



UN-HABITAT
FOR A BETTER URBAN FUTURE

UNDG MDTF Iraq Trust Fund

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

Programme Title & Number

- Programme Title: Bridging for Local Area Development Programme (LADP) Phase II
- Programme Number C10-13
- MDTF Office Atlas Number: 75763

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

Iraq
Governorates of:
Sulymaniyah (north KRG)
Babylon (Hillah)
Basrah (South/Marshlands)
Thi Qar (South/Marshlands)
Missan (South/Marshlands)
Economic Reform and Diversification

Participating Organization(s)

UNDP (lead), ILO, UNOPS, UN-HABITAT

Implementing Partners

- National counterparts (government, private, NGOs & others) and other International Organizations
- Government of Iraq Ministry of Planning
- Local Government in Respective Governorates of Sulymaniyah, Babylon, Basrah, Thi Qar and Missan
- Multiple CSOs participating in process

Programme/Project Cost (US\$)

MDTF Fund Contribution	USD 2,000,000
Agency Contribution	
Government Contribution	
Other contribution (SIDA)	USD 2,979,293.91
TOTAL:	USD 4,979,293.91

Programme Duration (months)

Overall Duration	12 months
Start Date	08 July 2010
End Date	08 July 2011
Operational Closure Date:	Extension discussion ongoing
Expected Financial Closure Date	CDR April 2012

Programme Assessments/Mid-Term Evaluation

Assessment Completed - if applicable *please attach*
 Yes No Date: _____
 Mid-Evaluation Report - if applicable *please attach*
 Yes No Date: _____

An Outcome Evaluation was conducted on LADP Phase I.

Submitted By

- Name: Lionel Laurens
- Title: Programme Manager – Area Based Development
- Participating Organization (Lead): UNDP
- Email address: lionel.laurens@undp.org

I. Purpose

The goal of the Local Area Development Programme (LADP) is sustainable local social and economic development. This programme is proposed as a Bridging Phase linking work to date on LADP and transitioning into a Phase II. This initiative presents a coherent programme for a twelve month Bridging Phase for LADP Phase II, aiming to build on the lessons from the LADP (2007–2010) and consolidate the LADP model, thereby allowing mainstreaming and replication of the methodology in Governorates throughout Iraq in Phase II. The programme targets support to the Governorates through promoting inclusive and participatory planning practices to promote the prioritisation of development programmes and annual budgeting while providing focused technical assistance to the Governorates to improve essential service delivery. In addition, two further work streams are proposed, focusing on citizen empowerment to promote an active voice in governorate affairs and engagement with ministries at a national level to institutionalise an agreed devolved framework for improved local planning and service delivery. Preparatory work is proposed around three areas anticipated in the final design of a Phase II. These are (i) inclusive local participatory planning and improved service delivery (ii) local citizen empowerment and civic engagement and (iii) developing a national framework and institutional structure for devolved local planning. LADP II will continue to build synergies with other relevant UN initiatives to support the Government's plans for improved services delivery and local governance.

- Main Outputs and Outcomes of the Programme:
Bridging Phase concentrates on achieving the following Sector Outcomes and the Joint Project Outcome:

The Sector Outcome: Improved policies, strategies and related institutional developments which are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth; and Enhance key sectors of local economy in most deprived areas.

This joint project Outcome is; Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth.

Development Goal and Immediate Objectives	
Bridging Phase will concentrate on achieving the following Sector Outcomes and the Joint Project Outcome:	
The Sector Outcome: Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth; and Enhance key sectors of local economy in most deprived areas.	
This joint project Outcome is; Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth.	

Outputs, Key Activities and Procurement	
Outputs	Output 1.1 Governorate and district officials' have strengthened institutional capacities and plan and manage sustainable socio-economic development in Basrah, Thi-Qar and Missan. (UNDP); Output 1.2 Governorate and district officials' institutional capacities are strengthened to plan and manage sustainable socio-economic development in Sulaymaniyah Governorate (ILO/UNOPS); Output 1.3 Governorate and district officials' institutional capacities are strengthened to plan and manage sustainable socio-economic

	<p>development in Babylon Governorate (UNHABITAT).</p> <p>Output 2.1 Local men and women empowered Basrah, Missan and Thi-Qar to identify and address their needs and priorities for poverty reduction (UNDP);</p> <p>Output 2.2 Local men and women empowered in Sulaymaniyah to identify and address their needs and priorities for poverty reduction (ILO/UNOPS);</p> <p>Output 2.3 Local men and women empowered to Babylon to identify and address their needs and priorities for poverty reduction (UNHABITAT).</p> <p>Output 3.1 MoP has improved capacities to facilitate and monitor local planning in relation with central planning.</p>
<p>Activities of Output 1.1: Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development</p>	<p>The area coordinating agencies (UNDP, HABITAT, ILO and UNOPS) will have primary responsibility over the following activities in relation to Output 1.1, 1.2, and 1.3 as activities:</p> <p>1.1.1 Stocktaking exercise of district planning work in 5 LADP Governorates conducted, essential service delivery reports developed and recommendations provided to MoP.</p> <p>1.1.2 Data analysis, district profiling and mapping for all remaining districts in 5 LADP Governorates prepared.</p> <p>1.1.3 Institutional needs assessment for local planning conducted in the 5 LADP Governorates.</p> <p>1.1.4 Technical assistance provided for the preparation of local socio-economic development and service delivery plans in 5 LADP Governorates coordinating with other UN Agencies.</p> <p>1.1.5 Local Government administrative capacity strengthened for implementation of plans, identification of bottlenecks and improved effectiveness to manage, monitor, implement and evaluate the plans in each LADP Governorate.</p> <p>1.1.6 Feasibility studies and applied field research conducted in support of local plans and proposed strategies in 5 Governorates.</p> <p>1.1.7 A citizen accountability mechanism established for public spending scrutiny, public assessment of convenience and quality of essential services in LADP Governorates.</p> <p>1.1.8 Client satisfaction survey conducted and reviewed.</p>
<p>Activities of Output 1.2: Local men and women empowered to identify and address their needs and priorities for poverty reduction.</p>	<p>The area coordinating agencies (UNDP, HABITAT, ILO and UNOPS) will have primary responsibility over the following activities in relation to Output 1.2, 1.2, and 1.3 as activities:</p> <p>1.2.1 Vulnerability assessment reports prepared in 5 LADP Governorates.</p> <p>1.2.2 Most vulnerable districts identified based on vulnerable groups and pockets of vulnerability in 5 LADP Governorates.</p> <p>1.2.3 Capacity of CSOs enhanced to participate in local development planning.</p> <p>1.2.4 Community driven initiatives for poverty reduction and livelihood enhancement identified and proposals formulated in the 5 LADP Governorates.</p> <p>1.2.5 Potential models of public, private and community initiatives analysed and reviewed in relation to the Iraqi context.</p>

