

**United Nations Development Group Iraq Trust Fund**

**Project #75763: C10-13**

**Date: 1 July- 30 September 3<sup>rd</sup> Quarter 2010**

**Participating UN Organisation:** UNDP, ILO, UNOPS, UN-HABITAT  
**Government of Iraq – Responsible Line Ministry:** Ministry of Planning (MOP)

**Sector:** ERDSOT

<b>Title</b>	Bridging for Local Area Development Programme (LADP) Phase II				
<b>Geographic Location</b>	Governorate of Sulymaniyah: Governorate of Babylon: Governorate of Basrah: Governorate of Thi Qar: Governorate of Missan:				
<b>Project Cost</b>	USD 2,000,000				
<b>Duration</b>	12 Months from July 2010-June 2011				
<b>Approval Date</b>	27 June 2010	<b>Starting Date</b>	8 July 2010	<b>Completion Date</b>	08 Jul 2011
<b>Project Description</b>	<p>The goal of the Local Area Development Programme (LADP) is sustainable local social and economic development. This programme is proposed as a Bridging Phase linking work to date on LADP and transitioning into a Phase II. It is aiming to build on the lessons from the LADP (2007–2010) and consolidate the LADP model, thereby allowing mainstreaming and replication of the methodology in Governorates throughout Iraq in Phase II. The programme targets support to the Governorates through promoting inclusive and participatory planning practices to promote the prioritization of development programmes and annual budgeting while providing focused technical assistance to the Governorates to improve essential service delivery. In addition, two further work streams are proposed, focusing on citizen empowerment to promote an active voice in governorate affairs and engagement with ministries at a national level to institutionalize an agreed devolved framework for improved local planning and service delivery. Preparatory work is proposed around three areas anticipated in the final design of a Phase II. These are (i) inclusive local participatory planning and improved service delivery (ii) local citizen empowerment and civic engagement and (iii) developing a national framework and institutional structure for devolved local planning is. LADP II will continue to build synergies with other relevant UN initiatives to support the Government’s plans for improved services delivery and local governance.</p>				

**Development Goal and Immediate Objectives**

Bridging Phase will concentrate on achieving the following outcomes: “Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth” and “Enhance key sectors of local economy in most deprived areas” through the accomplishment of three key outputs:

