



UNDG Iraq Trust Fund
ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010

Programme Title & Number

- Programme Title: Iraqi Public Sector Modernization Programme
- Programme Number C9-29
- MDTF Office Atlas Number:

Country, Locality(s), Thematic Area(s)

National Programme
Governance Sector

Participating Organization(s)

UNESCO
UNDP (Lead), UN HABITAT, UNICEF, WHO

Implementing Partners

- Prime Minister's Office, Ministry of Education, Ministry of Higher Education and Scientific Research, and Ministries of Education and Higher Education in the KRG

Programme/Project Cost (US\$)

MDTF Fund Contribution:

UNESCO: 2,000,000 USD (1st Phase)

Agency Contribution

Government Contribution

Other Contribution (donor)

TOTAL:

Programme Duration

Overall Duration: 12 months

Start Date: 28 Apr 2010

End Date: 28 Apr 2011

28 April 2011 (No Cost Extension has been requested until 31 December 2011)

Programme Assessments/Mid-Term Evaluation

Assessment Completed - if applicable *please attach*

Yes No Date: _____

Mid-Evaluation Report – if applicable *please attach*

Yes No Date: _____

Submitted By

- Name:
- Title:
- Participating Organization (Lead):
- Email address:

NARRATIVE REPORT FORMAT

I. Purpose

The Iraq-Public Sector Modernization 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) rationalizes 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 decentralization 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 decentralized 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. Under the aegis of this programme the UN will bring to bear its global network of technical capacities to ensure that the latest methodologies and technology are available to Iraq in its pursuit of reform and modernization. The programme design has been shaped by analytical and diagnostic work alongside participatory workshops, stakeholder meetings and donor group discussion. The programme will initially be implemented across government and within the following three key social service sectors that most significantly impact the achievement of the Millennium Development Goals: health, education, and domestic water supply and sanitation. By focusing on social service delivery, the Government can show the people that public sector reform has concrete and tangible benefits for the population as a whole.

The programme will be fully coordinated with reform initiatives of bilateral assistance providers and with the Private Sector Development (PSD) joint programme of the UN, particularly with a view to formulating appropriate, next generation sectoral reforms to build on relevant policy development of the PSD. The programme is funded herein for a period of 48 months and will be led by a Government Public Sector Modernization Task Force (PSM-TF). The programme will be comprised of two Phases, with transfers to Participating UN Organizations done in two tranches. Phase 1 constitutes preparatory and start up work, including baselines and assessments, to enable government to formulate and undertake a reform and modernization process, culminating in formulation by government of a Public Sector Modernization Strategy.

During Phase 1, UNDP will lead overall programme operations with sectoral leads provided by WHO, UNICEF, UNESCO and UN-Habitat. UNFPA, UNESCWA, UNIFEM and UNOPS will participate through interagency agreements to implement specified outputs according to their mandates and capacities. At the end of Phase 1, a proposal for the Phase 2 work plan, budget and agency roles will be presented to the Steering Committee for onward consideration and approval by the UNDG-ITF Steering Committee.

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

Expected Outputs:

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. This is to be achieved through the following five outputs:

- (i) GoI is better able undertake Public Sector Modernization at national, regional and governorate levels;
- (ii) Civil service capacities strengthened for reform and modernization;
- (iii) GOI has capacities for improved public administration systems;
- (iv) GOI has reform and modernization plans in place for targeted sectors; and,
- (v) Decentralized service delivery improved in target sectors with local governance and participation enhanced.

II. Resources

Disbursement of the Joint Programme Iraq Trust Fund (ITF) funding will be done in two tranches, corresponding to Phases 1 and 2. Participating agencies have received a disbursement of USD 13,600,000 for the first phase by the European Commission (EC) through the Iraq Trust Fund (ITF). Such funds should enable the implementation of Phase 1 concerning the diagnosis and assessment stage for supporting the Government of Iraq in modernizing its public sector.

