

**United Nations Development Group Iraq Trust Fund**

**Project # 63968**

**Date and Quarter Updated: January- March 2010**

- **Participating UN Organisations: UNDP** **Sector: Governance**
- **Government of Iraq – Responsible Line Ministry: Ministry of Planning and Development Coordination, The Central Statistical Organizations, Ministry of Municipalities and Public Works, National Center for Consultancy Management Development**

<b>Title</b>	Support to Decentralization and Local Governance for Service Delivery-Preparatory Phase.				
<b>Geographic Location</b>	Three governorates for pilot implementation in the North, Center and South of Iraq.				
<b>Project Cost</b>	USD 6,118,704				
<b>Duration</b>	18 Months (December 1, 2008- June 30, 2010)				
<b>Approval Date (SC)</b>	October 10, 2008	<b>Starting Date</b>	December 1, 2008	<b>Completion Date</b>	June 30, 2010
<b>Project Description</b>	<p>The project entails a UN and Government of Iraq effort to begin to realise decentralized governance in Iraq, as envisioned in the Constitution, NDS 2007-2010 and the ICI.</p> <p>The project proposed covers an 18 month period and is structured around four pillars: (i) Legal, policy and institutional frameworks for decentralized governance, (ii) Local government systems and capacities, (iii) Civic education and participation strategies in three governorates, and (iv) Inter-governmental relations and local government networks.</p> <p>Through these four pillars, the project aims to: i) Prepare the groundwork on institutional structures, policy dialogue and development and possibly further legislation and will clarify and enable decentralization and local governance; ii) Revise systems and processes for local authorities to make them more modern and efficient; iii) Put in place and initiate a comprehensive capacity development strategy; iv) Develop civic education and participation and e-government strategies; v) Pilot improved business processes for increasing service delivery in selected municipalities and vi) Support structured dialogue on government and municipal affairs.</p>				

<b>Development Goal and Immediate Objectives</b>
<p>This preparatory project is aligned to the UN Governance Sector Team Outcome of ‘Strengthened regulatory frameworks, institutions and processes of national and local governance’.</p> <p>The goals are:</p> <p><b>NDS:</b>          Goal 6.1: Improve the quality of life: Human Development;          Goal 7.2: Regions and governorates development: Annual allocations and distributions to</p>

governorates;

Goal 7.3: Development management in regions and governorates;

**ICI:**

4.1.2: Develop framework for inter-governmental fiscal relations to ensure efficiency, transparency and equity while maintaining national fiscal integrity.

4.2.1: Engaging with civil society –adopt and carry out policies to stipulate civil society engagement in reforms.

4.4.1: Delivering basic services.

**MDG**

The project contributes directly towards MDG 3 – Promote gender equality and empower women, and indirectly to the achievement of all the MDGs, through support to improved social service delivery at the Governorate level.

**Outputs, Key activities and Procurement**

<b>Outputs</b>	<p><u>Output 1</u>: Framework, legislation and policies for decentralisation and local governance developed through multi-stakeholder process.</p> <p><u>Output 2</u>: Generic systems in policy-making, participatory planning and budgeting, data collection, human resources management and organisational management developed and core competencies of decentralised governance stakeholders improved in selected governorates.</p> <p><u>Output 3</u>: Civic education and participation strategies in three governorates produced with evidence of participation from all sectors of communities. (This output has been shifted to the I-PSM programme)</p> <p><u>Output 4</u>: Vertical and horizontal inter-government relations formalised with discussion forums in place and partnerships with international/regional municipalities created in selected governorates. (This output has been shifted to the I-PSM programme )</p> <p>A new Output has been introduced: Groundwork for reform and modernization of government at national and local levels to enable decentralization of service delivery in three key sectors: Health, Education, and WATSAN.</p>
<b>Activities</b>	<ul style="list-style-type: none"><li>• Inter-Agency agreements have been prepared with the relevant UN agencies (UNESCWA, UNESCO, FAO, UNICEF, UN-HABITAT and WHO) to conduct functional reviews in the ministries of Health, Education (primary), Higher Education, Municipalities and Public Works, Agriculture and Water Resources. These are likely to be the pilot ministries for sectoral reform under the upcoming Public Sector Modernization Programme (PSM), whose mandates are the basis for achievement of the Millennium Development Goals.</li><li>• Under UNDP/ESCWA partnership agreement, a TOR was finalized for the development of a baseline assessment on local governance and e-readiness in Iraq, which intends to generate a comprehensive and common understanding of existing legal frameworks, institutional structures, human capacities, assets, processes, service delivery mechanisms and constraints existing at the level of 18 governorates in Iraq - inclusive of the district and sub-district levels – in addition to performing an assessment on local government training facilities and capacities. The data will be disaggregated by gender to be used in efforts directed towards implementing the Support to Decentralization and Local Governance for</li></ul>

	<p>Service Delivery Project. The e-readiness assessment component of all governorates aims at strengthening e-government opportunities in areas important for regional/governorates' integration with national e-government.</p> <ul style="list-style-type: none"> <li>• A meeting was organized by ESCWA/UNDP with the potential Iraqi implementing agencies namely, COSIT, Beit Al-Hikma, and NCCMD to discuss the TOR, the implementation methodologies, including areas and approach, and the division of labour between the Iraqi institutions. Following the preparatory meeting three partnership agreements signed with the Iraqi institutions for the implementation of the situation analysis and the e-readiness, and the field work already has started.</li> <li>• The Government of Iraq, in partnership with UNDP, concluded a two-day high-level international conference on e-governance from 20-21 December 2009 in Baghdad. Entitled <i>Building e-Iraq</i>, it focused on the benefits that the new Information and Communication Technologies (ICTs) can bring to the Iraqi public sector. The gathering brought together national and international e-governance experts, Iraqi public administration decision-makers as well as stakeholders from national, regional and local levels. In addition, the IT business sector, civil society organizations and non-governmental organisations, donors, academic professionals and researchers were also represented.</li> </ul> <p>In total more than 25 national and international expert speakers contributed to this key event with more than 200 participants from across the country. This was then followed up by a four day high level meeting in Erbil, which established a concrete work plan based on the recommendations of the December conference.</p>
<b>Procurement (major items)</b>	Contract has been awarded to the Geopolicity in December 2009 to carry out the Functional Assessment (USD 1.4 million)

