



United Nations Iraq Trust Fund

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

<p>Programme Title & Number</p> <ul style="list-style-type: none">Local Government Association and Urban Development Capacity Building ProjectProgramme Number: <i>C10-10</i>MDTF Office Atlas Number: 66994	<p>Country, Locality(s), Thematic Area(s)</p> <p>Iraq: National Level Old: Cluster C-Governance and Human Development New: Economic Reform and Diversification SOT</p>
<p>Participating Organization(s): UN-HABITAT</p>	<p>Implementing Partners : Ministry of Municipalities and Public Works (MMPW)</p>
<p>Programme/Project Cost (US\$)</p> <p>MDTF Fund Contribution: US \$ 1,985,256</p> <p>Agency Contribution</p> <p>Government Contribution</p> <p>Other Contribution</p> <p>Total: US \$ 1,985,256</p>	<p>Programme Duration: 39 months</p> <p>Start Date: 26 Mar 2008</p> <p>Original End Date: 26 Jun 2009</p> <p>Revised end date: 26 Jun 2011</p> <p>1st Extension 26 December 2009</p> <p>2nd Extension 26 June 2010</p> <p>3rd Extension 31 December 2010</p> <p>4th Extension 30 June 2011</p>
<p>Programme Assessments/Mid-Term Evaluation</p> <p>Assessment Completed - if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p> <p>Mid-Evaluation Report – if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p>	<p>Submitted By</p> <p><input type="radio"/> Name: Fiona McCluney Title: Senior Programme Officer</p> <p>Participating Organization (Lead): UN-HABITAT Iraq</p> <p><input type="radio"/> Email address: fiona.mccluney@unhabitat.org</p>

NARRATIVE REPORT FORMAT

I. Purpose

Development Goal :

Better planned municipalities playing an effective role in managing reconstruction and future development and contributing to an enhanced quality of life for Iraqi citizens.

Immediate Objective 1. To improve the capabilities of 250 urban, regional and rural development planners within the Ministry of Municipalities and Public Works' Physical Planning Directorate and Municipalities Directorate in the areas of urban planning and reconstruction, development control and local economic development planning and promotion

Immediate Objective 2. To establish an Iraqi Municipal Association which will enable municipalities to share information and experiences, voice their concerns and priorities to regional and central governments, play a role in future deliberations regarding decentralization and local government reform and sponsor future conferences and training programmes.

Outputs:

1.1 Two hundred and fifty planners from the Ministry of Municipalities and Public Works (MMPW) trained in the areas of urban planning and reconstruction, development control and local economic development planning and promotion.

1.2 Ministry planners effectively managing the preparation of master plans for Iraqi cities and towns.

2.1 A fully established Iraqi municipal association with a constitution, board of directors, budget and work plan.

2.2 A municipal association policy statement regarding decentralization and local government reform.

UN Assistance Strategy for Iraq

▪ This project conforms to the 2005-07 and 2008-2010 UN Assistance Strategy and falls under Outcomes 1 and 2 of Cluster C, Governance and Human Development and was reviewed and approved by the cluster members

UN Millennium Development Goals

▪ The project contributes towards attaining the following Millennium Development Goals through improving management of urban development by providing Capacity Building to urban and regional planners that are employed by the MMPW at both the central and local levels to play a more effective role in urban planning and reconstruction activities and the stimulation of local economic development in Iraq's cities and towns.

Joint Needs Assessment

▪ The project responds to the medium term priorities of providing Urban Development Capacity Building Projects to 251 municipalities to promote their collective interests at the national and regional levels, educate local government elected officials and senior staff and the general public about important municipal issues, promote inter-municipal communication through exchanges of information and play a role in the design and delivery of future local government training activities. This project was designed in collaboration with officials from the MMPW and has been approved for implementation by the Minister. The proposed project activities were universally recognized as being important priorities by the stakeholders that were involved in UN-HABITAT's recently completed Urban Sector Strengthening Project.

Iraqi National Development Strategy (NDS)

- "Improving the quality of life" is a core pillar of the Iraqi NDS. The project supports the same and endeavors towards achieving the pre-2003 service levels as desired under the NDS.

II. Resources

Financial Resources:

MMPW will commit accommodation and support facilities for in-country training of staff.