**Outcomes:**

**Output 1:** Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development;

**Output 2:** Local men and women empowered to identify and address their needs and priorities for poverty reduction;

**Output 3:** Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.

**Outputs, Key activities and Procurement**

<b>Outputs</b>	<p>Output 1.1 Governorate and district officials’ have strengthened institutional capacities and plan and manage sustainable socio-economic development in Basrah, Thi-Qar and Missan. (UNDP);</p> <p>Output 1.2 Governorate and district officials’ institutional capacities are strengthened to plan and manage sustainable socio-economic development in Sulaymaniyah Governorate (ILO/UNOPS);</p> <p>Output 1.3 Governorate and district officials’ institutional capacities are strengthened to plan and manage sustainable socio-economic development in Babylon Governorate (UNHABITAT).</p> <p>Output 2.1 Local men and women empowered Basrah, Missan and Thi-Qar to identify and address their needs and priorities for poverty reduction (UNDP);</p> <p>Output 2.2 Local men and women empowered in Sulaymaniyah to identify and address their needs and priorities for poverty reduction (ILO/UNOPS);</p> <p>Output 2.3 Local men and women empowered to Babylon to identify and address their needs and</p>
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	<p>priorities for poverty reduction (UNHABITAT).</p> <p>Output 3.1 MoP has improved capacities to facilitate and monitor local planning in relation with central planning.</p>
<p><b>Activities</b></p> <p><b>Output1:</b> Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development.</p>	<p>The area coordinating agencies (UNDP, HABITAT, ILO and UNOPS) will have primary responsibility over the following activities in relation to Output 1.1, 1.2, and 1.3 as activities:</p> <ul style="list-style-type: none"> <li>◦ Stocktaking exercise of district planning work in 5 LADP Governorates (LADP vs. GoI led process) - recommendations to MoP</li> <li>◦ Review of possible options to ensure systematic local data collection and analysis;</li> <li>◦ Institutional development need assessment for local planning in 5 LADP Governorates</li> <li>◦ Institutional development in inclusive socio-economic planning in 5 LADP Governorates</li> <li>◦ Review of Governorate-level institutional planning framework and preparation of agreed LADP contribution and assistance framework for Phase Two 5 LADP Governorates</li> <li>◦ Provision of Technical Assistance for the preparation of local socio-economic development and service delivery plans in 5 Governorates</li> <li>◦ Other UN agencies may be consulted on need basis according to required expertise e.g. WHO on Health, UNICEF on primary education;</li> <li>◦ Administrative capacity for implementation of plans is strengthened to address identified bottlenecks and improve effectiveness for managing adequate monitoring, implementation and evaluation of the plans in 5 LADP Governorates</li> <li>◦ Supporting the establishment of a citizen accountability mechanism for public spending scrutiny and public assessment of coverage and quality of essential service delivery in 5 LADP Governorates</li> <li>◦ Preparation of essential service delivery assessment reports, based on existing survey reports and available studies in 5 LADP Governorates</li> <li>◦ Reviewing client satisfaction surveys and participatory quality assessments in 5 LADP Governorates</li> </ul>
<p><b>Activities</b></p> <p><b>Output 2:</b> Local men and women empowered to identify and address their needs and priorities for poverty reduction.</p>	<p>The area coordinating agencies (UNDP, HABITAT, ILO and UNOPS) will have primary responsibility over the following activities in relation to Output 2.1, 2.2, and 2.3 as activities:</p> <ul style="list-style-type: none"> <li>◦ Preparation of Governorate specific vulnerability assessment reports, based on existing survey reports and available studies in 5 LADP Governorates</li> <li>◦ Identification of most vulnerable districts (in terms of vulnerable groups and possible vulnerability pockets) in 5 LADP Governorates</li> <li>◦ CSO mapping in 5 LADP Governorates</li> <li>◦ Analyse potential models of public, private and community initiatives and partnerships and their applicability to the Iraqi context completed</li> </ul>
<p><b>Activities</b></p> <p><b>Output 3:</b> Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.</p>	<p>3.1 Output 3.1 MoP has improved capacities to facilitate and monitor local planning in relation with central planning. UNDP as National coordinating agency will have primary responsibility over the following activities:</p> <ul style="list-style-type: none"> <li>◦ Review with MoP of stocktaking recommendations and exposure to other best international practices and experience and identification of most appropriate sub-national standard planning process;</li> <li>◦ Assist MoP in preparing sub-national planning guidelines and sets of instructions and in developing capacity development curricula for Planning units;</li> <li>◦ Assist MoP in supporting , guiding and monitoring Governorates planning efforts and implementation of plans through planning Units and other relevant institutions;</li> <li>◦ Assist in managing capacity development in a much more coordinated and holistic manner, with clear institutional development and functional/service effectiveness result orientation;</li> <li>◦ Assist MoP in establishing / reinforcing effective mechanism for systematic coordination and open communication between Governorates and MoP</li> </ul>
<p><b>Procurement (major items)</b></p>	<ul style="list-style-type: none"> <li>◦ Consultancies</li> <li>◦ NGO grants</li> <li>◦ Surveys and feasibility/stock taking studies</li> <li>◦ Procurement of services of local institutions for provision of training</li> </ul>

**Total Funds Committed and Disbursed**

Quantitative achievements against objectives and results		% of planned
<b>Output 1.1:</b>	Governorate and district officials' have strengthened institutional capacities and plan and manage sustainable socio-economic development in Basrah, Thi-Qar and Missan. (UNDP);	20%
<b>Output 2.1:</b>	Local men and women empowered Basrah, Missan and Thi-Qar to identify and address their needs and priorities for poverty reduction (UNDP);	10%
<b>Output 3.1:</b>	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.	5%

Agency	Budget (USD)	Committed Funds (USD)	Committed Funds (%)	Disbursed Funds (USD)	Disbursed Funds (%)
UNDP	1,178,216	175,814	15%	103,439	9%
ILO	132,398	0	%	0	%
UNOPS	304,504	23,304	8%	10,506	3%
UN-HABITAT	384,882	0	%	0	%
<b>TOTAL</b>	<b>2,000,000</b>	<b>199,118</b>	<b>10%</b>	<b>113,945</b>	<b>6%</b>

