

United Nations Development Group Iraq Trust Fund

Project #: 74976

Date and Quarter Updated: July-September 2010

Participating UN Organisation: UNDP (Lead), UNESCO, UN-HABITAT, UNICEF, WHO, UNFPA, UNESCWA, UNIFEM **Sector: Governance**
Government of Iraq – Responsible Line Ministry: public Services Council, COMSEC, PMAC, MoPDC, MoPDC- COSIT, MoH, MoE, MoHESR, MMPW

Title	Iraq Public Sector Modernization Programme- Phase1				
Geographic Location	Iraq- National Coverage				
Project Cost	USD 13,600, 000 for phase1 as follows: USD 5,000,000 – UNDP/ IAA UNFPA, UNIFEM and ESCWA USD 2,000,000- WHO USD 2,600,000- UNICEF USD 2,000,000- UNESCO USD 2,000,000- UNHABITAT				
Duration	48 months				
Approval Date (SC)	11 April, 2010	Starting Date	28 April 2010	Completion Date	28 Apr 2014
Project Description	The Iraq-Public Sector Modernisation programme is a US\$55 million Joint Programme of the UN established to support the GoI in modernizing its public sector by adopting a public sector reform strategy for all of government and launching its implementation in three key sectors. The programme will address existing public sector governance constraints through a government-led, centrally administered and coordinated approach that (i) rationalises the architecture and machinery of government (ii) improves human resource management and culture (iii) enhances administrative functionality and generalised management systems (iv) develops clearly defined and costed service delivery models in target sectors (v) approaches decentralisation through a service delivery lens on a sector-by-sector basis, (vi) increases the devolution of service delivery to local government to secure effectiveness, efficiency, transparency and sustainability, with enhanced participation, and (viii) improves the capacity of local government institutions for decentralised service delivery. The programme will establish synergies with existing UN programmes aimed at addressing corruption, will involve the active participation of civil society, and will fully integrate cross-cutting issues in relation to poverty, gender, social exclusion and environment.				

Development Goal and Immediate Objectives:

In line with the UN Assistance Strategy for Iraq 2008-2011, the outcome of the proposed Joint I-PSM Programme is to strengthen the regulatory and institutional framework and processes of national and local governance to enhance service delivery, as outlined in detail in Section 4. This is to be achieved through the following five **Outputs**:

1. GOI is better able undertake Public Sector Modernization at national, regional and governorate levels;
2. Civil service capacities strengthened for reform and modernisation;
3. GOI has capacities for improved public administration systems;
4. GOI has reform and modernization plans in place for targeted sectors; and,
5. Decentralized service delivery improved in target sectors with local governance and participation enhanced.

Outputs, Key activities and Procurement

Outputs & Activities	1.1 Public Service Council (PSC) and Management Board (MB) for Civil Service in place and supported. 1.2 National PSM Task Force Established. 1.3 Parliamentary sub-committee on PSM in place. 1.4 National I-PSM Strategy in Place. 1.5 Decentralization and Local Governorate Task Force provided with technical assistance for the PSM implementation in selected governorates 1.6 Ministry Advisory Committees in Place to Lead Sectoral Reforms 2.1 Civil Service Capacities Strengthened for Reform and Modernisation. 3.1 Standard systems for general management functions supported for their creation and
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	<p>implementation in target sectors</p> <p>3.2 Standard systems for collection of data for performance and results monitoring and evaluation supported for their creation and implementation in target sectors.</p> <p>3.3 Tailor made capacity development initiatives and training packages developed and implemented for general management functions.</p> <p>3.4 National e-Governance Strategy reviewed in line with improved public administration systems.</p> <p>3.5 Sectoral Reform Opportunities Identified and sector expenditure management plans in place.</p> <p>4.1 Health Sector has reform and modernization plans in place.</p> <p>4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place.</p> <p>4.3 GOI Domestic Water and Sanitation Sectors have reform and modernization plans in place.</p> <p>4.4 GOI is provided with review of aggregate, cross-cutting structural issues to enable fiscal and administrative decentralized service delivery.</p> <p>5.1 Ministry of Health is able to implement decentralized service delivery with enhanced citizen participant.</p> <p>5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation.</p> <p>5.3 Ministry of Municipalities and Public Works is able to implement decentralized service delivery with enhanced citizen participation.</p> <p>5.4 Local Government organizational structures and mechanisms strengthened to support decentralized service delivery supported.</p> <p>5.5 Vertical and horizontal inter-government relations formalised with discussion forums in place and partnerships with international/regional municipalities created.</p> <p>5.6 Mechanisms for citizen participation in decentralized service delivery supported in target sectors.</p>
Procurement	

Funds Committed – UNDP	USD 2,000,000	% of approved	
Funds Committed- WHO		40%	
Funds Committed-UNESCO	\$182,249	9.1%	
Funds Committed- UNICEF	\$431,738	21.59%	
Funds Committed- HABITAT	USD 683,953	26.3%	
Funds Committed- UNFPA	Financial reporting not yet in place	%	
Funds Disbursed- UNDP	USD	% of approved	
Funds Disbursed- WHO	USD 178,504	8.9%	
Funds Disbursed- UNESCO	USD 104,127	5.21%	
Funds Disbursed- HABITAT	USD 289,986	11.6%	
Funds Disbursed- UNFPA	USD 0		
Forecast final date	27 April 2011	Delay (months)	