- **Details on all budget revisions approved by the ITF SCSO.**
 - First extension of project duration was approved on the 16th June 2009 by DSRSG/Chairman of UNDG ITF to extend project till 26 December 2009.
 - Second extension of project duration was submitted on the 29th November 2009 and approved to extend project till 26 June 2010.
 - Third extension of project duration was submitted on the 21st July 2010 and approved by DSRSG/Chairman of UNDG ITF to extend project till 31 December 2010.
 - Fourth extension of project duration was submitted on 14th November and approved to extend the project till 30 June 2011.
- **Good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.**

UN-HABITAT Iraq Programme follows and applies the United Nations financial rules and regulations and other official directives in undertaking financial activities of the projects and programmes for which the UN-HABITAT Iraq Programme has administrative responsibilities. UN-HABITAT establishes separate accounts for individual projects and funds and operates the financial transactions under the auspices of the United Nations Office in Nairobi (UNON). The latter approves all financial transactions and certifies financial statements of the UN-HABITAT accounts. Due to absence of working banking systems in Iraq, transfer of funds for project activities are remitted through money vendors against transfer charges. The inability of the money vendors to transfer desirable amount of funds at specific time in Iraq will adversely affect the implementation of activities as well as the credibility of the agency for efficient and timely implementation of the activities. The UN-HABITAT Iraq Programme explores best practices in undertaking its financial activities by discussing operational issues with other UN agencies at the Operations Management Team Meetings (OMT). It also discusses and explores best practices and operational issues with other UN agencies, bilaterally.

Human Resources:

- The project employs part time project officers in Amman and Baghdad, six consultant/trainers and an international planning consultant.
- The project employs an international planning consultant and is managed part time by an international staff member.

III. Implementation and Monitoring Arrangements

- Four main implementation mechanisms are being used to deliver this project. These include (i) under an Agreement of Cooperation (AOC) with the General Organization for Physical Planning (GOPP) for the design and implementation of a Training of Trainers programme; (ii) recruitment of national consultant academics

and practitioners from all over Iraq to train staff within MMWP and Ministry of Planning and Development Cooperation (MoPDC) and (iii) staff and consultant support to the Iraqi Local Government Association (ILGA) (iv) under an Agreement of Cooperation with the Amman Institute to train members of Iraq Local Government Association in Urban Planning and Smart Growth. Amman Institute is ‘a think and do tank’ associated with the Greater Amman Municipality.

- Due to issues of security UN-HABITAT maintains a low profile inside Iraq to avoid any possible negative repercussions to premises and staff. As such the international staff member is based in Amman and provides guidance and support to national staff and operations in Iraq.
- National consultants act as liaison with ministry and local counterparts on behalf of UN-HABITAT to conduct any assessment or training required within the project scope.
- International Urban Economic consultant prepared a guidance note to support the preparation of a Basrah City Master Plan. Guidance note addressed challenges and operations of the development of City Master Plans with specific reference to aspects of sustainable development including economic development, housing and the informal sector.
- International consultant, former chair of the Malaysian Town Planning Institute, is recruited to provide technical support and guidance for the Steering Committee by working with its members to develop a TOR and a detailed work plan which builds towards its sustainable role in supporting capacity building initiatives in urban planning.

- **The procurement procedures utilized.**

There is no procurement of equipment under this project. Any procurement of staff or organizations complies with UNHABITAT procurement processes set out below.

All procurement activities are undertaken based on core principles of the UN Financial Rules and Regulations which are, best value for money, fairness, integrity and transparency, effective competition and the interest of the United Nations. The provisions of the UN Procurement Manual, which is subordinate to the provisions of the UN financial rules and regulations govern and guide the procurement activities. Within this framework, procurement of local goods, services and works up to a ceiling of \$150,000 are undertaken directly by the Amman-based office through a special Delegation of Authority. For procurement of all international goods, services and works, the United Nations in Nairobi (UNON) reviews, authorizes, and monitors all contracting and financial transactions. Procurement of all services, which entail contracting of personnel are processed centrally at UN-HABITAT Headquarters. Without compromising ‘best value for money’ criteria, emphasis is placed on sourcing goods, works and services from within Iraq, where possible. This not only helps to contribute to local economic development and employment generation, but also to strengthen local supply capacity and enhance sustainability. Further, in appreciation of the leadership role of the Government of Iraq, serious consideration is given to views and preferences of the client Ministry, in the selection of goods and services.

- **The monitoring system that incorporate lessons learned into the ongoing project.**

Programme activities are monitored by the Urban Governance, Land and Housing Pillar of UN-HABITAT Iraq Programme through review and comment on project submissions and reports and participation in training events. Internal team meetings and preparation of progress reports are the key tools Progress on project activities is monitored internally through team meetings.