Activities of Output 1.3 Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.	Output 1.3 MoP has improved capacities to facilitate and monitor local planning in relation with central planning. UNDP as National coordinating agency will have primary responsibility over the following activities: 1.3.1 Local Area Planning Handbook revised and available and Sub-National planning guidelines developed for use by the 5 LADP Governorates. 1.3.2 Blueprint for MoP institutional development developed. 1.3.3 LADP reviewed and approach and methodology adapted to the disputed internal boundaries (DIB) areas. 1.3.4 Communication and information exchange facilitated between the 5 LADP Governorates and MoP.
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- Relationship to the Strategic (UN) Planning Framework

During 2010 the UN Country Team made a transition in the documents in which it used. The UN Development Assistance Framework (UNDAF) for Iraq 2011-2014 became the strategic document and two key UNDP documents were developed based on the UNDAF including the Country Programme Document and the initiation of the Country Programme Action Plan which is a signed agreement between the Government of Iraq and UNDP through the UNDAF period. These documents are described below.

DEVELOPMENT ASSISTANCE FRAMEWORK FOR IRAQ 2011-2014 (UNDAF)

The United Nations Development Assistance Framework (UNDAF) was prepared by the United Nations Country Team in Iraq in consultation with the Government of Iraq and other partners, with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and Millennium Development Goals. The United Nations Development Assistance Framework (UNDAF) 2011-2014 is the first for Iraq, marking a significant milestone in the nation's recovery and transition towards longer term development. Based upon and prepared in parallel with the Iraq Five Year National Development Plan (NDP) 2010-2014, the UNDAF provides a coherent and coordinated strategy for the delivery of UN assistance that embodies the Paris Principles, and supports the newly elected Iraqi administration in meeting its various obligations. The focus of the UNDAF implementation is to foster national capacity and leadership of the development process, within governmental, non-governmental and social institutions, in order to transition the country from the impact of violence and repression characterizing recent decades. Five UNDAF priorities have been identified, providing the scope and strategic direction of the UN system's support to Iraq in the next four years, namely:

1. Improved governance, including the protection of human rights.
2. Inclusive, more equitable and sustainable economic growth.
3. Environmental management and compliance with ratified international environmental treaties and obligations.
4. Increased access to quality essential services.
5. Investment in human capital and empowerment of women, youth and children.

UNDP Country Programme Document (CPD)

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme is aligned with the National Development Plan and is nested within the UNDAF. UNDP has identified four priority areas of synergy with National Development Plan and UNDAF, namely: a) fostering inclusive participation, b) strengthening accountable and responsive governing institutions; c) promoting inclusive growth, gender equality, climate change mitigation and adaptation and MDG achievement; and d) restoring the foundations for development. The Country Programme takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI) focussing on the role of supporting the Government of Iraq (GoI) in the transition towards national reconciliation, peace and stability through work on governance, poverty alleviation, economic recovery and environment guided by conflict prevention and recovery approaches identified in five outcomes and respective outputs. Five Country Programme priorities have been identified, providing the scope and strategic direction of UNDP to Iraq in the next four years, namely:

- 1) GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation
- 2) Enhanced rule of law, protection and respect for human rights in line with international standards
- 3) Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels
- 4) GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies
- 5) Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development

UNDP Country Programme Action Plan (CPAP)

The CPAP was signed on 14 March 2011. The CPAP is a signed legal agreement between the Government and UNDP based upon the Country Programme Document. The 2011-2014 CPAP is a four-year living document defining the mutual cooperation and programme of work shared between the Government and UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past UNDP programming in Iraq. The CPAP, has been prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and UNDP jointly subscribe to, with agreed financial parameters. The CPAP further elaborates the five CPD outcomes and respective outputs of UNDP which has incorporated this ITF project.

II. Resources

Financial Resources:

This project is through shared resources. The ITF Project Board approved the ITF contribution of USD \$2,000,000. Additional funding of USD\$2,979,293.91 for supplementary activities have been received from the Swedish International Development Agency.

The project initiated 1 July and no budget revisions were requested during 2010.

This project is showing good practice as it is based off of the completion of a Phase I Local Area Development Programme. This bridging project includes a component to plan and discuss ways forward to increase synergy between Local Government, Federal Level Government and citizens for increased decentralisation, participation, local ownership and services.

