

**United Nations Development Group Iraq Trust Fund**  
**Project #: C9-29d**  
**Date and Quarter Updated: December 2010 (4<sup>th</sup> Quarter)**

**Participating UN Organisation:** UNESCO, UNDP (Lead), UN HABITAT, UNICEF, WHO **Sector:** Governance  
**Government of Iraq – Responsible Line Ministry:** Prime Minister’s Office, Ministry of Education, Ministry of Higher Education and Scientific Research, and Ministries of Education and Higher Education in the KRG

<b>Title</b>	Iraq Public Sector Modernisation (I-PSM) Programme				
<b>Geo. Location</b>	National Programme				
<b>Project Cost</b>	UNDG ITF: USD 55,000,000 (UNESCO allocation 1 <sup>st</sup> Phase USD 2,000,000)				
<b>Duration</b>	48 months (1 <sup>st</sup> Phase: 12 months)				
<b>Approval Date</b>	11 April, 2010	<b>Starting Date</b>	28 April 2010	<b>Completion Date</b>	28 April 2011
<b>Project Description</b>	<p>The Iraq-Public Sector Modernisation programme is a Joint Programme of the UN funded by the UNDG Iraq Trust Fund (including earmarked Multi Donor and non-earmarked Interest funds) involving UNDP, WHO, UNICEF, UNESCO and UN-Habitat established to support the Government of Iraq in modernizing its public sector by adopting a public sector reform strategy for all of government and launching its implementation in three key sectors.</p> <p>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 (vii) improves the capacity of local government institutions for decentralised service delivery.</p> <p>UNESCO’s component during the 1st phase of the programme (2,000,000 USD) focuses on undertaking jointly with UNICEF a functional review and service delivery assessment of the education sector in Iraq, including the ministries of education and higher education, which will lead to the formulation of a road map for education and higher education sector reform in close collaboration with the Iraqi authorities.</p>				

**Development Goal and Immediate Objectives**

The proposed Public Sector Modernization (I-PSM) Programme supports the attainment of the (i) National Development Strategy (NDS) (ii) the International Compact with Iraq (ICI) (iii) the United Nations Assistance Strategy for Iraq and (iv) Sector Outcome Team (SOT) interventions, as detailed below:

***National Development Strategy:***

- Goal 1: Mitigate Poverty and Hunger
- Goal 2: Good Governance
- Goal 3: Enhancing gender equity and strengthening women issues

***International Compact with Iraq:***

- 1.1.1 Complete the implementation of the civil service census to support operational headcount management, gender balance, payroll control and fiscal sustainability.
- 1.1.2 Pass a modern Civil Service Law to regulate personnel management arrangements and administrative reforms.
- 1.1.3 Establish the Federal Public Service Commission to regulate the affairs of public office including appointments, promotions and administrative reforms as provided by law.
- 1.1.4 Develop a machinery of government (modernization) strategy to determine the size, shape, mandate and functions of government bodies at national and sub-national levels, in accordance with the new Civil Service Council Law to support enhanced service delivery

***UN Assistance Strategy:***

- 1. To strengthen the regulatory framework, institutions and processes of national and local governance. Specific outcomes include;
- 2. Council of Representatives capacity developed for integrity, inclusive governance, gender and human rights;
- 3. Enhanced capacities to plan, coordinate, implement and monitor public sector reforms and international assistance;
- 4. e-governance strategy drafted and GoI equipped with pilot e-governance systems;
- 5. Strengthened regulatory and institutional framework for anti-corruption and accountability; and,

6. Improved policy-making, planning, budgeting and delivery capacity of decentralized governance stakeholders.

**Sector Outcome Team:**

Outcome 4: Strengthened institutions, processes and regulatory frameworks of national and local governance

**Integrated Programme Outcome:**

Strengthened institutions, processes and regulatory frameworks of national and local governance

**Outputs, Key activities and Procurement**

<b>Outputs</b>	4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place; 5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation.
----------------	--

