

United Nations Development Group Iraq Trust Fund

Project #:C10-10

Date and Quarter Updated: 30th June 2011 (2nd Quarter)

Participating UN Organisation: UN-HABITAT	Sector: Governance and Human Development
Government of Iraq – Responsible Line Ministry: Ministry of Municipalities and Public Works	

Title	Local Government Association and Urban Development Capacity Building Project				
Geo. Location	The project will be implemented in collaboration with staff from the headquarters office of the Ministry of Municipalities and Public Works. Project activities will involve Ministry staff working in local offices and municipal officials throughout Iraq.				
Project Cost	\$1,985,256				
Duration	[15 months and 24 months delay]				
Approval Date	17.03.2008	Starting Date	26.03.2008	Completion Date	26.06. 2009 Extended to 30.09.2011
Project Description	The project will provide technical assistance to the Ministry of Municipalities and Public Works for the preparation of city master plans and for enhancing the skills of the professional planning staff in the Ministry's Physical Planning and Municipalities Directorates involved in reconstruction, urban planning and local economic development activities. It will also assist the Ministry with the establishment of an Iraqi Municipal Association				

Development Goal and Immediate Objectives
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. 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 Key activities and Procurement	
Outputs	<ul style="list-style-type: none"> 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. 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.
Activities	<ul style="list-style-type: none"> 1.1.1 Prepare a training needs assessment and a capacity development and training plan for the Ministry's planners. 1.1.2 Engage international and Iraqi institutions/consultants to design a training course in urban planning and reconstruction, the preparation of master plans, development control and local economic development planning for MMPW planners. 1.1.3 Train Iraqi academic staff to deliver the basic training course for MMPW planners in Iraq. 1.1.4 Deliver the basic training course and distribute supporting materials to up to 250 MMPW planners in Baghdad and at selected regional locations. 1.1.5 Engage international and Iraqi institutions/consultants design and deliver specialized planning course (including improved learning transfer, additional modules and e-resources website) for up to 50 Ministry planners in specialized priority areas. 1.1.6 Organize a study tour(s) and attendance at an international planning and economic development conference for up to 15 Ministry planners to learn about urban planning, reconstruction and local economic development practices in other countries. 1.2.1 Prepare generic terms of reference and a project management manual for use by MMPW planners in the preparation of future city and town master plans. 1.2.2 Provide project management and technical advice to MMPW planning staff regarding the completion of the city master plan projects in at least three selected cities.

	<p>2.1.1 Engage international and Iraqi consultants to prepare an information and discussion to paper on urban governance courses and deliver to ILGA national local government association.</p> <p>2.1.2. Organize regional study tour for Iraqi ILGA members and officials.</p> <p>2.1.3 Design and deliver 'Smart Growth' Training for local government staff.</p> <p>2.1.4 Prepare a final report that recommends a vision, mission and constitution for an Iraq Municipal Association and a work plan, staffing arrangements and budget for its first three years of operation.</p>
Procurement	N/A

Situation as of 30/6/2011

Funds Committed	\$ 1,981,906.00	% of approved	100 %
Funds Disbursed	\$ 1,357,440.27	% of approved	68 %
Forecast final date	30 June 2011	Delay (months)	24

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	Up to 250 planners (gender breakdown not yet known)	
Women	N/A	
Children	N/A	
IDPs	N/A	
Others	N/A	
Indirect beneficiaries	Residents of towns and cities in Iraq, up to 20 million people. Private sector investors able to make investment decisions based on clear public policies and programmes	
Employment generation (men/women)	The project aims to improve municipal performance in planning, service delivery and local economic development. Beneficiary numbers not known but should accompany increase in any resultant public private partnerships in municipal service delivery and enterprise growth and development.	

Quantitative achievements against objectives and results		% of planned
1.1 Two hundred and fifty planners from the Ministry of Municipalities and Public Works (MMPW) trained in the areas of urban planning & reconstruction, development control & local economic development planning.	<p>1) Under a first Agreement of Cooperation (AOC) with the the General Organization for Physical Planning (GOPP), ten senior Iraqi officials, academics and consultants were trained in Cairo January 26 – February 9, 2010, as Trainers of Trainers and the material for 14 modules on various aspects of urban planning and economic development.</p> <p>2) Trainers delivered training to 50 staff from MMPW and Ministry of Planning and Development Cooperation during a 10 day training course held between 11th-22nd April 2010 in Baghdad and Erbil. Costs and expenses for the venue, training materials, and participants travel were shared with MMPW (USD \$50,000).</p> <p>3) 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, MOP, Baghdad University, the Iraqi Local Government Association (ILGA), the 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 (SC) to oversee steps towards long term capacity building. UN-HABITAT's National Coordinator in Baghdad is providing secretariat support to this group.</p> <p>4) Based on the workshop, a new AOC was signed with GOPP. The AOC benefited 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.</p> <p>5) International consultant was recruited to provide technical support and guidance to</p>	95%

