuring and organizational Strengthening Toolkit was finalized. <p>UNDP – SES</p> <ul style="list-style-type: none"> ○ Drafts of all components of the Senior Executive Service (SES) framework/ system are being finalized. ○ The Executive Leadership Gap Assessment of the Senior Executive Service (SES) Initiative was launched through consultative meetings and workshops in KRG. ○ The SES pilot survey targeting 600 government officials at the DG, DM and Advisors level was launched in KR to assess the gaps of building such a leadership module prior to the actual / wider launch of the SES survey. ○ An adapted System for Senior Executive skill building was developed in support of the humanitarian crisis and submitted it to KRG. <p>UNDP - eGovernance</p> <ul style="list-style-type: none"> ○ Technical support is being provided and advice continues on the e-Governance Centre of Excellence, which has yet to be established. <p>UNESCWA</p> <ul style="list-style-type: none"> ○ The capacity development workshop on how to conduct feasibility studies, knowledge management and monitoring and evaluation was postponed to the end of the year. The workshop is to be followed by a twinning arrangement to reinforce the support of NCMDIT’s and KIPA’s efforts in civil service reforms. <p>UNFPA</p> <ul style="list-style-type: none"> ○ A two-day interim meeting was organized in Erbil for both CSO and KRSO to evaluate progress made per component according to approved work plans for 2014. ▪ Computer Networking & Database (KRSO): <ul style="list-style-type: none"> ○ Work is underway to develop KRSO website. ○ Anti-virus system was installed and defined centrally. ○ The firewall filtering has been enabled. ▪ Dissemination (CSO): <ul style="list-style-type: none"> ○ Dissemination policy was completed, approved by CSO, printed and circulated. ▪ Statistical Production: <ul style="list-style-type: none"> ○ The Standard Checklist was finalized, approved and disseminated in 	<p>85%</p> <p>80%</p> <p>55%</p> <p>20%</p> <p>45%</p>

	<p>KRSO.</p> <ul style="list-style-type: none"> ▪ Metadata: <ul style="list-style-type: none"> ○ A working group was formed for the metadata component in CSO and KRSO. ○ Work is underway to identify a special definition indicators issued by CSO and according to international standards. ○ General Metadata Framework (metadata Obelisk) was printed in CSO ○ The General Metadata Framework and its linkage with the Standard Model of Statistical Production (GSBPM) were being reviewed. 	
	<p>UNWOMEN</p> <ul style="list-style-type: none"> ○ Two meetings were organized in Najaf and Basra respectively with the GC members and governor office resulting in agreement to conduct an awareness-raising workshop on GRB. 	30%
<p>JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors</p>	<p>Education: UNESCO/UNICEF/UNWOMEN</p> <ul style="list-style-type: none"> ▪ A five-day workshop was held in Beirut from 8 to 11 September with nine UNESCO experts aimed at discussing the progress of IPSM interventions under the current political and security situation in Iraq and putting an action plan for Q4-2014. ▪ Vocational Education: <ul style="list-style-type: none"> ○ Under vocational education the following frameworks were developed: <ul style="list-style-type: none"> - General framework to reform the structure of vocational education - General framework for the internal and external evaluation of vocational schools. ▪ Academic integrity and codes of conduct: <ul style="list-style-type: none"> ○ A Report was developed on the main issues to be taken into consideration regarding Academic Integrity and Codes of Conduct in Basra and Duhok Technical Universities. ○ Content of an interactive website for the promotion of Academic Integrity and Codes of Conducts was developed. ▪ A workshop was held for EMAC Baghdad to present and discuss the six thematic studies on the implementation of the School Based Management approach across Iraq. ▪ The training toolkit for training school principals and head teachers on the principles of school-based management and administration was developed and being pretested. The first batch of trainees are scheduled to be trained late October 	60%
	<p>Health: WHO/UNFPA/UNICEF/UNWOMEN</p> <ul style="list-style-type: none"> ○ A contract was awarded for the development of a mechanism for licensing, accreditation, regulation and quality assurance of health care providers in Iraq issued. ○ National Health Account Workshop was conducted in Beirut during September this year. ○ NHA Guidelines were drafted and will be printed once revised MOH. 	45%
	<p>WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN</p> <ul style="list-style-type: none"> ○ The inception report for the study “Development of a Strategy Report on Water Quality Management for Iraq” in Arabic and English languages was submitted by the international consultant, reviewed and then approved by UNICEF, CMWG and PMAC. 	45%

