

**ANNUAL PROJECT NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010**

Participating UN Organization:

- UNOPS

Old Cluster:**New Sector: Governance****Project No. and Project Title:** C9-31
Capacity Strengthening of the MoPDC to
Support the Process of a National
Development Plan for Iraq**Report Number:**ATLAS Project Number: 75028
ATLAS Award Number: 59839**Reporting Period:**

1 January – 31 December 2010

Project Budget: USD 956,000**List Implementing Partners:**UNAMI
Ministry of Planning and Development
Cooperation (MOPDC))**Geographic Coverage/Scope:**

Iraq- Baghdad

Abbreviations and Acronyms:

- BPM- Business Process Management
- EoI- Expression of Interest
- GoI- Government of Iraq
- IDMS- Iraq Development Management System
- LTA- Long Term Agreement
- MoPDC- Ministry of Planning and Development Cooperation
- NDP – National Development Plan
- ToR- Terms of Reference
- UNAMI – United Nations Assistance Mission for Iraq
- UNOPS – United Nations Office for Project Services

**Project Status: Duration/ Timeline
Extension/Closed Project:**

12 Months

Start date: 3 May 2010End date: 3 May 2011

- *Original end date*
- *Revised end date*
- *Operational Closure Date:*

Budget Revisions/Extensions:

none

NARRATIVE REPORT FORMAT

I. Purpose

This project will provide assistance to support the Government of Iraq by making available technical expertise, as required/identified by the Ministry of Planning and Development Cooperation (MoPDC). This will support the National Development Plan (NDP) implementation process in Iraq, and aid in the finalization of the current NDP process while also laying foundations for a longer-term coordination planning structure. Support will be provided through an external management firm, and will include (but is not limited to) providing policy guidance and reform technical expertise as well as assistance to ensure integration of foreign and national resources in achieving development goals. This will strengthen the capacity of MoPDC to lead the implementation of the NDP as well as the overall development planning process in Iraq.

Main Objectives:

The immediate objectives are:

1. GoI has improved institutional capacities to undertake NDP process.
2. MoPDC has coordinated mechanisms to implement NDP processes.

Outcome:

NDS/ICI priority/ goal(s): NDS: Strengthen good governance and improve security.

ICI: 4.2 Strengthening institutions to improve governance.

UNCT Outcome: Strengthened governance institutions and processes for political inclusion, accountability, rule of law, and efficient service delivery.

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

Outputs:

1.1: GoI has improved institutional capacities to undertake NDP process.

1.2: MoPDC has coordinated mechanisms to implement NDP processes.

Iraq NDS: The project will contribute to the achievement of Pillar 4 of the Iraq National Development Strategy (NDS), *strengthening good governance and improve security*. The NDS specifically mentions that to achieve the goals of Pillar 4 it is required, among other things, to support the Ministry of Planning and Development Cooperation (MoPDC).

ICI: The Compact aims to consolidate peace and pursue political, economic and social development. Within this framework, the strengthening of the institutional capacity of the Ministry of Planning and Development Cooperation (MoPDC) is a significant contribution to promote good governance and improve the political framework.

UN Assistance Strategy for Iraq: By supporting the implementation of the NDP, as well as helping to develop a more longer-term coordination structure with the GoI, this project will contribute toward outcome four of the UN Assistance for Iraq 2008-2010 which is “Strengthened regulatory frameworks, institutions and processes of national and local governance.” This project specifically supports output 4.2

under outcome 4, which is “Enhanced Iraqi capacities to plan, coordinate, implement and monitor public sector reforms and international assistance.”

II. Resources

Financial Resources:

Funding was transferred in a timely manner and there have been no constraints to date.

Human Resources:

- National Staff:

N/A

- International Staff:

Part time Project Manager – operations UNOPS Staff.

III. Implementation and Monitoring Arrangements

The project was designed to maximize implementation capabilities given the security situation in Iraq. The project incorporated lessons learned from previous direct support to the GoI and fundamentally seeks to utilize the mechanism of a third party provider to continuously deploy consultants to required GoI ministries.

- The procurement procedures utilized

Standard UNOPS procurement procedures have been applied for procurement under this project. There were no variances.

UNOPS utilizes standard procurement process according to its procurement manual* and the following principles

- a) Best value for money
- b) Fairness, integrity and transparency
- c) Effective competition
- d) The best interests of UNOPS and its clients

UNOPS procures goods and services in close collaboration with the Clients, Iraqi authorities, and the Beneficiaries. While the individual arrangements vary depending on the Client and the specific project requirements, the general modalities are:

Requirements

- Upon request of Client, and together with the Iraqi counterparts, identify the goods and services for UNOPS to provide or contract.
- Preparation of detailed specifications of equipment and services and work plan, by UNOPS, based on input and with the support from the Client, the Iraqi authorities and the beneficiaries.
- UNOPS utilizes standard procurement process, including; Request for Quotations (RFQ), Invitation to Bid (ITB), Request for Proposal (RFP)

Short-listing

- UNOPS has developed and maintains a database of known suppliers and service providers in Iraq (incl. performance assessment, capacity, registration in Iraq, etc.) and a roster of registered experts.
- Qualified and potentially interested vendors in the area can also be drawn from the local authority's relevant company registration offices.
- Alternatively, interested companies can be requested to submit their profiles in response to an Expression of Interest ad published in the Iraqi and/or international media (incl. internet).
- Where necessary and relevant, information on companies/vendors can also be drawn from other UN agencies and entities operating in Iraq.
- The short-list of companies selected to be included in the procurement exercise requires approval by the Regional Director, confirming that all relevant sources of information have been utilized for compiling the list.