Human Resources:

UNDP

National Staff as of Dec 31 2010

Amman based

- 1 x Project assistant (vacant – under recruitment)
- 1 x Programme Officer (vacant - under recruitment)
- Partial cost share with support staff

Iraq based

- 1 x National Coordinator in Baghdad (vacant– under recruitment)
- 1 x Area coordinator in the south (based in Basrah)
- 1 x Senior Planner (based in Basrah)
- 3 x Governorate Coordinators (Outreach Specialists) (based in Missan, Thi-Qar, Babylon)
- 1 reporting officer (part time) (based in Basrah)
- 1 x admin/finance officer (part time) (based in Basrah)
- 3.5 x Security Guards (based in Basrah, Missan, Thi-Qar)

International Staff

Amman Based

- 1 x Programme manager
- 1 x Researcher – Analyst (part time)
- Partial cost share with support staff

UN-HABITAT

National Staff

- One national project assistant in Amman;
- Area coordinator and one national engineering consultant in Hillah;
- Two national engineering consultants in Suleymaniah;
- Two national engineering consultants in Missan;
- Three national engineering consultants in Nassiryah;
- One national engineering consultant in Basra;

International Staff

- Two international project managers in Amman.

ILO/UNOPS

National Staff & Consultants:

- National coordinator, Sulaymaniyah (Management and technical)
- Field officer for the Marshlands, Basrah (technical)
- Field officer for Hillah (technical)
- Project Associate, Amman (technical and administrative)

UNOPS support staff (Amman/Erbil):

- Procurement assistant, Amman (50%)
- Human resources assistant, Amman (50%)
- Administrative assistant, Amman (50%)
- Finance assistant, Erbil (50%)
- Financial clerk, Amman (50%)

International Staff:

- Chief Technical Advisor, Amman (technical and management)

III. Implementation and Monitoring Arrangements

- Implementation Mechanism

The UN management structure is interwoven within the overall management arrangements of the programme, and supports local and national ownership, decision-making and monitoring of the programme.

This programme is implemented by **three lead agencies, UNDP, UNHABITAT and ILO**. UNOPS is supporting ILO's execution of the programme, while ILO provides the technical expertise and management of ILO/UNOPS components, UNOPS provides the needed operational and technical support to ILO experts on the ground. All agencies were involved and led implementation of Phase I of the Local Area Development Programme, by acting as area coordinators for their respective areas of responsibility and leading the preparation of district development plans in those areas. An outcome-level evaluation was conducted by UNDP which indicated the suitability and efficiency of this model; these findings were corroborated by a large participatory lessons-learned exercise held in November 2009, with participation from Local Government from 15 Governorates, national Government, as well as donors.

During Phase II Bridging, UNDP, UN-HABITAT and ILO are building on the relations established with Local Government in their respective areas of responsibility. Each agency is responsible in their respective geographical areas for the coordination of UN interventions and providing lead technical support for the governorate planning process.

- UNDP: Basrah, Missan and Thi-Qar Governorates
- UN HABITAT: Babylon Governorate
- ILO/UNOPS: Sulymaniyah Governorate

In addition to such a distribution of roles by area, the three agencies also ensure technical leadership in the three planning dimensions envisaged and support delivery of essential services:

- UNDP leads on rural and sustainable development with a focus on water and sanitation, electricity and environment.
- UNHABITAT leads on urban development with a focus on housing and municipal services including urban planning, and solid waste management;
- ILO leads on economic recovery development with a focus on economic development and SME, employment and vocational training services;

The programme has the ability mobilize the capacities of **other UN partner agencies** (as also provided for in the programme budget), following locally-identified needs in particular sectors of work. To this end, WHO has been approached for provision of specific expertise pertaining to health issues, MDGs 4,5,6 and its experience with Community Based Initiatives under the Phase One of LADP. Provision

was made, in the programme document, for the services of up to two partner agencies to be mobilised within each region of implementation, with Governorate Planning Committees responsible for determining which priority sectoral area they require assistance in. UNDP shall act as administrator of these funds and provide for their disbursement in the first three months of implementation, following decision of the GPCs.

The programme is led by a **Programme Management Team (PMT)**, composed of the overall Programme Manager (UNDP) and the UNHABITAT and ILO Programme Managers. Given continuing limitations for deployment into Iraq, the PMT has been primarily located in Amman, and meets regularly to jointly agree on the programme implementation and to develop a joint Programme document for LADP Phase Two. These managers count on specific, international technical expertise deployed (for a fraction of the programme duration), in Amman.

The Programme Management Team along with the **Regional Team** comprising the Regional Area Coordinators (strategic planner and institutional development specialists and infrastructure, urban development and economic development experts and other sectoral specialists) provide the main technical inputs. Every week, coordination meetings (virtual conferences) are conducted, connecting the three Area Coordinators with the Programme Management Team, so as to discuss progress in each Governorate as well as issues and challenges.

Three teams of Governorate Experts (North, Centre, South) including socio-economic development expert/planners and participatory planning/outreach specialists anchor the work in each Governorate and provide the required technical support, follow-up and monitoring, for the planning process to be developed in the five target Governorates.

Such a model, that devolves direct technical assistance to Iraqi experts at the local level, is envisaged as a model to be expanded throughout the country within LADP Phase II and builds on the experience and knowledge developed within LADP I. This model acknowledges existing Iraqi capacities for local planning as the main actor in this programme, with Governorate, Regional and International expertise structured in support to the Governorate Planning Units and Committees.