<b>Funds Committed</b>	USD 6,118,704	<b>% of approved</b>	100 %
<b>Funds Disbursed</b>	USD 2,238,205	<b>%37</b>	
<b>Forecast final date</b>	June 30, 2010	<b>Delay (months)</b>	

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries</b>	<b>% of planned (current status)</b>
Men	<b>200</b>	<b>30%</b>
Women	<b>50</b>	<b>20%</b>
Children		
IDPs		
Others		
<b>Indirect beneficiaries</b>		
Employment generation (men/women)	The project is not directly concerned with employment generation, but with the human resources of local councils and the gradual decentralising of the public service, which would entail re-profiling in line with overall civil service reform.	

<b>Quantitative achievements against objectives and results</b>		
<ul style="list-style-type: none"> <li>- Inter-Agency agreements have been prepared with the relevant UN agencies;</li> <li>- A TOR was finalized for the development of a baseline assessment on local governance and e-readiness;</li> <li>- Three partnership agreements were signed with the Iraqi institutions for the implementation of the situation analysis and the e-readiness;</li> <li>- A high-level international conference on e-governance was held to focus on the benefits that the new Information and Communication Technologies (ICTs) bring to the Iraqi public sector;</li> <li>- A four-day, high-level international meeting on e-governance was conducted in Erbil on 12-15 April 2010. An ‘Action Plan for the Development of e-Governance’, a vital component for reforming and modernising Iraq’s public sector was drafted. The e-governance Action Plan concentrates on eight critical components for the transformational impact of Information, Communication and Technology (ICT) tools. For each of the eight core themes, key priority tasks were identified on a multi-stakeholder consultation basis. The eight components are: Awareness Raising and Communication, Human Capacity and Resources, Government Interoperability and Standards, Organizational and Cultural Change, Regulatory Frameworks, Telecommunications Infrastructure, Financial Resource Management, and, Monitoring, Evaluation and Assessments.</li> </ul>		<p>Total %: 60% of planned</p>
<b>Qualitative achievements against objectives and results</b>		
<ul style="list-style-type: none"> <li>• As the project progresses, four inter-agency agreements have been signed between the relevant UN agencies: UNESCWA, UNESCO, FAO and UN-HABITAT to conduct functional reviews in the ministries of Health, Education (primary), Higher Education, Municipalities and Public Works, Agriculture and Water Resources. In addition to that, three partnership agreements have been signed with the Iraqi institutions for the implementation of the situation analysis and the e-readiness assessment, and the field work has already started. These agreements set a solid foundation for the next implementation phase.</li> <li>• <i>Building e-Iraq</i> conference in Baghdad built support for e-governance policies and initiatives, which are still emerging in Iraq through providing concrete and innovative approaches and solutions to well-known public administration challenges. The conference resulted in series of concrete recommendations, which have since been taken up in a work plan that will help Iraq move into this field and support its efforts to achieve the MDG targets.</li> </ul> <p style="margin-left: 40px;">It would also help:</p>		

- Increase awareness among decision-makers and general managers within Iraqi line ministries and institutions;
  - Showcase e-governance developments in Iraq;
- Introduce new and successful practices via regional and global case studies.
  - Diagnostic studies completed for comprehensive public sector reform and modernization, including civil service and sectoral reform in essential social services with high impact on MDGs (health, education, and water/sanitation).
  - Basic principles and objectives for reform agreed at Deputy Minister level, leading to development of a UN Joint Programme for Public Sector Modernisation, led by UNDP with WHO, UNICEF, UNESCO, and UN-Habitat.
  - Rapid Assessment on Education Sector by UNESCO.
  - The project has significantly contributed to the development of the Public Sector Modernization Joint UN Programme, the largest and most comprehensive such programme ever undertaken by the UN in Iraq, and the largest programme approved by the ITF.
  - The sectoral scoping studies completed in April 2010 on Education, Health, Water and Sanitation for the technical basis for the development with the government of Iraq of the National Public Sector Modernization Strategy. The process has started at a technical level and will be continued with the new government.
  - Produced a visionary scoping study entitled “Managing the Tigris-Euphrates Watershed: the Challenges Facing Iraq” and Road Map for Civil Service Reform.
  - Second Coordination Meeting for the implementation of the Situation Analysis on Local governance and e-readiness in Iraq organized with the participation of the UN agencies and national implementing partners, where methodologies and surveying tools were agreed upon. The meeting contributed to strengthening the relationship between Iraqi implementing partners and fostering interaction with the newly introduced partner, the Kurdistan Region Statistics Office, in addition to establishing a working relationship between the UN agencies and its implementing partners.

#### **Main implementation constrains and challenges (2-3 sentences)**

The progress of the project has been affected by the lengthy consultations/discussions undertaken for the I-PSM programme, and the decision to integrate the Decentralisation and Local Governance programme into the I-PSM. As a result, the D&LoG preparatory project was revised, and Outputs 3 and 4 of the project were shifted to the I-PSM, in addition to the initiation of the preparatory sectoral review of Education, Health, and Water and Sanitation under this preparatory phase. Ground work for a holistic approach to reform and modernize at the national level will be also prepared under this phase.