Of the USD 13,600,000 UNESCO was allocated USD 2,000,000 to implement JP Output 4. *GOI has reform and modernization plans in place for targeted sectors, particularly Output 4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place as well as JP Output 5. Decentralized Service Delivery Improved in Target Sectors with Local Governance and Participation Enhanced focusing on Output 5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation.*

Funds Committed	764,237	% of approved	38%
Funds Disbursed	379,161	% of approved	19%
Forecast final date	December 2011	Delay (months)	0

The project team consisted of:

- Project Manager, international
- National Programme Officer
- Project Assistant, national

A no-cost time extension until 31 December 2011 has been requested due to the following reasons:

- Long delays in the Iraqi Government formation process both in terms of sector ministries and the Ministry of Planning which is the key counterpart. As of March 2011, one year since the election there is no new Minister of Planning, and the key UN counterpart in the Ministry of Planning has recently moved to PMAC. As a result the formation of the sector MACs has been considerably delayed, which in turn has delayed the work of the sectoral reviews.
- Slower than anticipated project start up for all UN agencies, as a result of the delays in the government formation process, and due to difficulties and delays in recruiting the right expertise for full time staff and consultants for work in Baghdad.
- USAID's existing work (through Tatweer project) and proposed work (through Tarabot project) on civil service reform potentially duplicates a large part of the original I-PSM programme (Output 2) to be undertaken by UNDP. DFID, SIDA and World Bank work on other aspects of PSM also potentially duplicates some of the I-PSM programme. UNDP together with USAID and other donors and the GoI have worked to create a more coordinated and coherent approach to all donor-related work on PSM in Iraq. This has required extensive and time-consuming consultations with USAID and other donors, and the GoI. A comprehensive donor workplan, using the GoI framework for PSM has been finalized, and will guide all donor engagement on PSM over the next few years. All the work of UN agencies will also be guided by this workplan and framework. New consolidated workplan is attached.
- At the sectoral level, implementation of various outputs has been slow due to continual change of key stakeholders/counterparts working on relevant sectors (e.g. Education expert in PMAC moved to PM's office) and an effort to adapt existing work to changing context.

- During an assessment undertaken in Q4 of 2010 by all UN agencies, further information by GoI stakeholders was provided, and this has resulted in the need to adjust timelines for the implementation of Phase 1 of I-PSM.
- The security situation, and limitations in terms of access of UN staff to counterpart Ministries (e.g. in Red Zone in Baghdad), together with continuing slot constraints for the UNCT has also slowed down project implementation.

Iraqi stakeholders are fully aware of the reasons for the delays in programme implementation, and the need to make significant adjustments to the original programme activities, based on the current and planned work of other donors. The new consolidated donor workplan for PSM has been approved by the GoI. On this basis the UN Programme Steering Committee has recommended that the project be extended until 31 December 2011 on the basis of a “no cost extension”.

III. Implementation and Monitoring Arrangements

UNESCO and UNICEF are the executing agencies and sector lead Agencies for the Education Sector Reform component of the Iraqi Public Sector Modernization Programme, and therefore responsible for the implementation of all programme activities, standards and procedures agreed upon with the Ministries of Education and the sister UN Agencies participating in the programme lead by UNDP

Based on their respective mandates, UNESCO is responsible for functional review, service delivery assessment and costing as well as road map of the Ministries of Education and Higher Education and Scientific Research in Baghdad and Erbil on issues related to upper secondary education and higher. UNICEF focuses on the functional review, service delivery assessment and costing as well as road map development of the Ministries of Education in Baghdad and Erbil on issues related to primary and intermediate education. Both agencies have reached an agreement and developed a work plan for joint implementation that ensures a harmonized approach to the analysis exercise and a joint road map for the education sector in Iraq.

Experience shows that there is a high risk that recommendations stemming from functional reviews conducted by third parties are often not implemented because the results of the assessment may not respond to the actual priorities of government. In order to avoid such risk strong advocacy with key government officials to foster a broad support for, and participation in, the functional review process has been considered necessary. Ultimately the functional review and service delivery assessment and costing recommendations will be translated into a roadmap that determines the strategic development plans of the two Ministries. The road map will have to be endorsed by the concerned institutions and furthermore linked to the broader Iraqi Public Administration Reform Strategy.