<b>Activities</b>	<p>4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place;</p> <ul style="list-style-type: none"> <li>• Conduct Functional Reviews of Education and Higher Education Ministries             <ul style="list-style-type: none"> <li>– Establish Functional Review Working Groups</li> <li>– Define functional review process</li> <li>– Assess the missions, functions and tasks of each administrative body and its units</li> <li>– Outline Sectoral Policy Mandate and Framework</li> <li>– Outline Ministry/Departmental, Sub-national structures</li> <li>– Outline Staffing Establishment/pay and grade structure</li> <li>– Outline Existing Occupational Structures</li> <li>– Outline budget allocations/allotments</li> <li>– Outline Existing Service Delivery Model including roles of central, subnational, district, civil society and private sector</li> <li>– Outline Grouped, Common and Mal-aligned Functions</li> <li>– Assess the correspondence between the mission and functions and the actual activities</li> <li>– Formulate suggestions for restructuring</li> <li>– Identify reform road maps, priorities and activities</li> </ul> </li> <li>• Conduct Sectoral Service Delivery Assessment and Costing in Education and Higher Education Sectors             <ul style="list-style-type: none"> <li>– Outline Sector Policy / Legislative Framework</li> <li>– Sector Objectives, Outcomes and Outputs</li> <li>– Undertake sectoral baseline assessments</li> <li>– Outline Existing Service Delivery Arrangements</li> <li>– Outline roles and responsibilities of the central, governorate and district entities</li> <li>– Outline overlapping mandates</li> <li>– Outline roles of the private sector and civil society</li> <li>– Set service delivery benchmarks</li> <li>– Cost service delivery benchmarks (wage and non wage recurrent and capital costs)</li> <li>– Strengthen vertical and horizontal equity</li> <li>– Relationships and linkages to key sectoral players</li> <li>– Options to strengthen participation</li> <li>– Cross-sectoral and intra-sectoral coordination issues</li> <li>– Delivery gaps and inequalities</li> <li>– Gender and social exclusion issues</li> <li>– Monitoring and Evaluation processes and procedures</li> <li>– E-governance capacity</li> </ul> </li> </ul> <p>5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation.</p> <ul style="list-style-type: none"> <li>– Based on the proposed service delivery model, and change management process, senior officials trained to support execution</li> <li>– Service Delivery Benchmarks and Frameworks Rolled Out</li> <li>– Model employed for budget formulation process</li> <li>– Change management groups established and trained</li> <li>– Change management processes identified</li> <li>– Finance and human resources allocated within budget</li> <li>– Performance and M&amp;E systems developed</li> </ul>
-------------------	---

	<ul style="list-style-type: none"> <li>- Develop advocacy and communication strategy</li> <li>- Agree staffing responsibilities and execution processes</li> <li>- Based on clear delineation between input, output, outcome and impact indicators</li> <li>- establish SMART M&amp;E system</li> </ul>
<b>Procurement</b>	N/A at this stage

<b>Funds Committed</b>	764,237	<b>% of approved</b>	38%
<b>Funds Disbursed</b>	379,161	<b>% of approved</b>	19%
<b>Forecast final date</b>	April 2011	<b>Delay (months)</b>	0

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries</b>	<b>% of planned (current status)</b>
Men	70	0
Women	30	0
Children	0	0
IDPs	0	0
Others (Youth)	0	0
Indirect beneficiaries	MoE and MoHESR personnel	
Employment generation (men/women)	N/A	

<b>Quantitative achievements against objectives and results</b>		<b>% of planned</b>
4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place;	<ul style="list-style-type: none"> <li>• Data collection process finalized for Ministries in Baghdad in December 2010 through the National Consultants deployed by UESCO in 12 Governorates including Baghdad and Erbil.</li> <li>• Organization of a Technical Meeting at the UNESCO Office in Amman on 9 and 10 December, 2010. The objective of the meeting was to discuss the methodology and planned schedule to clean, consolidate and tabulate the results of the data collection process aforementioned. 8 Iraqi Ministerial Focal Points, UNESCO Coordinators, 2 statistic data collectors, and 2 international consultants attended this meeting. The agreed delivery schedule is as follows: <ul style="list-style-type: none"> <li>- 1. Finalizing the Functional Review data clearance on 15th of January, 2011.</li> <li>- 2. Finalizing the Service Delivery data clearance on 8th of March, 2011.</li> </ul> </li> <li>• Recruitment of international consultants to constitute the team of UNESCO experts for the first phase of the I-PSM is underway</li> </ul>	<b>35</b>
5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation.	N/A	0

<b>Qualitative achievements against objectives and results</b>
<ol style="list-style-type: none"> <li>1. Questionnaires from MoE and MoHESR in Baghdad have been completed and validated by Ministerial Coordinators. Completed Questionnaires from Erbil Ministries will be delivered in January, 2011. .</li> <li>2. Tabulation and clearance of the data has already started: Functional Review information will be cleared by the end of January, 2011. Service Delivery Assessment data will be available by 8 March, 2011.</li> </ol>

<b>Main implementation constraints &amp; challenges (2-3 sentences)</b>
<p>The delayed formation of the new Iraqi Government following the 2010 elections will require close engagement with the new government to ensure their support to the project, which may have an impact on timely project implementation.</p> <p>Minor misunderstandings within some of the partner Ministries have lead to delays and obstacles in the process of gathering the data necessary to conduct the functional review and service delivery assessment and costing. Constant dialogue and communication with ministerial focal points has been a solution, but such occurrences may result in delays in the project implementation schedule.</p>