- **Assessments, evaluations or studies undertaken.**

A stocktaking workshop took place during the period August 5-9, 2010 in Amman where assessments of previous trainings modules on urban planning and economic development, carried out by GOPP, were presented. Training modules were reviewed against the long term requirements for MMPW and MoPDC to build up the skills of their respective professional staff. Participants identified the need for i) further cooperation with urban planning institutes in the region, ii) agreed on specific areas of urban planning and local economic development which need to be given priority in future capacity building activities and iii) set the basis for further cooperation modules with both GOPP and the Amman Institute for Urban Development (AI). A second AOC with GOPP was developed based on the results of these discussions including the need to revised earlier training modules, additional training modules, an e-learning portal and a study tour. An AOC was also designed based on discussions resulting from the stocktaking workshop with AI to train members of ILGA including decision makers and technical staff.

IV. Results

- **The summary of Programme progress in relation to planned outcomes and outputs**

1.1 Two hundred and fifty planners from the Ministry of Municipalities and Public Works trained in the areas of urban planning and reconstruction, development control and local economic development planning.

80% Completed

- Ten senior Iraqi officials, academics and consultants trained as Trainers of Trainers and the material for 14 modules on various aspects of urban planning and economic development during April and May 2010.
- Training delivered to 50 staff from MMPW and MoPDC during a 10 day training course held between 11th-22nd April 2010. Costs and expenses for the venue, training materials, and participants travel were shared with MMPW (USD \$50,000).
- The training module content and options for improving the ‘learning process’ were reviewed at a workshop (5th-9th August 2010) in Amman for 30 participants including MMPW, MoPDC, Baghdad University, ILGA, GOPP and with UN-HABITAT training experts from Headquarters, Baghdad, Erbil and Amman with representatives from professional training institutes in India and Malaysia. Participants undertook a review of the training courses, the delivery and impact; prepared an action plan and nominated an informal steering committee to oversee steps towards long term capacity building. UN-HABITAT’s National Coordinator in Baghdad will provide secretariat support to this group.
- A new AOC was signed with the GOPP. The AOC is expected to benefit 80 members including urban planning trainers and trainees; support the steering committee; create an e-learning website and plan a study tour to an urban planning institute in a country with a profile from which Iraqi planners can benefit. A first meeting was held in Cairo on December 11 and 12, 2010 with GOPP where the broad outline of the AOC activities was discussed.
- A new AOC was signed with AI to train 63 members of ILGA in Urban Planning and in Smart Growth. The AI, is well positioned to undertake this Capacity development program due to its vast experience in municipal systems and issues, and its deep understanding of both the operational, executive, and legislative functions of city councils and other similar bodies.

1.2 Ministry planners effectively managing the preparation of master plans for Iraqi cities and towns.

70% Completed

- Basra adopted as a case study for review, international consultant holds meetings with consultants for the Basra City Master Plan to assess approach, progress in implementation. Key consultation questions included in participatory consultation exercise. Urban Consultation Findings Report was finalized including a) a

briefing for UN-HABITAT local team and consultants on proposed process b) urban district needs and priorities exercise and c) consultation exercise in urban areas. Sample survey was conducted and drafted covering links between consultation recommendations and implementation of Basra City Master Plan.

- Draft technical note produced on aspects, challenges and operations of the development of City Master Plans with specific reference to aspects of sustainable development including economic development, housing and the informal sector.
- Senior Iraqi delegation representing MMPW, MoPDC and academia attended the “Intra-Regional UN-HABITAT Exchange on Urban Planning Methodology and Application” on December 13 to 16, 2010. The event was attended by UN-HABITAT Director of the Regional and Technical Cooperation Division and other senior staff members from the region in addition to representatives from Egypt, Libya, Sudan, Palestine, Kuwait, Lebanon and Iraq who showcased their current urban plans and discussed comment approaches and issues for implementation.

2.1 A fully established Iraqi municipal association with a constitution, board of directors, budget and work plan.

30% Completed

- The AOC with AI will train 63 ILGA members from 6 of Iraq’s governorates in two courses; One is for elected representatives on governance aspects of urban management; The second course will include one technical training for politicians and planners at the level of governorate on ‘smart growth’ for cities. The AI is a Think-and-Do Tank that is well positioned to undertake this Capacity development program due to its vast experience in municipal systems and issues and its deep understanding of both the operational, executive, and legislative functions of city councils and other similar bodies. AI arranged a study visit to its premises during a workshop held in August 2010 and briefed Iraqi participants of their work in Jordan, based on which Iraqi participants requested a partnership with AI.
- Meeting with Chair and Vice Chair of ILGA was held to discuss strategic plan and HABITAT support. Preparation of scope of work for targeted support on urban services.

2.2 A municipal association policy statement regarding decentralization and local government reform.

20% Completed

- Local Governance and Decentralization consultant has been hired to oversee output 2.1, 2.2 and work under other decentralization and local governance programmes underway. A municipal association policy statement is likely to follow from the government and urban management course.