The management arrangements of this Bridging Phase follows the same principles as Phase I, and empowers local level structures of Government with the primary decision-making authority. The existing local level programme management and coordination arrangements have been reviewed during the local planning stocktaking carried out during the first four months of the Bridging Phase. Based on the initial findings, it was determined in late 2010 that additional time will be needed to determine the most appropriate structure in close partnership with each Governorate. Therefore, the PMT decided that in the interim period, each Area Coordinator will request in each Governorate the Provincial Council and the Governor's Office to nominate respectively one senior official as focal person who will liaise with the LADP Bridging Project. Subsequently and until project completion date, the nominees from the Governor's Office and from the Provincial Council will be the two main interlocutors for LADP Bridging in each Governorate. As such, they will be invited to participate in regular coordination and advisory meetings.

Furthermore, the two nominees from Governor's Office and Provincial Council of each Governorate, our "Champions", are invited to quarterly coordination meetings at National Level together with other Senior Officials from the Ministry of Planning (Chair) and KRG Ministry of Planning. During meetings, the "Champions" represent their respective Governorate interests and views, share information and knowledge, discuss project progress as well as provide strategic advice and encourage cooperation, coordination and partnership with all key stakeholders. To date, all governorates have nominated their

Champions who have been very active and supportive. The next National Coordination Meeting is scheduled in January 2012 in Baghdad.

These structures will continue to develop and evolve during the LADP Bridging, with particular note regarding the establishment of the new Government, initiated during 4th Quarter 2010, and the findings of the stocktaking exercise and the envisaged responsive solutions.

- **Procurement Procedures**

Each agency follows their procurement processes and procedures.

UNDP

UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:

- Best Value for Money
- Fairness, Integrity, Transparency
- Effective International Competition

UNDP defines procurement as the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services' contract or the useful life of an asset. UNDP has two primary documents, the Financial Regulations and Rules and Procurement Manual, which specify solicitation procedures for supply of goods, services, or works, including appropriate methods for evaluating and selecting awardees and possible contracts. The Regulations and Rules and Procurement Manual also indicate which conditions justify waiving the competitive tendering process in favor of direct contracting.

Further, in order to ensure compliance with UNDP regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq are subject to a review and approval process prior to an award of a procurement contract.

In summary UNDP-Iraq Procurement Unit follows the rules, regulation and there is no variance in standard procedures.

- **Monitoring Systems**

In seeking to support local level structures of Government, the aim was to ensure that the programme was led, in the five Governorates by existing Governorate Planning Committees. These Committees are chaired by the Governor or the Provincial Council Chairperson, or a delegate of their choice. The Governorate Planning Committees convene key governmental stakeholders to be associated with annual and strategic planning at the Governorate level, including line ministry representatives and representation of the civil society. Civil society representation is through independent and active members of the local NGOs and Association landscape, the Chamber of Commerce and Industry, and other key stakeholders as prescribed by the local conditions. Wherever the Governorate Planning Committees have not been established, or do not satisfy criteria to meet the above basic profile in terms of representation and rules of procedure, LADP Bridging shall advocate and lobby for the establishment of such Committees in each area of implementation, and support their institutionalization during this Phase II implementation timeline.

The existing Planning Units (PUs) established by the Ministry of Planning in each Governorate, will represent one of the main day-to-day counterparts of the Programme in its bridging phase. These Units are envisaged to provide the technical input to support Governorate Authorities with their annual and strategic planning. These Units will report to the Governorate Planning Committees on matters specific to the programme implementation. Core to this project is to strengthen capacities of Local Government to effectively facilitate, monitor and assure the quality of the local planning process in each of the five implementation Governorates which is reflect at Output 3 and the corresponding outcome and activities.

The Area Coordinating Agency (UNDP in the three southern Governorates of Basrah, Thi Qar and Missan, UN-HABITAT in Babylon and ILO in Sulaymaniyah), through their national representative, shall act as primary counterpart to the Governorate Planning Committees and Planning Units, coordinate interaction with other partner agencies and ensure technical support for their work on matters specific to the programme.

- Assessments and Evaluations

LADP Bridging Phase II is a result of the lessons learned in LADP Phase I. New information and lessons are being comprehensively discussed in the Bridging Phase II to prepare for local area work in the future. LADP Bridging work is based on the Outcome Evaluation of LADP Phase I.

IV. Results

- Summary of Programme Progress in relation to planned outcomes and outputs; with variance.

Amongst the many valuable lessons learnt from the first phase of, LADP Bridging has set as a priority the requirement to build on existing institutions, systems and procedures rather than proposing new mechanisms that are largely UN-driven whose sustainability beyond the project time span remains uncertain. To this end, LADP Bridging facilitated the conduction of five stocktaking exercises in each target Governorate in order to map existing systems and procedures pertaining to local development planning and delivery. Those comprehensive reviews of the current practices with regard to local development and service delivery planning and management were undertaken in consultation with the representatives of the Provincial Council and Governor's Office. The review was followed by a participatory identification of the gaps and shortcomings in the current local development and service delivery planning and management system and processes. Those stocktaking exercises have also enabled the joint identification of major perceived bottlenecks, shortfalls, and areas that require improvements in each governorate e.g. for enhancing civil society participation in local development and service delivery or for consideration and systematic incorporation of cross-cutting issues: MDGs, poverty reduction, gender equality, environment, employment, etc.