Tendering Process

- UNOPS issues an Invitation to Bid/Request for Proposal to all short-listed companies, requesting them to submit an Offer/Proposal in line with the specific requirements. The document also stipulates the exact process of submission, receipt, opening, and evaluation of bids and it informs on the nature of the contract/purchase order the selected bid could result in.
- Requests for clarification received from potential bidders are responded to by UNOPS, if necessary upon consultation with the Client, relevant Iraqi authorities, and/or Beneficiaries.
- After expiration of the submission deadline, all Bids received are opened by a UNOPS Bid Opening Committee. The opening ceremony is open to observers from the Client, relevant Iraqi authorities, the Beneficiaries, as well as for companies participating in the tender.
- The evaluation follows UNOPS standard procedure, varying on procurement type and value, and should result in a recommendation for award of contract to the lowest, compliant bid. This recommendation requires approval by the relevant authority within UNOPS.

*<http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>

- The monitoring system

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The project manager monitors the implementation of all project activities and initiates corrective action where required. The project manager makes frequent trips to Baghdad to further monitor implementation. Once consultants are deployed, UNOPS national staff also assist with monitoring, as well as the GoI itself.

Furthermore, at the end of the project, an internal evaluation exercise will be conducted.

- Report on any assessments, evaluations or studies undertaken.

N/A

IV. Results

The project started on 5 May 2010. Concurrent to the receipt of project approval, UNOPS had issued a request for a Long Term Agreement (LTA) to serve the same purpose of selecting a management consultancy to deploy consultants. The LTA could deliver the same function as required for the project, and it was therefore considered reasonable to not duplicate work. The LTA is now in full effect, and UNOPS is ready to deploy consultants upon request.

At the end of September 2010, UNOPS received a letter from the DSRSG/RC/HC UNAMI conveying a request from the Ministry of Planning (MoPDC) to procure services for the development of a Business Process Management (BPM) module. This BPM module would help to automate business processes by incorporating a workflow management system in the Iraq Development Management System (IDMS) for both externally funded projects and capital budget projects. The aim is to enhance the coordination between the MoPDC and other line ministries during the implementation of the NDP and ensure effective utilization of Iraq's capital budget. UNOPS duly procured the services of a software development company which has begun designing the requested modules in conjunction with all relevant stakeholders.

UNDP was involved with USAID and the MoPDC in developing the IDMS with a competitive selected software company, Synergy. As such, Synergy was assigned by UNOPS to implement a BPM module to be integrated as part of the live IDMS. The BPM module will provide an online mechanism for submitting, reviewing, and approving/rejecting project requests submitted by different stakeholders (Ministries, Provinces, Donors, etc). The intention is to facilitate fast, harmonized, and transparent processing of project requests; effective coordination of efforts among different stakeholders; and efficient tracking and monitoring of all development activities within Iraq.

Regarding the expected deployment of consultants to support the GoI and MoPDC, although the Government of Iraq has appointed the majority of ministerial posts, the Minister of Planning has not officially been appointed yet. As positions with the MoP are still not certain, no requests have been made for support the different relevant areas.

- The key outputs achieved in the reporting period including # and nature of the activities, % of completion and beneficiaries.

Output 1.1: GoI has improved institutional capacities to undertake NDP process.

1.1.1 UNOPS, together with other relevant stakeholders defines ToRs for the external management company. 100 % of planned

1.1.2 Submission of ToRs to GoI for approval. 100 % of planned

1.1.3: Approval of ToRs by GoI. 100 % of planned

- 1.1.4: Publish Expression of Interest (EoI) on UN/ UNOPS website. 100 % of planned
- 1.1.5: Alert companies with proven and current Iraq experience and relevant expertise to EoI. 100 % of planned
- 1.1.6: Transmission of Request for Proposal to potential contracting companies based on positive responses to EoI. 100 % of planned
- 1.1.7: Evaluation of received proposals by UNOPS with the participation of the MoPDC and UNAMI. 100 % of planned
- 1.1.8: Selection of management consultancy based on evaluation. 100 % of planned
- 1.1.9: Engagement by UNOPS of selected management Consultancy Company to provide the services as specified in the ToRs, and as proposed in the company submission. 75 % of planned
- 1.1.10: Assignment of part-time Project manager to follow and monitor the implementation of the project and initiate corrective action when required. 75 % of planned
- 1.1.11: The management consultancy company will engage consultants. 0% of planned

Output 1.2: MoPDC has coordinated mechanisms to implement NDP processes.