Direct Beneficiaries	Number of Beneficiaries	% of planned
Men	UNDP/ Estimated 150,000 WHO/ Estimated 70,000 UNESCO/ 70 UNHABITAT/ UNICEF/TBD 70 UNFPA	2% 2% 0%
Women	UNDP/ WHO/ 20% out of the above UNESCO UNHABITAT/ UNICEF/ TBD 30 UNFPA	0% 0% 0%
Children	UNDP/ WHO/ Indirect Beneficiaries UNESCO	0% 0%

	UNHABITAT/ UNICEF/ TBD 0 UNFPA	
IDPs	UNDP/ WHO/ Indirect Beneficiaries UNESCO UNHABITAT/ UNICEF / TBD UNFPA	0 0%
Others (in direct beneficiaries)	UNDP/ COMSEC, MoP, MMPW, Civil servants WHO/ MoH and other line ministries staff UNESCO/ MoE and MoHESR personnel UNHABITAT/ UNICEF / Children enrolled in Primary Education (4.8 million) UNFPA	0% 0%
Employment generation(Men/ Women)	N/A	0

Quantitative achievements against objectives and results

		% of planned
Outputs 1.1.2 & 1.1.6	<p>UNDP</p> <ul style="list-style-type: none"> Scoping studies presented to donors by UNDP and GOI. Generic ToR for the functional review of 3 sectors developed. I-PSM coordination team formed, and seven coordination meetings with UN Agencies were lead by UNDP. Revised workplans to reflect agreement reached with USAID and the EU. Key messages for PSM were developed. ToR for PSM Task Force have been developed and shared with COMSEC. E-Governance national action plan endorsed by the GoI. (this activity is funded by UNDP project Dec. and LoG) E-Governance master trainers and roll-out training conducted. <p>UNFPA (under Interagency agreement with UNDP)</p> <ul style="list-style-type: none"> Components of the National Statistical System such as Iraqi information system, code of practice in NSS, etc.. have been reviewed and evaluated. Coordination mechanism by Central Statistical Organization with focal points from relevant ministries put in place. Bilateral meetings with UN Agencies on sectoral Information systems held <p>WHO</p> <ul style="list-style-type: none"> Initiated the process to implement the Functional Review of Health Ministry, and the Sectoral Service Delivery/Health System Performance Assessment and Costing in Health Sector. TOR of the Health System Performance Assessment and Functional Review “Scope of work and Methodology” has been discussed, finalized, and endorsed by MAC. Advocacy efforts by WHO with MOH leadership resulted in expansion of the (MAC) to include KRG. Series of Consultative Meetings were organized with MAC to follow up on the implementation and discuss some options for the upcoming assessment and reviews. Outlines of comprehensive training course on Health System Development to support the modernization and change management process was finalized. 	40%
Output 3.2		%
Output: 4.1 & 5.1		%11

leverage resources during the project implementation phases and to take into consideration the possible synergy and partnership that could assist in maximizing the impact of the programme.

- The ongoing discussion and the materialization of the partnership with the World Bank, USAID and other sister agencies is an indication that the programme implementation is moving in the right direction.

UNESCO/UNIFEF:

- Full endorsement of key Iraqi partners (members of the ministerial advisory committee, presidents of universities, and heads of directorates of education) of the data collection process.
- Active participation of representatives of the Ministries of Education, Higher Education and Finance, presidents of universities and heads of Directorates of Education throughout Iraq in the discussion of the need for an in depth analysis of the ministries responsible for delivering quality education.

UNHABITAT:

- Positioning the WATSAN MAC committee in a leadership role through two meetings of the committee. Focus is to build their capacity and comprehension of the overall vision and strategy for the sector in preparation for the functional/service delivery review results. Presentation at meeting 26th/27th September by consultant, NGO and municipal manager on Erbil City Water Management Project focused on organizational and management constraints to improved service delivery.

UNICEF:

- The composition of Ministerial Advisory Committee has been confirmed which will include the same members of the National Education Strategy committee. The selection has been done in a difficult period where Government of Iraq is facing serious challenges in forming the new government after the elections of March 2010.
- The RFP for the functional/service delivery review and preparation of the roadmap for general education put to tender, closed and a successful vendor identified. Ongoing briefing meetings with representatives who were not involved in the above noted workshop from general education Ministries in KRG and Baghdad to brief and enroll them in the process. High level of commitment expressed.

Main implementation constrains & challenges (2-3 sentences)

- The uncertainty and delay in the formation of new government has affected the pace and momentum of work in all ministries, and this may impact negatively in the timely implementation of the project.
- Capacity Building in area of reform and change management is currently limited To overcome this limitation of capacity building in change management at all levels, huge investment in this area is required to create a pool of resource persons to lead the reform/modernization process.
- Data collection at the governorate level for the functional review and service delivery assessment and costing, may not be uniform, which will pose a challenge in terms of analysis.
- Logistics and availability of key counterparts has meant that despite intentions to hold monthly MAC meetings, they are occurring every 6-8 weeks.