In order to avoid the aforementioned risks, UNESCO has formed a team that relies heavily on national expertise and that focuses on the development of national capacities in the field of education sector assessment while working closely with Government officials. Thus, the functional review team consists of three main groups as follows:

- A Small Group of External consultants: who have the international expertise in the fields of planning and administration of the education sector. These international experts also have solid experience on international standards, the general frameworks of certification, putting policies into practice, and quality assurance, in addition to management of human and financial resources;
- A larger group of National consultants: characterized by their technical background who actively participate in conducting the functional review and service delivery assessment drawing on their knowledge of the Iraqi education sector;

- Representatives of the government: they represent the government and provide feedback within the functional review and service delivery assessment team.

For any external contractor or specialized consultant brought in to implement various aspects and or activities as part of the C9-29 project, UNESCO is required to follow strict procurement procedures that detail that at least three bids must be received and evaluated on the basis technical proficiency and relevance, capacity of delivery and financial worth accordingly.

UNESCO Iraq has strengthened its presence in the field through regular mission in Baghdad (Green Zone and Amber Zones) and Erbil; UNESCO prioritizes workshops to occur within Iraq.

Data Collection Phase: As a part of the functional review and service delivery assessment and costing, the UNESCO Team prepared a complete set of questionnaires in order to collect data and information about the present situation of the education sector in Iraq, its legal structure, internal organization and management mechanisms. The data collection exercise was also aimed at gathering information about the real functioning of the Ministries of Education and Higher Education on the ground. It was expected that the answers to the questionnaires would clarify whether discrepancies exist between the structure of the sector as envisioned by the law and the reality on the ground as well as the cause of such differences if they exist. The answers would also assist in identifying any discrepancies or gaps due to the lack of an appropriate legislative framework or to overlapping regulations issued by different authorities. In addition, a separate set of questionnaires focusing on the opinions of high-level government officials within the concerned Ministries offered an opportunity to collect their proposals for reform. Finally, a set of questions focused on current reform and capacity building activities that both the Ministries of Education and Higher Education and Scientific Research are implementing at present or about to be executed.

Analytical report: Based on the data collected, cleared and tabulated, an analytical report is being developed which includes three main sections:

- a) Presentation of the review findings covering the structure of the sector according to the legal framework and the actual situation;
- b) Analysis of the current situation, the possible sources and options for reform;
- c) Identification of the gaps with regard to the overall mission and scope of competences of the two Ministries in terms of functions, organization, roles and accountabilities, staffing reporting, etc through the lens of the whole educational system's structure.

Monitoring:

For every activity conducted by UNESCO be it directly or through an implementing partner, UNESCO requires that evaluation forms are filled in by participants/trainees with the aim that the quality of training exceeds 80% satisfaction in terms of relevance and usefulness. These evaluation forms are filed with relevant information extracted and tabled, and synthesized into a lessons learned reporting. In addition to this, UNESCO requires from all trainers and consultants and/or contractors detailed final narrative and financial reports.

Monitoring also occurs through direct contact with Government of Iraq through the follow-up committee, sister UN Agencies and International staff through an 'open door' policy of feedback and communication via meetings, email and telephone.

IV. Results

JP Output 4: *GOI has reform and modernization plans in place for targeted sectors* and Output 4.2 *GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place.*

Development and validation of the data and information collection questionnaires:

The first step in the functional review of each of the Ministry of Education and Ministry of Higher Education and Scientific Research was the development of a set of data and information questionnaire instrument. The UNESCO team prepared a set of 57 Questionnaire Instruments grouped under 16 major clusters. Each cluster includes between 8 and 10 elements comprising quantitative data (for statistical indicators) and descriptive (survey) items. The items (for quantitative data and for descriptive information) were reviewed, (September 2010) by a team of international and national experts to establish their validity-ensuring that the items would elicit expected responses in line with the objectives of the assessment.