	<p>the newly formed Steering Committee in developing TORs and a detailed work plan building on its sustainable role in supporting capacity building initiatives in urban planning.</p> <p>6) The newly formed Steering Committee under the Agreement with GOPP held its first brainstorming meeting in Amman, during the period 21-24 March 2011, to agree on activities to take place under the Agreement including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Agree on methodology for stocktaking and legislative and institutional assessment <input type="checkbox"/> Agree on Learning Transfer activities /Additional Training Modules <input type="checkbox"/> Agree on scope and logistics for Study Visit to Malaysia <input type="checkbox"/> Agree on scope and content for Website <p>Also during the brainstorming meeting, International SC Support Expert finalized the Work plan, strategy and main goal, structure and membership, funding, monitoring and evaluation as well as short, mid and long terms goals. This came as a result of two day discussions with SC members. SC members agreed that the SC should become a formal entity under the Ministry of Planning for the support and funding of the Ministry. DG of the MoP, with the support of the International Expert, will draft a memo to the Minister of Planning in this regard.</p> <p>7) GOPP held a TOT training for 8 urban planners from Baghdad and Erbil in Amman from 8th to 18th June 2011. The TOT curriculum was designed by GOPP based on the discussions with the SC members during a brainstorming during the period 21 to 24 March 2011.</p> <p>8) 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 safety in the urban environment and housing and its role in protecting women. The campaign was held on 25 November and lasted till 12 December 2010.</p>	
<p>1.2 Ministry planners effectively managing the preparation of master plans for Iraqi cities and towns.</p>	<p>1) 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.</p> <p>2) 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.</p> <p>3) Sample survey was conducted and drafted covering links between consultation recommendations and implementation of Basra City Master Plan.</p> <p>4) Amman Institute (AI) is finalizing the Guidance Manual on Participation Process in City Master Plans which was prepared in close consultation with the Steering Committee members.</p> <p>The AI is a Think-and-Do Tank that has vast experience in municipal systems and issues, and has deep understanding of the operational, executive and legislative functions of city councils and similar bodies. UN-HABITAT has signed an Agreement of Cooperation (AOC) with AI to carry out a number of capacity building activities with the ILGA, MoP, MMPW and other counterparts.</p> <p>A brainstorming meeting was held in Amman in March 2011 where AI presented to the SC members the plan for a Guidance Manual on Participation Process in City Master Plans. The plan included tools to use and real examples on the ground from Iraq and Jordan to measure and reflect on best practices. Based on SC comments, the plan was presented again at the last day of the brainstorming meeting for finalization. The manual, which will be in the form of a guidebook, will focus on two components; A) a city that is welcome to all sects of society; B) a city which sustains its urbanism.</p>	<p>95%</p>

<p>2.1 A fully established Iraqi municipal association with a constitution, board of directors, budget and work plan.</p>	<p>1) Meeting with Chair and Vice Chair of Iraq Local Government Association was held to discuss strategic plan and HABITAT support. Preparation of scope of work for targeted support on urban services.</p> <p>2) Under the AOC with UN-HABITAT, AI designed two training courses to train 63 members of the existing Iraq Local Government Association from 6 of Iraq's governorates. The first course for an "Executive Training on Good Governance" aimed for elected representatives on governance aspects of urban management; while the second course "Smart Growth" is a technical training for politicians and planners at the level of governorate on up-to-date planning techniques and tools and best international practices.</p> <p>3) AI conducted a second training module in "Smart Growth Planning" from 12 to 16 June 2011. The training targeted 10 municipal planning staff from Erbil, Missan and Anbar with the overall aim of exposing the municipal staff to innovative and new approaches to urban planning including environmentally friendly and socially inclusive approaches as well as methods to protect natural resources and cultural heritage. The training brought experiences from Jordan and the region, group exercise with real life examples from Iraq on data collection and monitoring, the use of modern day technology such as GIS. The five day training also included sight visits to some of AI's projects.</p>	<p>95%</p>
<p>2.2 A municipal association policy statement regarding decentralization and local government reform.</p>	<p>1) A Local Governance and Decentralisation consultant has been hired to oversee output 2.1, 2.2 and work under other decentralisation and local governance programmes. A municipal association policy statement is likely to follow from the government and urban management course.</p> <p>2) In the bounds of the "International Conference on Decentralization, Local Governance & Service Delivery" which was held in Amman in May 2011, a number of meetings were held between key representatives of the Iraqi government and Iraq's Local Provincial Councils represented by ILGA and representatives of the World Bank, the Organisation for Economic Co-operation and Development (OECD), United Nations officials from other agencies. In addition, meetings and discussions were held with experienced practitioners in the field of local governance who had participated in the International Conference.</p> <p>3) In May 2011, AI held two training courses to train 32 ILGA members from all of Iraq's 18 governorates. The "Executive Training on Good Governance" is tailored for the needs and responsibilities of elected representatives in local Governing Councils in Iraq to strengthen their skills in urban management, learning for example from the use of City Charters as a tool in city visioning.</p>	<p>95%</p>