	<ul style="list-style-type: none"> ○ The formulation and training of the MoMPW task group was concluded to develop job description manuals, and review and update the organizational structure of MoMPW. ○ Awareness and training workshops were implemented to qualify MoMPW to apply the ISO system. Preparations were made to setup the quality management working group in the MoMPW. ○ Concluded the revision of the MoMPW laws and regulations, and submitting proposals on civil service reform while considering the decentralization approach, transparency and accountability. 	
JP Output 4: Gol sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	UNDP Institutional Re-Structuring and Performance Enhancement at Local Level <ul style="list-style-type: none"> ○ Institutional Re-Structuring and Performance Enhancement Workshops were being held in Basra under the auspices of the Local Public Administration Reform Committee e-Province Execution <ul style="list-style-type: none"> ○ The ToRs for the e-Province architecture and the first six e-services for Misan Governorate were developed 	45%
	WHO <ul style="list-style-type: none"> ○ The plan for carrying out a health facility assessment in Duhok was finalized, the questionnaires and survey methodology were developed, and the assessment was carried out and finalized. 	20%
	UNHABITAT <ul style="list-style-type: none"> ○ The consultancy team to work on the decentralized water management model in Najaf (long-term development plan for the water utility) was mobilized. ○ The assessment of the current rules and regulations with regard to water sector reform in Duhok is finalized. Reform recommendations to enhance service delivery, efficiency, response, decentralized and transparent performance were proposed for discussion with counterparts. 	20%
	UNICEF <ul style="list-style-type: none"> ○ The final reports supporting sub-national governance and decentralized service delivery systems were submitted to UNICEF, and the recommendations were approved by both EMACs in Baghdad and Erbil. 	70%
	UNFPA <ul style="list-style-type: none"> ○ Second draft of the assessments on the participation of women and youth were developed (for Basrah and Najaf). Assessments for Salahuddin were not further developed due to the security situation and accessibility 	65%

Qualitative achievements against objectives and results	
JP Output 1: Gol has enhanced capacity to undertake public sector modernization at national, regional and governorate levels	
JMT/UNDP PAR Monitoring and Reporting System <ul style="list-style-type: none"> ○ As part of the technical assistance provided to the PAR Management Committee, the United Nations pursued its work with COMSEC's IT Department to complete the automation of the PAR Monitoring and Reporting System previously devised. The System that is based on RBM principles and intended to record achievements and progress against planned results within the PAR Roadmap. In this regard, a number of technical review sessions were held over skype with COMSEC's IT Department to complete 	

Qualitative achievements against objectives and results

the automation of PAR Monitoring and Reporting System. However, the work has experienced some delays due to the prevailing security conditions in Iraq, and also the main programmer in COMSEC's IT department who was entrusted with the automation of the system has left the office on a study leave.

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

UNDP: Institutional Re-Structuring and Performance Enhancement

- UNDP continued its efforts to provide technical advisory support for the development of a new and modern methodology for Institutional Re-Structuring and Reform as part of its contribution to the enhancement of administrative systems and procedures within the Iraqi Public Sector. This initiative stemmed from the PAR Roadmap and is expected to introduce to Iraq a new approach in reforming organizational charts and improving institutional efficiency through results and output driven reviews of business processes and relationship mapping.
- The series of consultations with government officials culminated in the endorsement of the proposed methodological approach and reinforced the need to address institutional strengthening as an entry point for administrative reform in Iraq. The output of this activity was the development of a Toolkit on Institutional Re-Structuring and Reform, which would provide the Government of Iraq with an innovative methodological tool for reviewing Organizational Charts and enhance the efficiency of work processes and outputs of the public sectors. The provision of a toolkit would ensure the sustainability of the intervention and high ownership of the process through a collaborative design of the tool.
- In Sep 2014, UNDP supported the Governorate of Basra, and more specifically the Organogram Review Committee, to apply the proposed re-structuring and review methodology. The workshop was used as a pilot exercise to finalize the design of the Toolkit, and is expected to be provided to all public sector institutions in support of organizational re-structuring initiatives.

UNDP: Senior Executive Service (SES)

- After initiating a leadership gap assessment by UNDP, with support from the Canadian Institute on Governance (IoG), and through a series of high level consultations and interviews aimed at assessing the current existing gap in leadership competencies and skills of the senior executive cadre, the "drafts" of all the components of the SES framework/system were finalized and provided to KRG – the Terms of Reference for the High SES Committee; the selection criteria and process; the learning and development framework; the gap analysis; the questionnaire that would inform the development program under the framework; and the performance management framework.