Those exercises took time to complete because different interlocutors had different understanding of used processes and often would present systems as they ought to work as opposed to actual systems as they genuinely function. Once the five Governorates had completed their respective stocktaking exercises, they were invited to a workshop in December, which allowed a comparative analysis of issues, bottlenecks and challenges as well as common needed improvements. During this event, participants from all five governorates and from the federal Government and the Kurdistan Regional Government developed an ideal model of local development and service delivery planning and management system and processes and proposed possible ways in which the LADP could provide the necessary support in this respect. Those findings are being analysed in order to incorporate them into a

revised responsive annual workplan for LADP Bridging in 2011. This workplan will be discussed in February 2011 with the National Supervisory Committee for endorsement.

Concurrently, in each governorate, project teams assembled existing assessment reports and available studies on vulnerability, poverty and deprivation of services were collected and existing profiles of CSOs including associations, syndicates, unions, cooperatives etc., were identified. A second round of information collection is being considered aiming at gathering key data that will be determinant to the identification of key potential partners for LADP II i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc. In particular, strategies are being devised to identify registered and also non-registered/non formal organizations.

- Report on the key outputs achieved in the reporting period including # and nature of the activities (inputs), % of completion and beneficiaries.

UNDP:

Output 1.1 Governorate and district officials' have strengthened institutional capacities and plan and manage sustainable socio-economic development in Basrah, Thi-Qar and Missan. (UNDP);

1.1.1 Stocktaking exercise of district planning work in 3 LADP Governorates (which UNDP responsible for) conducted, essential service delivery reports developed and recommendations provided to Ministry of Planning.

Stocktaking workshops organized in the three Governorates:

- Basrah 10 November 2010 attended by 36 participants;
- Thi Qar on 23 November 2010 attended by 33 participants;
- Missan on 29 November 2010 attended by 34 participants.

Those stocktaking exercises succeeded in validating and providing further comments on the prepared flowcharts of existing planning process at governorate level for regional (Governorate Councils) and capital (Technical. Departments) budgets in Missan, Thi-Qar and Basrah.

This exercise enabled the joint identification of major perceived bottlenecks, shortfalls, and areas that require improvements.

In each Governorate the following areas have been identified which included:

- a. Local development and service delivery systems and processes currently in place;
- b. Local custody of multi-sectoral data collection and analysis in each governorate in a sustainable way;
- c. Community/ civil society participation in local development and service delivery;
- d. Consideration and systematic incorporation of cross-cutting issues: MDGs, poverty reduction, gender equality environment and employment into local development and service delivery.

1.1.2 Data analysis, district profiling and mapping for all remaining districts in 3 LADP Governorates (which UNDP responsible for) prepared.

Reviewed data collection mechanisms to inform local planning of regional and capital budget.

Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement.

Inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.

1.1.3 Institutional needs assessment for local planning conducted in the 3 LADP Governorates (which UNDP responsible for).

Updated and validated assessments of need and acceptability of having a structure/association representing Local Councils and responding to their priorities and their needs - such structure/association could ensure information sharing, be of assistance to interpret legislation, be an interlocutor to the national level, help with capacity development and induction of newly elected Councillors etc.

1.1.4 Technical assistance provided for the preparation of local socio-economic development and service delivery plans in 3 LADP Governorates (which UNDP responsible for) coordinating with other UN Agencies.

A three day workshop on current and potential institutional developments as well as best practices was subsequently organized on 12-15 December 2010 looking at the inclusive socio-economic planning in all 3 LADP Governorates (which UNDP responsible for) reflected on data collected previously including flowcharts, assessments, reports etc.

This workshop was attended by 38 participants comprised of representatives from the Federal Government of Iraq; Governorate Council Members; and Directors General of Technical Departments at both the Governorate and Federal levels within the areas of electricity, municipality and public works, labour and social affairs etc; The results of this successful workshop produced the following results:

- a. Agreement on a framework of sound local development/service delivery systems and processes inspired from international best practices;
- b. Consolidated review of existing local development/service delivery systems and processes for public investments, comprising of commonly identified bottlenecks, inconsistencies, shortfalls, issues that need to be addressed and areas that need to be improved;
- c. Governorate gap analysis between existing local development service delivery systems and processes in Iraq including identification of common bottlenecks and proposed solutions suggested by international reference points;
- d. Local development priorities, agreed upon by the 5 participating Governorates;
- e. Mapping of plans produced at national and local levels;
- f. Mapping of budget identification for the local development process;
- g. Segmentation of public services as per entities involved (responsible and supporting);
- h. Identification of the approach of Local Development Planning and Service Delivery in Iraq in the context of public participation (Centralized, Hybrid, De-centralized);

1.1.5 Local Government administrative capacity strengthened for implementation of plans, identification of bottlenecks and improved effectiveness to manage, monitor, implement and evaluate the plans in each LADP Governorate.

Continued discussion with Local Authorities on potential best models / mechanisms to anchor planning capacity in Governorates and sustainability issues regardless of recurrent elections as it was suggested that the planning body or mechanism should not be comprised of elected officials only and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders.

1.1.8 Client satisfaction survey conducted and reviewed. Collected existing survey reports and available studies in 3 LADP Governorates (which UNDP responsible for) on electricity services and preparation of service delivery assessment reports;

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

Output 2.1: Local men and women empowered to identify and address their needs and priorities for poverty reduction.

1.2.1 Vulnerability assessment reports prepared in 3 LADP Governorates. Collected existing assessment reports and available studies in 3 LADP Governorates on vulnerability, poverty and deprivation of services.

In each Governorate UNDP accountable for, established basic profiling of all organizations, associations, syndicates, unions, cooperatives etc. – Suitable approach and methodology has been developed for second round of information collection that will aim at gathering key data that will be determinant to the identification of key potential partners for the next phase of LADP i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc.

In particular, strategies are being devised to identify registered and also non-registered/non formal organizations.