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

- The Project was anticipated to end on the 31st of December 2010 however a no-cost extension was requested and approved until end of June 2011. The extension request came as a result of the deliberations during the workshop in August 2010 where participants concluded the following: A) there is a need to setup a National Steering Committee to consider the long term capacity building in Urban Planning and Local Economic Development in Iraq and to oversee the outputs from this project. B) A second AOC needs to be developed with GOPP for the i) training an additional 80 government staff in urban planning including 20 TOTs in revised and additional training modules, ii) assisting MMPW and MoPDC in launching of an e-learning portal, which will serve as an online resource accessible for trainers and trainees, from web-based training courses for planners to a document management system to store training materials for all completed courses, and iii) arranging a study tour for nine senior Iraqi urban planners to visit the Malaysian Town Planning Institute as part of a learning exchange experience.

- Based on discussions with ILGA, a new AOC took off in February 2011, based on the request of ILGA, for a partnership with AI to train 63 members of ILGA in Urban Planning and in Smart Growth.
- Also, UN-HABITAT requested to hold a workshop once activities are concluded after December 2010 to follow up with the National Steering Committee on the capacity building initiatives; their added value, how successful they were and any comments and suggestions from MMPW, MoPDC, ILGA and academia. In addition, to assess progress in developing a Planning Institute to support the long term development of the profession.

- **The key partnerships and collaborations, and explain how such relationships impact on the achievement of results.**

- UNHABITAT has key partnership with MMPW, MoPDC, the Kurdistan Ministry of Municipalities. For delivery of the programme, UNHABITAT is working with the GOPP in Egypt, Institute of Urban and Regional Planning at the University of Baghdad, the ILGA and AI.
- There have been positive impacts in terms of building up collaborative relationships between the MMPW and MoPDC and the GOPP. As a government body, with oversight and technical responsibility for land use planning and development control in Egypt, the department has experienced many of the same challenges Iraq is facing in terms of managing urban growth, defining a role for the private sector in housing construction and provision of planning services and decentralizing planning management functions to lower levels of government. Within the first AOC with GOPP 55 staff members from MoPDC and MMPW in Baghdad and Erbil were trained in 14 modules during April and May 2010, covering various aspects of strategic planning, urban management and economic development. The training was conducted by 10 senior Iraqi government officers, consultants and academics who undertook a Training of Trainers with the GOPP during the period 26 January – 9 February 2010.
- Under the AOC signed with the AI to train 63 members of ILGA in Urban Planning and in Smart Growth from all over Iraq. The first module which targets the ILGA members aims to strengthen their skills in urban management, by learning from the use of City Charters as a tool in city visioning. Moreover, the second module “Smart Growth Planning” which targets the Government of Iraq and municipal planning staff will provide hands on experience and is adapted to the local Iraqi context.

- **Cross-cutting issues pertinent to the results of the project**

- UN-HABITAT contributed with USD \$30,000 to support a joint UN media campaign to eradicate violence against women. UN-HABITAT shared its key messages and guidelines on the importance of safe housing and its role in protecting women. The campaign was held on 25 November and lasted till 12 December 2010.
- A number of the key champions for this programme are women and their contribution to the effective delivery of the different components has been significant.
- Environment and employment issues are addressed indirectly by this project. Better planning in cities, which is the focus of the training courses and materials developed with the Ministries, will provide basis for managing environmental challenges in cities, such as air pollution and waste management. The training courses have considered these issues particularly in relation to slums as well as the opportunities for economic development which will have a direct impact on the creation of employment.

V. Future Work Plan.

- Activities to be covered under the AOC with AI including the design and delivery of Urban Governance & Smart Growth Training Modules as well as travel logistics to bring 63 ILGA members from Iraq to Amman. USD 299, 793.

- Activities to be covered under the second AOC with GOPP including 1) the revision and testing of earlier training modules, the design and delivery of additional training modules, design, launching and testing of an e-learning web-portal in partnership with Steering Committee members. 2) Organizing an exchange study tour to the Urban Planning Institute in Malaysia. USD 299,971.
- Preparation of Planning Guidebook. The key focus of the Planning Guidebook currently under discussion.

VI. Abbreviations and Acronyms:

AI: Amman Institute for Urban Development
GOPP: General Organization of Physical Planning
ILGA: Iraqi Local Government Association
LGP: Local Government Project
MMPW: Ministry of Municipalities and Public Works
MoPDC: Ministry of Planning and Development Cooperation
NDS: Iraqi National Development Strategy
OMT: Operations Management Team Meetings
UNON: United Nations Office in Nairobi