#### A. UNDP

<b>Funds Committed</b>	UNDP USD175,814	<b>% of approved</b>	<b>15%</b>
<b>Funds Disbursed</b>	UNDP USD103,439	<b>% of approved</b>	<b>9%</b>
<b>Forecast final date</b>	<b>8 July 2011</b>	<b>Delay (months)</b>	<b>none</b>

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men (TOT, trainings, planning processes, capacity building workshops, Business counselling training)		n/a
Women (TOT, trainings, planning processes, capacity building workshops)		n/a
Children		
IDPs		
Others		
Indirect beneficiaries		
Employment generation (men/women)		

Qualitative achievements against objectives and results
<p><b>Output 1.1:</b> Governorate and district officials' have strengthened institutional capacities and plan and manage sustainable socio-economic development in Basrah, Thi-Qar and Missan. (UNDP);</p> <p>1.1.1 Flowcharts of existing planning process at governorate level for regional (Governorate Councils) and capital (Technical. Departments) budget in Missan, Thi-Qar and Basrah (with differentiated actual process from theoretical process as it ought to be)</p> <p>1.1.2 Assessments of need and acceptability of having a representative structure/association controlled by local councils and responding to their priorities - such structure/association will ensure information sharing, will be of assistance to interpret legislation, be an interlocutor to the national level, help with capacity development etc.</p> <p>1.1.3 Discussion with local authorities on potential best models / mechanisms to anchor planning capacity in governorate and make it sustainable regardless of recurrent elections (planning body or mechanism should not be comprised only of elected officials) and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders.</p> <p>1.1.4 Review of data collection mechanisms to inform local planning of regional and capital budget; Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement; Inventoried national level information management systems and platforms</p>

to explore compatibility and linkages with potential systems that could be developed locally.

1.1.5 Collection of existing survey reports and available studies in 5 LADP Governorates on electricity services and preparation of service delivery assessment reports

1.1.6 Collected if/when available any electricity service client satisfaction surveys that has been undertaken in the past and began compilation of results. Four governorates are completed out of five.

**Output 2.1:** (UNDP is responsible to take the lead in the south: Missan, Basra and Thi-Qar)

2.1.1 Collection of existing assessment reports and available studies in 3 LADP Governorates on vulnerability, poverty and deprivation of services

2.1.2 In each governorate, establishment of basic profiling of all organizations, associations, syndicates, unions, cooperatives etc. – Second round of information collection will aim at gathering key data that will be determinant to the identification of key potential partners for LADPII i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc. In particular, strategies are being devised to identify registered and also non-registered/non formal organizations

2.1.3 Identification of governorate pockets of poverty and vulnerability, most vulnerable districts and most vulnerable groups (Work in progress)

**Output 3.1:**

3.1.1 Launched preparatory activities for study tour to India

3.1.2 Met with MoP delegation in Baghdad on August 10th to diagnose bottlenecks and shortcomings of communication, coordination and information management between the centre and local levels so that LADP II can specifically focus on addressing them.

3.1.3 Incorporation of recommendations into LADPII project document

3.1.4 Inclusion of gender issues in LADPII project document

❖ **Preparation for LADP Phase II**

Preparation for LADP Phase II is well underway with an envisaged lifespan of four years (2011 to 2014). It will include an expanded geographical coverage with a nation-wide ambition; through progressive scaling-up and rolling out. Furthermore, there has been an exploration to identify of synergetic efforts related to anti-corruption and aid effectiveness.

LADP Phase II will continue to work towards sustainable poverty reduction with three inter-related outcomes:

- (1) Stronger institutional capacity in selected districts and governorates to plan and manage sustainable socio-economic development and to equitably deliver essential basic services;
- (2) Local men and women empowered to identify and address their needs and priorities for poverty reduction, improvement of livelihoods and general enhancement of their quality of life;
- (3) Institutionalisation of planning processes through their integration with national and local government planning and development frameworks to ensure long-term sustainability and durability of programme initiatives and approaches.