- 1.2.1 The consultants will work with the GoI staff. **0% of planned**
- 1.2.2 Internal evaluation exercise conducted. **0% of planned**

- Delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

No specific individual knowledge experts have been requested to date. The reason for this delay has been the long process of forming the new Iraq government in 2010 as well as that a Minister of Planning has yet to be appointed by the GoI.

Lessons learned from this situation are that it is has been essential to maintain a close cooperation and relationship with GoI counterparts so that activities can move forward once the Minister is in place.

- The key partnerships and collaborations, and their impact on the achievement of results.
 - The Ministry of Planning and Development Cooperation (MoPDC) – as the main GoI counterpart in this project, the MoPDC team have been involved in planning and implementation.
 - UNAMI – The office of the DSRSG has been involved closely in the planning and development of the project and its implementation.
 - UNDP has been collaborative and supportive in the development of the Business Process Module and has assisted with technical knowledge in the monitoring of its development.
 - UNOPS’ role is project implementation, monitoring and reporting. This includes liaising between the various stakeholders and overseeing all procurement and recruitment required.
 - The positive collaboration between all stakeholders has aided in the identification of the software modules that the MoPDC needed and their review and development.
- Cross -cutting issues pertinent to the results.

The software currently being developed to support the MoPDC should allow for greater coordination and measurement of all UN, GoI and other entities’ activities – this should therefore allow for all cross cutting issues themselves in other projects to be mapped and tracked better and therefore, managed.

V. Future Work Plan (if applicable)

- Further to the request from the MoPDC and the DSRSG of UNAMI. Synergy was appointed as part of an ongoing programme to assist and support the MoPDC. Synergy's work was in process at the end of December 2010, and should complete this by the end of the first quarter of 2011.
- It is envisioned that once a new Minister is appointed to the MoPDC requests will be received to support the GoI in key areas which will be identified jointly with the UN and other relevant stakeholders.

VI. Performance Indicators (optional)¹

Performance Indicator Table

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification
Output 1.1: GoI has improved institutional capacities to undertake NDP process.					
IP Output 1.1	Indicator 1.1.1: UNOPS, together with other relevant stakeholders defines ToRs for the external management company.	No management company ToRs.	Confirmation of company ToRs.	ToRs agreed.	RFP issued publicly.
	Indicator 1.1.2: Submission of ToRs to GoI for approval	No submission of ToRs to GoI	Submission of ToRs to GoI	ToRs submitted to GoI	ToRs approved by GoI
	Indicator 1.1.3: Approval of ToRs by GoI.	No approval of ToRs from GoI	Approved ToRs	Approval of ToRs by GoI	ToRs approved by GoI
	Indicator 1.1.4: Publish Expression of Interest (EoI) on UN/ UNOPS website.	No published EoI	Published EoI	Yes	Expression of Interest (EoI) was published on UN/ UNOPS website.
	Indicator 1.1.5: Alert companies with proven and current Iraq experience and relevant expertise to EoI.	No companies alerted	Email alerting companies	Yes	The companies with proven and current Iraq experience and relevant expertise to EoI were alerted.
	Indicator 1.1.6: Transmission of Request for Proposal to potential contracting companies based on positive responses to EoI.	No RFP	RFP issued	Yes	Transmitted the Request for Proposal to potential contracting companies based on positive responses to EoI

¹ E.g. for the UNDG Iraq Trust Fund and the MDG-F.

Indicator 1.1.7: Evaluation of received proposals by UNOPS with the participation of the MoPDC and UNAMI.	No evaluation	Evaluation	Yes	Completed evaluation of proposals
Indicator 1.1.8: Selection of management consultancy based on evaluation.	No selection of company	Selection of Company	Yes	Management consultancy selected.
Indicator 1.1.9: Engagement by UNOPS of selected management Consultancy Company to provide the services as specified in the ToRs, and as proposed in the company submission.	No management company recruited	Management company selected & contracted.	Management company selected & contracted	Signing of contract.
Indicator 1.1.10: Assignment of part-time Project manager to follow and monitor the implementation of the project and initiate corrective action when required.	No PM assigned	PM assigned	PM assigned	Physical presence of PM
Indicator 1.1.11: The management consultancy company will engage consultants.	No consultants deployed	Consultants deployed	Consultants deployed	Physical deployment of consultants

IP Outcome 2

Output 1.2: MoPDC has coordinated mechanisms to implement NDP processes.

IP Output 2.1	Indicator 1.2.1: The consultants will work with the GoI staff.	No consultants deployed	Consultants deployed	Pending	
	Indicator 1.2.2: Internal evaluation exercise conducted.	No internal evaluation exercise conducted	Evaluation exercise conducted	Pending	