The content validity was ensured through a 3-day workshop organized in Erbil. The workshop was attended by over 80 participants including General Directors of Education, national and international technical advisors and consultants, representatives of Iraqi Universities and other educational institutions. The participants worked in small groups and presented useful reports used by the meeting to further refine the instrument. The validated instrument was endorsed by Iraqi Authorities. 29 National Consultants and 4 Focal Points (each from each of the Ministries) were nominated and approved by the Ministries of Education to conduct field administration of the instruments in all the Ministries and institutions in 11 Governorates for a period of 2 months

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:

Finalization of the Functional Review data clearance on 15 January 2011;

Service Delivery data clearance completed 8 March 2011.

Preparation of Functional Review Data Analysis and Methodology Workshop, Amman 4-9 March 2011: Following the finalization of the data collection and collation exercise, the UNESCO Iraq Office in Amman organized a 6-day workshop for 9 experts from the Ministries of Education and Higher Education and Scientific Research in Baghdad and Erbil (mostly Government Officials). The major objectives of the workshop will be to:

- Present the results of the of the data collection process that will be the basis for the Functional review Exercise;
- Discuss the methodology that will be used in the Functional Review of the sector and determine the analysis framework and presentation of the findings;
- Harmonize the experiences of the national consultants and the supporting international experts in conducting a functional review;
- Develop the capacities and skills of the national experts for the analysis and use of the results through individual and group practical exercises, using actual data reports during the workshop.

The March 2011 Amman workshop will offer an opportunity to discuss strategic performance management systems and the basic ministerial functions. Practical sessions will rely on the data collected to assess the existing structures within relevant ministries and their capacity to fulfill their mandate. This will be the first

of a series of meetings that will be organized in Iraq ahead in partnership with Iraqi authorities in preparation of a road map for education reform in the country.

Analytical Report

Following upon the successful data collection and analysis, a three-part analytical report is being developed to present the following elements:

- The legal status of the ministry according to the various legislations;
- The logical interpretation and explanation of the current situation based on the findings;
- And the identification of gaps in relation to the mission of the ministry and the scope of its competence, job description, and tasks.

A team of international and local consultants is currently analyzing the information, data and proposals for achieving the analytical study report that would form the basis of the roadmap which leads to reform the educational sector.

National leadership and ownership of all aspects of the project process has been ensured through:

- Regular meetings in Baghdad and Erbil between the UNESCO project management team and the Government authorities (Head of the follow-up and project oversight committee and its members) as well as coordination with UNICEF to harmonize the sector approach and exchange information; with the national experts and consultants in Baghdad to compare notes and share activity responsibilities and work plans.
- Frequent contacts and discussions on phone and by e-mail among all the national and international consultants and national officers to provide information about work progress and to exchange ideas on best practices and concrete implementation of future activities.

In particular, it is worth noting that the Decision number 394 dated the 7th of September 2010 was promulgated by the cabinet of the Prime Minister assigning Dr. Hamed Khalaf Ahmad to preside a committee whose aim is to follow up the implementation of the I-PSM education program and to coordinate with UNESCO. Other than the president the committee includes:

- Dr. Mohsen Abed Ali Al Frayji, advisor to the Minister of Education;
- Dr. Salah Abdel Kader Al Nouaimi, advisor to the Minister of HESR;
- Dr. Beriwan Mosleh Abdel Kader, advisor to the Minister of HESR – Kurdistan Regional Government;
- Mr. Ziad Abdel Kader Ahmad, advisor to the Minister of Education – Kurdistan Regional Government;
- Nawal Abas Mahdi, Director of Ministry of planning;
- Dr. Hussein Ali Daoud, Director General of Deputy Prime Minister Office;
- Mr. Salah Eddin Hamed Jaata, assistant to Director General of Ministry of Finance.

This follow-up Committee is also related to the Committee that supervises the elaboration of the educational strategy.

Future Activities planned for 2011:

JP Output 4. GOI has reform and modernization plans in place for targeted sectors.