1.2.5 Potential models of public, private and community initiatives analysed and reviewed in relation to the Iraqi context. Identification of Governorate pockets of poverty and vulnerability, most vulnerable districts and most vulnerable groups in progress.

Developed terms of reference and preliminary rounds discussions with a potential implementing partner to conduct a feasibility study on potential diaspora exchange programme comprising inter alia:

- a. An inventory in Europe of existing Diaspora Exchange Programmes and other related initiatives , existing organizations, associations, networks, platforms, web-sites and portals.
- b. An opinion poll/survey amongst sample group of Iraqis living abroad in order to validate the viability and feasibility of a Diaspora Exchange Programme and better understand the conditions under which Iraqis from Diaspora would be willing to engage in such programme and what they would expect from such programme in terms of benefits and services for themselves as well as for Iraqis in-country;
- c. The development of the Diaspora Exchange programme concept and principles as well as structure and systems and standard operating procedures Manual for the use of Iraqi Institutions and Diaspora Community explaining the benefits of the Diaspora Exchange Programme.

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

1.3.3 LADP reviewed and approach and methodology adapted to the disputed internal boundaries (DIB) areas.

Incorporated recommendations into future LADP II Project Document – redesigning result framework based on revised analysis of key issues to be addressed.

Inclusion of MDGs, gender, environmental and vulnerability issues in LADP II results framework and Project Document.

Synergy with UNDP-supported MDG project, aiming at;

- a. Furthered the MDG agenda for Iraq by considering the localization of MDGs which could comprise the following steps: - (1) Recommendation of indicators and targets per Governorate for 2015 - based on budget, trends and feasibility; (2) Discussion with Governorates on recommended targets and indicators; (3) Validation and endorsement of localized MDGs including indicators and yearly targets that will be used by the Governorate for planning, setting objectives and measurement of progress.
- b. Discussion with GoI the possible use of MDG as framework for measuring progress of Governorates. This could possibly link to budget allocation and incentive system for improved performance and the corresponding required processes that would ensure capacity to measure indicators of progress towards MDGs and link to GoI / Governorate MDG Reporting.
- c. Engaging with Central Statistic Office to promote its role in supporting Local Development, in particular the provision of relevant and necessary data to support Governorate planning and produce aggregated meaningful indicators of local development progress and performance.
- d. Agreement on multi-dimensional poverty measurement at Governorate levels, including local perceptions of poverty and vulnerability.

Preliminary assessment on the adaptation of the Area Based Development approach and methodology to particularly address vulnerability and exclusion for Disputed Internal Boundaries areas through a joint effort with UNDP Bureau of Conflict Prevention and Recovery. This action to secure additional UNDP core resources and secondment of technical support for enhancing compliance and sensitivity of the participatory and inclusive approach and methodology under LADP towards conflict prevention and recovery, reconciliation and peace building.

A consultant hired to provide Technical Support to the Conflict Development Analysis and translate findings into a set of recommendations for the design of the future LADP 2 in areas of exclusion.

To this end, it is envisaged to undertake a rapid Conflict Development Analysis in a pilot area of vulnerability and exclusion to guide and inform the adaptation of the LADP approach to more specific Iraqi socio-economic context and characteristics.

ILO/UNOPS:

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

Q3:

1. Draft of flowcharts of existing planning process at governorate level for regional (Governorate Councils) and capital (Technical. Departments) budget in Sulymaniyah (with differentiated actual process from theoretical process)
2. Draft assessments of need and acceptability of having a representative structure/association controlled by local councils and responding to their priorities - such structure/association will ensure information sharing, will be of assistance to interpret legislation, be an interlocutor to the national level, help with capacity development etc.
3. Initiated discussion with local authorities on potential best models / mechanisms to anchor planning capacity in governorate and make it sustainable regardless of recurrent elections (planning body or mechanism should not be comprised only of elected officials) and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders.

4. Review of data collection mechanisms to inform local planning of regional and capital budget; Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement; Inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.
5. Initiated collection of existing survey reports and available studies in 5 LADP Governorates on employment services and preparation of service delivery assessment reports
6. Initiated collection if/when available any employment service client satisfaction surveys that has been undertaken in the past and began compilation of results. Three governorates are completed out of five.

Q4

7. Stocktaking Exercise – Flowchart/ overview of existing planning process at governorate level for regional (Governorate Councils) and capital (Technical. Departments) budget in Sulymaniyah were presented and reviewed at the Local Development and Service Planning Workshop in Erbil in December.
8. Institutional Development for Local Development Planning –
 - a. Identified two champions/ focal points (one from Provincial Council and one from Governor’s office of Sulymaniyah) and one representative/focal point from KRG Ministry of planning as main contact points/channels of the project in Sulymaniyah/KRG;
 - b. Sulymaniyah/ KRG focal points/champions participated in the Local Development and Service Delivery planning workshop in Erbil from 12 to 15 December 2010 where they: i) reviewed their existing planning system/process and considered potential best models / mechanisms to anchor planning capacity in governorate and make it sustainable regardless of recurrent elections (planning body or mechanism should not be comprised only of elected officials) and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders; and ii) reviewed the existing data collection mechanisms to inform local planning of regional and capital budget; initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement; and inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.
9. Service Delivery Assessment Reports - Completed the collection and review of existing survey reports and available studies in 5 LADP Governorates on employment services and preparation of service delivery assessment reports
10. Client Satisfaction Survey - Compiled the results of review of any employment service client satisfaction surveys that has been undertaken in the past in two governorates (Basra, Missan and Thi Qar to be completed during the first quarter of 2011).