UNDP: e-Governance:

- On the e-Governance Centre of Excellence's operational aspects and until the decision is made by MoST for officially establishing the center, technical support has continued. This has been in the form of advice and continued technical support for the Centre's future staff of the e-Governance Steering Committee Secretary and the Department of Information technology/MoST on operational aspects of the center including; training plan and roll-out training and capacity building on e-Governance, promoting standard and interoperability, managing and evaluating content and portals and conducting research on e-transformation readiness.

UNDP: E-governance execution

- Continues to provide technical support for planning, advising, as well as coordinating on the implementation and execution of Government Interoperability Framework and National Enterprise Architecture (GIF/NEA) for the central government and the e-governance steering committee.

UNESCWA

- NCMDIT did not agree on a cancellation clause with the European School of Governance (EUSG), while the budget has not been yet approved. Accordingly, the capacity development workshop had to be re-scheduled to a later date. The workshop will be implemented in Istanbul and the date will be set once

Qualitative achievements against objectives and results

the budget is approved and cost sharing can be realized. In addition, there has been an extensive consultation with NCMDIT and KIPA on their urgent capacity development needs and modality of the training program, taking into account the further delay in budget law approval. On that basis, the proposed, postponed workshop will focus on how to conduct feasibility studies, knowledge management and monitoring evaluation. NCMDIT and KIPA have also highlighted another set of priorities that included how to develop job descriptions, project management, technical and management training among key staff at both organizations: these will be taken up in the following project activities, including the twinning arrangement.

UNFPA

Under the National Statistical System (NSS) component of the project, followings are the main UNFPA achievements against each NSS area during the reporting period:

- **Interim Progress Meeting**
 - Two-day interim meeting was organized for the period 28-29 September 2014 in Erbil for both CSO and KRSO to: (1) evaluate progress made per component according to the 2014 approved work plan, (2) monitor and assess the progress, achievements and sustainability of results of Iraq Statistical System Modernization Project, (3) identify priority areas during the second half of 2014, and (4) agree on how to implement the project under the current circumstances in Iraq. The meeting was attended by the Heads of CSO and KRSO, representatives of UNFPA, Director of I-PSM, GOPA, Heads of working groups, and the National coordinators.
- **Computer Networking and Database (KRSO)**

Under this component the following detailed activities were performed:

 - Anti-virus system is installed and defined centrally.
 - The firewall filtering has been enabled to block sites that are contrary to the policy of access to the internet and prevent the entry of non-trusted users
 - Confirmed that documents were stored based on the scientific specifications BS5454.
 - Current room for servers is equipped partially pending the completion of the new building which was prepared according to the international standards and recommendations of the expert
 - International standards have been applied within procurement of technical solutions used in the network system and the servers in KRSO.
- **Dissemination:**
 - Dissemination policy has been completed, approved by, printed and circulated.
 - Two new employees have been assigned in the Department of data dissemination (KRSO).
 - The user satisfaction survey is currently being implemented in KRSO.
- **Statistical Production:**
 - The Standard Checklist is finalized, approved and disseminated in KRSO.
- **Metadata:**
 - The general framework of metadata has been adopted by the head of the CSO and by the head of KRSO.
 - A working group was formed for the metadata component in CSO and KRSO.
 - A list of statistical topics in CSO has been prepared that (36 major topic).
 - Work in progress to identify a special definition for each indicator issued by CSO by economic activity and according to international standards , based on the evidence indicators issued by the Palestinian Central Bureau of Statistics
 - General Metadata Framework (metadata Obelisk) was printed in CSO
 - Work in progress to review the General Metadata Framework and link it with the Standard Model of Statistical Production (GSBPM).

Qualitative achievements against objectives and results

UNWOMEN

- In rolling out GRB concept to the governorate level, two meetings were facilitated separately in Najaf and Basra which included both governorate council and governor office on 24 August and 29 September respectively. The focus of the two meetings was on introducing GRB to the members of the GC and governor office and its importance and implications for performance-based budgeting and gender parity. The meetings discussed the possibility of having a workshop in Erbil. Cost-sharing was agreed upon to proceed with the training either late October or beginning of November.