LADP Phase II, which will consolidate the lessons learned during Phase I and ongoing consultations with the key stakeholder groups (during the ongoing bridging period), represents not only an expansion of local area programme development to other Governorates, but also a shift to a sustained institutionalized planning process that fully engages Government and civil society, through an all-inclusive governorate-wide, iterative development planning and implementation process, with more accountability through transparent performance measurement of service delivery.

A number of donors including the European Commission and the Swedish International Development Agency have already started showing interest in supporting LADP II.

Latest developments of the LADP II project document have concentrated on the following issues:

**Main implementation constraints & challenges (2-3 sentences)**

#	Thematic Area	Description
1	<b>Outcome Phrasing</b>	How to better and more concisely phrase the 3 outcomes so they are clearer for the GoI to follow in translation
2	<b>Capacity development</b>	The capacity development framework for government and for civil society shall be more holistic – Iraqi based – Iraqi supplied - aimed at institution strengthening – with clear performance indicators – twinning with international renowned institutions/universities – as opposed to external /ad hoc training
3	<b>Support service delivery demand side</b>	Advocacy of citizen’s rights should be supported – e.g. citizen charts – inclusion in participatory process etc. How should it be arranged and managed , at which level? – focus: City vs. Governorate-level issues
4	<b>Tangible support to excluded and vulnerable</b>	Should there be a separate package independent of LADP with regard to Community driven initiatives and public/private/community partnerships - What to propose and where to anchor it with regard to management & implementation?
5	<b>Gender / women empowerment</b>	There is a need to beef-up this section, starting with end-result indicators that are envisioned after 5 years – Ensuring active participation and increase decision-making of women in participatory planning exercises
6	<b>MDGs</b>	Contribution to MDGs, advocacy, localisation of MDGs, either as a separate module or built in the existing components
7	<b>Institutional mapping</b>	Collection of additional information on all relevant institutions in Iraq at local and central level
8	<b>Platform for information sharing – vertical – horizontal interaction and communication</b>	Need to flesh out approach / proposed mechanisms to this very crucial part of the programme. The issue is multi-faceted: (1) horizontal communication/coordination at governorate level amongst GC, Governor, Technical directorates, Planning Units; (2) Horizontal amongst Governorates; (3) vertical between Governorates and Centre (or KRG), (4) vertical between technical directorates and respective Line Ministries at the Centre (or KRG); (5) horizontal between MoP, MoF and line Ministries
9	<b>LADP II management arrangements</b>	Need to revisit management arrangements in order to reflect that Outcome 3 is led by MoP, Outcome 1 is led by Governorates. – MoP can lead the national advisory board
10	<b>List of key principles for LADPII</b>	Key guiding principles for LADP II will be endorsed by all participating governorates e.g. Participation, Ownership, institutionalization and sustainability, Transparency and Accountability, Empathy (siding with the vulnerable and excluded), Gender equity, Performance-based approach etc.

**UN-HABITAT**

**Situation as of September 30, 2010**

<b>Funds Committed</b>	Awaiting headquarters feedback	<b>% of approved</b>	<b>0</b>
<b>Funds Disbursed</b>	Awaiting headquarters feedback	<b>% of approved</b>	<b>0</b>
<b>Forecast final date</b>	<b>30<sup>th</sup> June 2011</b>	<b>Delay (months)</b>	

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	N/A	
Women	N/A	
Children	N/A	
IDPs	N/A	
Others	N/A	
Indirect beneficiaries		
Employment generation (men/women)		

**Qualitative achievements against objectives and results**

**Output 1:** (UN-HABITAT is responsible to take the lead in the centre: Babylon)

1. Draft of flowcharts of existing planning process at governorate level for regional ( Governorate Councils) and capital (Technical. Departments) budget in Babylon (with differentiated actual process from theoretical process as it ought to be)
2. Draft assessments of need and acceptability of having a representative structure/association controlled by local councils and responding to their priorities - such structure/association will ensure information sharing, will be of assistance to interpret legislation, be an interlocutor to the national level, help with capacity development etc.
3. Initiated discussion with local authorities on potential best models / mechanisms to anchor planning capacity in governorate and make it sustainable regardless of recurrent elections (planning body or mechanism should not be comprised only of elected officials) and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders.
4. Initiated Review of data collection mechanisms to inform local planning of regional and capital budget; Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement; Inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.
5. Initiated collection of existing survey reports and available studies in 5 LADP Governorates on housing services and preparation of service delivery assessment reports. Discussions held on the establishment of a common set of housing indicators.
6. Initiated collection if/when available any housing service client satisfaction surveys that has been undertaken in the past and began compilation of results