4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place

Activities	Location	Date
Start of Functional Review based on revised strategy, mission and vision and on the results of the data collection process		27 Jan–15 March 2011
6 -day FR Methodology Workshop with UNESCO National/International Consultants	Amman (Office)	4-9 March 2011
At least 3 Coordination video conferences between UNESCO and UNICEF international consultants	Amman / Baghdad	March-May 2011
Meeting with GoI to provide an update of the Functional Review process and receive feedback and comments	Baghdad/Erbil	April 2011
3 -day FR Workshop with UNESCO National/International Consultants	Erbil	7-9 April 2011
Completion of draft zero of the FR (to be shared with UNICEF)	Amman	9 April 2011
Workshop to discuss Functional Review report with UNICEF to develop a consolidated draft	Erbil (Tentatively)	Mid-June 2011
Presentation of draft consolidated report to Iraqi officials	Baghdad	End of June 2011
Completion of Detailed Final Functional Review assessment report in English, Arabic and Kurdish and delivery to Iraqi Authorities	Baghdad	July 2011
Preliminary discussion Service Delivery Assessment report with UNICEF to develop a consolidated draft	Erbil	June 2011
Workshop to discuss Roadmap report with UNICEF to develop a consolidated draft	Erbil/Amman	July 2011
Workshop to present the draft consolidated Road Map to Iraqi officials	Baghdad	14-16 Sept. 2011

It is worthy to note that the UNESCO Office – Iraq will focus on the capacity building process of the Iraqi teams considering them as key partners in the formulation of the expected outputs and results of the program. UNESCO will therefore organize a series of workshops in Iraq aimed at raising the capabilities of the Iraqi team, and at the same time sharing with them and with the officials in the Follow-up Committee, the concerned ministries and UNICEF the analytical results and the upcoming reform proposals and appropriate actions.

The following two overall strategic objectives could be set as the “compass” of the Project until the completion of the project in 2011:

- To enhance effectiveness of the Education Sector by modernizing its management;
- To build a dynamic management of human, material, and financial resources.

The Project thus has as overall medium-term aim to create within the ministries a system based on performance and connected on strategy. This would install a new culture in the ministries centred on policy-making, planning and productivity.

JP Output 5. Decentralized Service Delivery Improved in Target Sectors with Local Governance and Participation Enhanced

5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation

Activities	Location	Date
Start of Service Delivery Assessment following the reception of Service Delivery data		8 March 2011
Meeting with GoI to provide an update of the Service Delivery Assessment process and receive feedback and comments	Baghdad/Erbil	April 2011
Discussion with UNICEF/ Geopolicity on Service Delivery Assessment team via Video conference	Amman / Baghdad	April-May 2011
3 -day SDA Methodology Workshop with UNESCO National/International Consultants	Erbil	May 2011
Completion of draft zero of the SDA		26 May 2011
Workshop to discuss a Service Delivery Assessment report with UNICEF to develop a consolidated draft	Erbil (Tentatively)	Mid-June 2011
Workshop to present the draft consolidated report to Iraqi officials	Baghdad	June 2011
Delivery of Completed Final SDA Report in English, Arabic and Kurdish	Baghdad	July 2011

I-PSM UNESCO 2011 Budget:

PROGRAMME BUDGET	ESTIMATED UTILIZATION OF RESOURCES (US\$)
CATEGORY	Year: 2011
1. Supplies, commodities, equipment and transport	\$5,317
2. Personnel (staff, consultants and travel)	\$498,369
3. Training of counterparts	\$0
4. Contracts	\$563,388
5. Other direct costs	\$32,583
Total Programme Costs	\$1,099,657
Indirect Support Costs	\$93,513
TOTAL	\$1,193,170