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

Education: UNESCO/UNICEF/UNWOMEN

- UNESCO IPSM team held a series of meetings with UNESCO experts during July 2014 with regard to putting a contingency plan responding to the political and security situation in Iraq. An action plan for 2014 as the first year of implementation was developed focusing on reviewing and agreeing on the reports and training materials to be developed in the 3rd quarter;
- UNESCO IPSM team held a workshop in Beirut from 8 to 11 September with nine UNESCO experts aimed at discussing the progress of IPSM interventions under the current political and security situation in Iraq. The discussed interventions included restructuring vocational education in Iraq, evaluation of vocational education schools in Iraq, strengthening strategic planning, leadership, decision making and communication skills for Iraqi administrative leaders, Education Management Information System (EMIS), Literacy Education Management Information System (LEMIS) and Academic integrity and codes of conduct in Iraqi universities. As a result, an action plan was developed for Q4-2014.
- In an effort to assist MoE at the Central Government to establish an adequate organizational structure and efficient processes for improved services, the following documents were developed:
 - General framework to reform the structure of vocational education;
 - General framework for the internal and external evaluation of vocational schools.
- In an effort to provide technical assistance to Basra and Duhok Technical Universities to establish Academic Integrity Councils (AICs) and students honour societies, and in order to promote the concept of academic integrity and raise awareness about codes of conduct among university students, tutors and staff, the following reports/ materials were developed:
 - An assessment and recommendations report on establishing Academic Integrity and Codes of Conduct in Basra and Duhok Technical Universities; covering the following:
 - Codes of conduct for leaders (Deans and high level Officials), tutors, employees and students;
 - Academic integrity
 - Academic Integrity Councils (AICs): creation, functions, tasks and responsibilities;
 - Students honour societies: creation, functions, tasks and responsibilities.
 - Content of an interactive website for the promotion of Academic Integrity and Codes of Conducts.

Health: WHO/UNFPA/UNICEF/UNWOMEN

- National Health Policy has been adopted, a first in over 30 years.
- Ministry of Health has plans for adopting the program budget approach, linking budgets to plans and policies over a three year period.
- NHA /SHA 2011 will be used by MOH National staff without the need for any assistance, and this is considered a live successful story regarding capacity building of National Staff and for the 1st time in MOH.

Qualitative achievements against objectives and results

WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN

- The inception report (both Arabic and English versions) for the study “Development of a Strategy Report on Water Quality Management for Iraq” submitted by the international consultant and was reviewed then approved by UNICEF, CMWG and PMAC as well.
- PMAC has initiated for conducting workshop on the study and to be presented by the international consultant with participation of CMWG as well as other consultants from line ministries and the venue will be PMAC building, this workshop scheduled to be held late Oct. 2014.
- The international consultant for “Water and Sanitation law for Iraq” has submitted Visa entry into Iraq to schedule 2nd meeting with CMWG and TWG at KRG to discuss on desk based literature review for Iraqi water laws
- The MoMPW laws and regulations were reviewed by the consultant who submitted a proposal on civil service reform with specific consideration of decentralization, transparency and accountability.
- Capacity building programme was completed to improve the capacity in the MoMPW on the development of job description manuals, and the revision and update of the organizational structure.
- Training programme on the application of ISO within the directorates of MoMPW was implemented and arrangements were taken to create the quality management working group in the ministry.

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

UNDP:

Institutional Re-Structuring and Performance Enhancement

- UNDP supported the Governorate of Basra, and more specifically its PAR Committee, in the organization of an Institutional Re-Structuring and Performance Enhancement Workshops that were held in Basra during the period of 20 – 25 September as part of a series of capacity building and mentoring endeavors that UNDP Iraq will be extending to Basra Governorate in the review of its internal structures and organizational chart, through the application of the IPSM Institutional Re-Structuring and Reform Toolkit
- The primary objective of the technical mission to Basra was to develop a “Tool Kit” to be used in Public Sector Reform by government entities (ministries, departments, offices) for assessment of the entity and to help determine organizational reforms and a process to achieve change. The Tool Kit was piloted in the Project Management Department of the Governorate of Basra, a department of 400 staff responsible for managing all of the governorate’s contracts for public works. Knowledge on how to use the “tools” was transferred to Government of Iraq counterparts, for their further use. The “Tool Kit” was first presented to government decision-makers at federal level (COMSEC and PMAC) and the Basra Governorate, and their input was incorporated into the final version. In Basra the “Tool Kit” was also presented to a “Technical Committee”, before it was piloted by the Project Management Department. In its pilot application the "Tool Kit" proved to be fairly easy to use by the participants; they were engaged and interested to a method for analysis and improvement for their work. Following the pilot exercise, the Basra Deputy Governor formed a Task Force to continue the work, including members of the department and resource persons who were trained by UNDP in the “Tool Kit” methodology. The Task Force is directed to formulate a concrete action plan for reform/improvements.
- In addition, UNDP provided technical assistance on construction of organograms, and how they are instrumental for supporting institutional reform. The Basra Governorate worked to develop a new Governorate organogram reflecting a more functional structure with considerable delegation by the Governor to Deputy Governors and Assistants, as provided in Law 21. The work on the Governorate organogram exceeded expectations, although it is not yet finalized. The original Basra organogram contrasts sharply with newly proposed versions, with substantial improvement in delegation, grouping of offices with similar functions under one supervisory body, and the potential to better utilize the leadership of Deputy Governors to improve performance of critical government services. An Organogram Review Committee received knowledge transfer on the technicalities of