**Output 2:** (UN-HABITAT) is responsible to take the lead in the centre: Babylon)

7. Initiated collection of existing assessment reports and available studies in 3 LADP Governorates on vulnerability, poverty and deprivation of services
8. In each governorate, initiated establishment of basic profiling of all organizations, associations, syndicates, unions, cooperatives etc. – Second round of information collection will aim at gathering key data that will be determinant to the identification of key potential partners for LADPII i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc. In particular, strategies are being devised to identify registered and also non-registered/non formal organizations
9. Initiated identification of governorate pockets of poverty and vulnerability, most vulnerable districts and most vulnerable groups (Work in progress)

**Output 3:**

10. Met with MoP delegation in Baghdad on August 10th to diagnose bottlenecks and shortcomings of communication, coordination and information management between the centre and local levels so that LADP II can specifically focus on addressing them.
11. Incorporation of recommendations into LADPII project document
12. Inclusion of gender issues in LADPII project document

**Main implementation constraints & challenges (2-3 sentences)**

**Situation as of September 30, 2010**

<b>Funds Committed</b>	0	<b>% of approved</b>	<b>0</b>
<b>Funds Disbursed</b>	0	<b>% of approved</b>	<b>0</b>
<b>Forecast final date</b>	<b>30<sup>th</sup> June 2011</b>	<b>Delay (months)</b>	

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries</b>	<b>% of planned (current status)</b>
Men	N/A	
Women	N/A	
Children	N/A	
IDPs	N/A	
Others	N/A	
Indirect beneficiaries		
Employment generation (men/women)		

**Qualitative achievements against objectives and results**

**Output 1:** (ILO/UNOPS is responsible to take the lead in the north: Sulymaniyah)

13. Draft of flowcharts of existing planning process at governorate level for regional ( Governorate Councils) and capital (Technical. Departments) budget in Sulymaniyah (with differentiated actual process from theoretical process as it ought to be)
14. Draft assessments of need and acceptability of having a representative structure/association controlled by local councils and responding to their priorities - such structure/association will ensure information sharing, will be of assistance to interpret legislation, be an interlocutor to the national level, help with capacity development etc.
15. Initiated discussion with local authorities on potential best models / mechanisms to anchor planning capacity in governorate and make it sustainable regardless of recurrent elections (planning body or mechanism should not be comprised only of elected officials) and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders.
16. Review of data collection mechanisms to inform local planning of regional and capital budget; Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement; Inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.
17. Initiated collection of existing survey reports and available studies in 5 LADP Governorates on employment services and preparation of service delivery assessment reports
18. Initiated collection if/when available any employment service client satisfaction surveys that has been undertaken in the past and began compilation of results. Three governorates are completed out of five.

**Output 2:** (ILO/UNOPS is responsible to take the lead in the north: Sulymaniyah)

19. Initiated collection of existing assessment reports and available studies in 3 LADP Governorates on vulnerability, poverty and deprivation of services
20. In each governorate, initiated establishment of basic profiling of all organizations, associations, syndicates, unions, cooperatives etc. – Second round of information collection will aim at gathering key data that will be determinant to the identification of key potential partners for LADPII i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc. In particular, strategies are being devised to identify registered and also non-registered/non formal organizations
21. Initiated identification of governorate pockets of poverty and vulnerability, most vulnerable districts and most vulnerable groups (Work in progress)

**Output 3:**

22. Met with MoP delegation in Baghdad on August 10th to diagnose bottlenecks and shortcomings of communication, coordination and information management between the centre and local levels so that LADP II can specifically focus on addressing them.
23. Incorporation of recommendations into LADPII project document
24. Inclusion of gender issues in LADPII project document

**Main implementation constraints & challenges (2-3 sentences)**