Qualitative achievements against objectives and results

General Organisation of Physical Planning in Egypt (GOPP)

Successful completion of the training for 50 staff members from the MMPW and the MoPDC on 14 modules covering various aspects of strategic planning, urban management and economic development. The training was conducted by 10 senior Iraqi government officers, consultants and academic prepared as ToT's under a programme with the General Organisation of Physical Planning in Egypt (GOPP) in April 2010.

As a result of the workshop held in Amman from 5th-9th August 2010 for Iraqi participants, GOPP, UN-HABITAT training experts from Baghdad, Erbil and Amman in addition to urban planners from planning institutes in India and Malaysia, a new Agreement of Cooperation was signed with GOPP.

An informal Steering Committee was formed to coordinate with GOPP on activities related to the AOC. UN-HABITAT will offer secretariat support to the SC. An international consultant was hired to support Urban Planning/Local Economic Development Steering Committee and met the first contract deliverables. GOPP held the first brainstorming meeting for the newly formed Steering Committee in Amman – Jordan from March 21st to the 24th. In order to discuss the topics for the new training curriculum under the second AOC. As a result GOPP held a TOT in Amman from 8 to 18 June 2011 for 8 urban planners from Baghdad and Erbil.

Amman Institute (AI)

Under an Agreement of Cooperation with UN-HABITAT which was launched in January 2011, The Amman Institute (AI) held two training courses in Amman for 32 members of the Iraq Local Government Association (ILGA) from Iraq's 18 governorates. The first training course was held from 11 to 15 May, and the second from 26 to 30 May.

AI conducted a second training module in "Smart Growth Planning" in Amman from 12 to 16 June 2011 targeting 10 municipal planning staff from Erbil, Missan and Anbar. The aim of the training module is to expose the municipal staff to innovative and new approaches to urban planning.

AI is currently finalizing a Guidance Manual on Participation Process in City Master Plans which includes tools to use and real examples on the ground, from both Iraq and Jordan in order to measure best practices and reflect on them. This is done through close consultations between AI and the SC members.

Support to the Iraq Local Government Association (ILGA)

Several meetings were held in the corridors of the International Conference on Decentralization, Local Governance & Service Delivery" which was held in Amman during the period 8-10 May 2011. Key ILGA representatives met with representatives from the World Bank, the Organisation for Economic Co-operation and Development (OECD), UN agencies as well as with experienced practitioners in the field of local governance.

Support to Basra City Master Plan

Review meeting on the Basra City Master Plan prior to the recruitment of an International Consultant to examine the options for linking the city master plan to other governorate level planning processes and effectively managing implementation and review meeting with the Iraq Local Government Association

Urban Consultation Findings Report finalized and a guidance note on preparation of Provincial Development Strategy (PDS) in Basra produced.

Local Governance and Decentralisation consultant has been hired to oversee output 2.1, 2.2 and work under other decentralisation and local governance programmes underway.

Main implementation constrains & challenges (2-3 sentences)

The project was delayed due to unrest in the region. The uprising in Egypt directly affected the work of one of UN-HABITAT's implementation partners – General Organisation of Physical Planning. GOPP offices are located close to Tahrir Square in Cairo, and have been partially damaged during the uprisings. Many of GOPP employees have been required to their homes for some weeks. Inevitably, many of the planned activities under this project have been delayed while others have been rescheduled and had to be relocated to Amman.

Following events in Egypt, widespread demonstrations took place in Iraq which caused a delay in the training programme implemented in partnership with Amman Institute (AI). Political leaders requested local politicians to 'return to their provinces' at the outset. As a result one of the planned trainings which was scheduled to be held in Amman was cancelled. Delays have been encountered in identifying a convenient alternative date.