Qualitative achievements against objectives and results

organizational diagrams, as well as linking structural changes to larger objectives of good governance.

eGovernance

- Developed the e-Province architecture and the first six e-services' technical terms of reference and providing assistant on continues basis for Misan in e-Province execution and enhancing their managerial, operational and technical capacity for execution.
- Clarified and provided Misan governorate the ToRs related to the development and design of citizen portal of Misan.

UNHABITAT

- Regarding Duhok's Water Utility Pilot Project, a specialized institutional legal consultant – in water sector Reform was mobilized, and he finalized the assessment of the legal situation of “Dohuk Outskirts Water Department” and came up with recommendations for improving performance of the directorate.
- A specialized consultancy team was mobilized for Najaf Water Utility Pilot project. The team will undertake assessment of financial performance, the institutional framework, the operational efficiency, technical evaluation, and identify key socio-economic data. The final stage would result in finalizing of a strategic plan for water supply for Najaf.
- A specialized consultant finalized the development of a comprehensive model for decentralized management of WATSAN in Duhok.

UNFPA

- The second draft of the assessment of the existing structures in the governments regarding women and youth was produced by the team of national consultants who were supported by the international consultant from the American University in Beirut (AUB). The draft report covered the two governorates of Basrah and Najaf but did not manage cover Salahuddin governorate because of the deteriorated security conditions and also lack of access to the governorate.

Main implementation Constraints and Challenges

UNDP:

- The abrupt deterioration of the security situation coupled with the relocation of international project staff has negatively impacted on the implementation of planned activities and slowed down programmatic activity.
- At regional level, and despite the most recent initiative led by UNDP to advocate for the importance of the KPSM with the Minister of Planning in KRG, the project document is still pending approval and a clear political endorsement.

UNICEF:

- The delay in passing the budget law of Iraq has led to subsequent delays in implementing the planned activities through the cost-sharing mechanism.
- The recently deteriorated security situation in Iraq has significantly prolonged the process of obtaining the Iraqi Visa for the international consultant recruited to conduct the study “Development of a Strategy Report on Water Quality Management for Iraq”.
- Lack of funding due to the delayed release of MoE cost-sharing allocation until an MoU is signed with UNICEF.
- The limitation of available budget to implement AWP planned education activities

UNESCO:

- Inability of national counterparts to utilize the remaining 2013 parallel funding due to the delay in

endorsing Iraq's 2014 National budget.

- Deteriorated security situation after a significant period of the reported steady improvement in the past years.
- Political instability and the late formation of the new government in Iraq.

UNESCWA

- The delay in approving Budget Law of Iraq as well as the decision by the Ministry of Finance not to allow NCMDIT to proceed with a temporary cost-sharing arrangement, which didn't allow ESCWA to go ahead with the planned activities for the reporting period.

UNWOMEN

- The delay in passage of the Iraq's 2014 National budget significantly discouraged direct beneficiaries on issues related to budgeting.
- The vacant post of the Ministry of Women Affairs still poses a major hurdle to the planned activities with the central government.

UNFPA:

- Poor coordination between CSO and KRSO in the fields of manuals preparation, training of staff, awareness-raising, and policies and procedures of work.
- Lack of a clear plan by both CSO and KRSO to build the capacity of their staff in all the project's components which is impeding the implementation progress.
- The security situation and political developments in Iraq have caused a major obstacle to the implementation of the plan in 2014 and led to the postponement of two international consultations addition to postpone the interim progress meeting. It also caused challenges in the assessment on youth and women in the governorates. Salahadin in particular where work was not completed.

UNHABITAT

- The unstable security situation still represents the major hurdle.
- The delay in obtaining the Iraqi Visa for internationally recruited consultants.

ⁱ Financial figures provided as of 31 August 2014