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

Q3:

1. Initiated collection of existing assessment reports and available studies in Sulaymaniyah Governorate on vulnerability, poverty and deprivation of services
2. In each governorate, initiated establishment of basic profiling of all organizations, associations, syndicates, unions, cooperatives etc. – Second round of information collection will aim at gathering key data that will be determinant to the identification of key potential partners for LADPII i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc. In

particular, strategies are being devised to identify registered and also non-registered/non formal organizations

3. Initiated identification of governorate pockets of poverty and vulnerability, most vulnerable districts and most vulnerable groups (Work in progress)

Q4:

4. CSO mapping – Existing profiles of CSOs in Sulymaniyah were identified and reviewed.

Output 3:

Q3:

1. Participated at the meeting with MoP delegation in Baghdad on August 10th to diagnose bottlenecks and shortcomings of communication, coordination and information management between the centre and local levels so that LADP II can specifically focus on addressing them.
2. Contributed to the incorporation of recommendations into LADPII project document
3. Contributed to the inclusion of gender issues in LADPII project document

UN-HABITAT:

Outcome 1: Improved, institutionalized, and inclusive local development planning and essential service delivery throughout Iraq; 10%

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

1. Draft of flowcharts of existing planning process at governorate level for regional (Governorate Councils) and capital (Technical. Departments) budget in Babylon (with differentiated actual process from theoretical process as it ought to be).
2. Draft assessments of need and acceptability of having a representative structure/association controlled by local councils and responding to their priorities - such structure/association will ensure information sharing, will be of assistance to interpret legislation, be an interlocutor to the national level, help with capacity development etc.
3. Initiated discussion with local authorities on potential best models / mechanisms to anchor planning capacity in governorate and make it sustainable regardless of recurrent elections (planning body or mechanism should not be comprised only of elected officials) and ensure smooth communication and interaction amongst Technical Departments, Councils, and other key stakeholders.
4. Initiated review of data collection mechanisms to inform local planning of regional and capital budget; Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement; Inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.
5. Initiated collection of existing survey reports and available studies in 5 LADP Governorates on housing services and preparation of service delivery assessment reports. Discussions held on the establishment of a common set of housing indicators.
6. Initiated collection if/when available any housing service client satisfaction surveys that has been undertaken in the past and began compilation of results.
7. A training on “Local Development Service Delivery in Iraq – Reference Framework for Comparative Analysis and Improvement” was held in Erbil December 12 – 15. 8 persons attended from Hillah. The workshop aimed to identify bottlenecks in existing service delivery systems and process frameworks based on international best practices and provided a consolidated review of existing local development and service delivery systems.

Outcome 2: Civil Society and citizens are actively advocating for local needs and priorities, and are engaging in government planning processes through officially established mechanisms; 10%

Output 2.1: (UN-HABITAT) is responsible to take the lead in the centre: Babylon)

8. Initiated collection of existing assessment reports and available studies in 3 LADP Governorates on vulnerability, poverty and deprivation of services
 9. In each governorate, initiated establishment of basic profiling of all organizations, associations, syndicates, unions, cooperatives etc. – Second round of information collection will aim at gathering key data that will be determinant to the identification of key potential partners for LADPII i.e. a pool of potential credible implementation partners, a pool of hubs/relay organizations that have access to extensive social network and reach out for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc. In particular, strategies are being devised to identify registered and also non-registered/non formal organizations
 10. Initiated identification of governorate pockets of poverty and vulnerability, most vulnerable districts and most vulnerable groups (Work in progress)
 11. A “Bridging Stocktaking Planning Workshop” was held in Hillah A “Bridging Stocktaking Planning Workshop” was held in Hilla on 29th November 2010 to discuss local development and current service delivery systems and processes in Sulymaniyah, Babylon, Basrah, Thi Qar and Missan governorates, and to identify the key bottlenecks and areas for improvement;
 - The workshop was attended by 34 participants representing ministries actively working in the governorates and civil society representatives with a noticeable female presence of 11 out of the total number of participants.
 - The participants discussed and assessed existing systems and processes for community / civil society participation in local development and service delivery and debated ways to address issues related to MDGs, gender equality, environment, employment and the role of central government in supporting local development and service delivery and mechanisms for improving communication between local and central government.
- Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

There has been a three month delay in completing all stocktaking exercises which were necessary foundations for adapting and implementing a responsive package of activities in full agreement with all GoI partners. At present (reporting time) all the activities are moving ahead and the work plan will be updated and presented to the National Supervisory Committee early 2011.

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

UN-HABITAT:

- a) The program in Hillah is driven by UN-HABITAT in partnership with UNDP, UNOPS, and ILO and close collaborations and coordination with high ranking officials and specialist in planning including the governorate PDS and PDP. Those officials represent the Iraqi counterparts (Babylon council and governorate office).
- b) Area coordinator in Hillah holds periodic meetings with key persons in the governorate office, council, and UN focal points of the agencies involved in the program. Those meetings are held in order to get more details and clarity about what must be done by the governorate to produce a governorate plan by the end of August, and also to keep the governorate knowledgeable about the progress.

- Key Outputs and Percentage Achieved

UNDP Outputs and Percentage.