LIST OF ABBREVIATIONS

DG -	Directorate General
GoI -	Government of Iraq
I-PSM -	Iraq Public Sector Modernization Program
KRG -	The Kurdistan Regional Government
MAC-	Ministerial Advisory Committee
MoE -	Ministry of Education
MoF -	Ministry of Finance
MoHESR-	Ministry of Higher Education, Science, and Research
MoPDC-	Ministry of Planning and Development Cooperation
NES -	National Education Strategy
PSD-	Public Sector Development
PSM-TF-	Public Sector Modernization Task Force
TVET -	Technical and Vocational Education and Training
UNDP -	United Nations Development Program
UNESCO-	United Nations Education, Scientific and Cultural Organization
UNESCWA-	United Nations Economic and Social Commission for Western Asia
UNFPA	United Nations Family Planning Association
UNICEF-	United Nations Children Fund
UNIFEM-	United Nations Entity for Gender Equality and the empowerment of women
UNOPS-	United Nations Office for Project Services
USAID-	United States Agency for International Development
WB -	World Bank
WHO-	World Health Organization

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1 Strengthened institutions, processes and regulatory frameworks of national and local governance							
<p>JP Output 4. GOI has reform and modernization plans in place for targeted sectors.</p> <p>4.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place</p>	Functional review of education and higher education sectors at national and sub-national levels, including existing local governance arrangements is completed.	None	Function review report of Education and Higher Education Sectors	60% Achieved	At the sectoral level, implementation of various outputs has been slow due to the delay in government formation following the 2010 elections	Functional Review developed	<ul style="list-style-type: none"> •Finalization of the questionnaires related to the National Functional Review and Service Delivery Assessment Reports of the Education Sector with the feedback of the Iraqi counterparts. •Organization of the First National Workshop for the Modernization of the Education Sector in Iraq, held in Erbil from 23 to 25 September, 2010. The workshop brought together for the first time representatives of the Ministries of Education, Higher Education and Finance, presidents of universities and heads of Directorates of Education throughout Iraq to present the current structure of the sector and discuss the need for an in depth analysis of the ministries

							<p>responsible for delivering quality education. Experts from Baghdad and 11 governorates inside Iraq, responsible for the functional review and service delivery assessment of the Education Sector attended the workshop aiming to harmonize and standardize the data collection process throughout Iraq.</p> <ul style="list-style-type: none"> • Functional Review Data collection process finalized for Ministries in Baghdad in December 2010 through the National Consultants deployed by UNESCO in 12 Governorates including Baghdad and Erbil. • 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,
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							<p>UNESCO Coordinators, 2 statistic data collectors, and 2 international consultants attended this meeting. The agreed delivery schedule is as follows:</p> <p>1. Finalization of the Functional Review data clearance on 15th of January, 2011.</p> <ul style="list-style-type: none"> • Organization of a Technical Workshop at the UNESCO Office in Amman from 4 to 9 December, 2010. The objective of the meeting was to discuss the Functional review methodology and initiate the data analysis. 12 Iraqi consultants and 3 international consultants will attend this meeting
	Service delivery model for education and higher education sector is assessed and costed.	None	Service delivery model for primary education sector	30% Achieved	At the sectoral level, implementation of various outputs has been slow due to the delay in government formation following the 2010 elections	Service Delivery Model developed	<ul style="list-style-type: none"> • Service Delivery Assessment data collection process finalized for Ministries in Baghdad in December 2010 through the National Consultants deployed by UNESCO in 12 Governorates including Baghdad and Erbil. Service Delivery data clearance completed on 8th of March, 2011.

	Road map for education and higher education sector reform and modernization plans formulated.	None	Road Map for education and higher education sectors	10% Achieved	At the sectoral level, implementation of various outputs has been slow due to the delay in government formation following the 2010 elections	Road Map developed	Above mentioned activities are essential for an evidence-based Road Map for Reform of the education Sector in Iraq
JP Output 5. Decentralized Service Delivery Improved in Target Sectors with Local Governance and Participation Enhanced 5.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation	Number of MOE and MOHESR staff trained on implementation and monitoring for new service delivery model.	None			At the sectoral level, implementation of various outputs has been slow due to the delay in government formation following the 2010 elections		<ul style="list-style-type: none"> • Functional Review 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. Service Delivery data clearance completed on 8th of March, 2011.
	Change management task force provided with technical support in the area of decentralized service delivery	None					
	Advocacy and communication strategy drafted	No					
	Monitoring system in place.	Not Available					