Output 1.1:	Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development	25% complete
Output 2.1:	Local men and women empowered to identify and address their needs and priorities for poverty reduction ,	10% complete
Output 3.1:	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning	7% complete

ILO/UNOPS Outputs and Percentage

Output 1.3:	Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development	10% complete
Output 2.3:	Local men and women empowered to identify and address their needs and priorities for poverty reduction ,	10% complete
Output 3.3:	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning	4% complete

UNHABITAT Outputs and Percentage

Output 1.3:	Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development	10% complete
Output 2.3:	Local men and women empowered to identify and address their needs and priorities for poverty reduction ,	10% complete
Output 3.3:	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning	4% complete

V. Future Work Plan (if applicable)

Summary of projected activities and expenditures for 1 January-31 December 2011UNDP

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1. Governorate and district officials' have strengthened institutional capacities to plan and manage sustainable socio-economic development in 5 governorates <i>Baseline: Indicators: Targets: Related CP outcome:</i>	1. Activity result: Five local socio-economic development and service delivery plans <i>- Action:</i> Provision of Technical Assistance for the preparation of local socio-economic development and service delivery plans in 5 Governorates; <i>- Action:</i> Preparation of essential service delivery assessment reports, based on existing survey reports and available studies in 5 LADP Governorates <i>- Action:</i> Reviewing client satisfaction surveys and participatory quality assessments; <i>- Action:</i> Data analysis, district profiling and mapping for all remaining districts in 5 LADP Governorates	X	X	X	X	UNDP is area coordinator/leading in Missan, Basrah and Thi-Qar; ILO: Suly, HABITAT: Babylon; -UNDP is responsible for provision of TA on municipal services, water, electricity and environment; -ILO/UNOPS on economic development and employment; -UN-HABITAT on urbanization management/ slum up grading;	ITF/Sida		0.24 (UNDP) 0.15 (ILO/UNOPS) 0.14 (HABITAT) 0.1 (WHO)
	2. Activity result: enhanced local development and service delivery <i>- Action:</i> Institutional development need assessment for local planning in 5 LADP Governorates; <i>- Action:</i> Train 125 Government officials Institutional development in inclusive socio-economic planning ; <i>- Action:</i> Develop Administrative capacity of 50 Government officials for implementation of plans to address identified bottlenecks and improve effectiveness for managing adequate monitoring, implementation and evaluation of the plans; <i>- Action:</i> Train 50 government officials in financial management, programme cycle management, quality assurance; <i>- Action:</i> Train 50 government officials in Monitoring and Evaluation / Quality assurance training, procurement and contract management, Service delivery quality enhancement and more specifically to respond to need assessment	X	X	X					0.66 (UNDP) 0.08 (ILO/UNOPS) 0.10 (HABITAT)
	3. Activity result: 5 feasibility studies conducted <i>-Action:</i> Conducting Feasibility studies or applied field research in support of local plans and proposed strategies <i>-Action:</i> Conduct feasibility study for Diaspora exchange programme			X					0.23 (UNDP) 0.03 (ILO/UNOPS) 0.03 (HABITAT)
	4. Activity result: 5 citizen accountability mechanisms established <i>-Action:</i> Supporting the establishment of a citizen accountability mechanism for public spending scrutiny and public assessment of coverage and quality of essential service delivery			X	X				0.15 (UNDP) 0.07 (ILO/UNOPS) 0.08 (HABITAT)
Output 2: Local men and women empowered to identify and address their needs and	1. Activity Result: 5 Governorate specific vulnerability assessment reports <i>- Action:</i> Preparation of Governorate specific vulnerability assessment reports, based on existing survey reports and available studies <i>- Action:</i> Identification of most vulnerable districts (in terms of vulnerable groups and possible vulnerability pockets)	X	X			UNDP is area coordinator/leading in Missan, Basrah and Thi-Qar; ILO: Suly, HABITAT: Babylon; -UNDP is responsible for		0.14 (UNDP) 0.06 (ILO/UNOPS) 0.04 (HABITAT)	

<p>priorities for poverty reduction</p> <p><i>Baseline:</i></p> <p><i>Indicators:</i></p> <p><i>Targets:</i></p> <p><i>Related CP outcome:</i></p>	<p>2. Activity Result: Enhanced capacity of 50 CSOs and 25 CSO have taken active role in local development planning</p> <p>- Action: Train 50 CSO representatives in civil society role and engagement, management, strategic planning, monitoring and evaluation, human rights, gender etc. in identified most vulnerable districts;</p> <p>- Action: Advocacy and Provision of support to CSOs to participate into local development planning, monitoring and evaluation in identified most vulnerable districts;</p> <p>- Action: Conduct women e-networking pilot in one governorate</p>			X	X	<p>provision of TA on municipal services, water, electricity and environment;</p> <p>-ILO/UNOPS on economic development and employment;</p> <p>-UN-HABITAT on urbanization management/ slum up grading;</p>			0.17 (UNDP) 0.09 (ILO/UNOPS) 0.10 (HABITAT) 0.08 (WHO)	
	<p>3. Activity Result: 25 community driven initiatives proposals have been formulated</p> <p>- Action: Identification and formulation of community driven initiatives for poverty reduction, improvement of livelihoods and general quality of life in identified most vulnerable districts</p> <p>- Action: Support to mobilization of necessary resources to implement community driven initiatives in identified most vulnerable districts in 5 LADP Governorates</p>				X		X			0.10 (UNDP) 0.06 (ILO/UNOPS) 0.06 (HABITAT) 0.08 (WHO)
	<p>4. Activity Result: One analysis report</p> <p>- Action: Analyse potential models of public, private and community initiatives and partnerships and their applicability to the Iraqi context completed</p>				X					0.1 (UNDP)
	<p>1. Activity Result: Revised local planning handbook</p> <p>- Action: Review of GoI planning process and standardization of sub-national planning process incorporating lessons learnt from LADP</p> <p>- Action: Revision of local area planning handbook based on review findings and recommendations</p>						X	<p>UNDP</p>		0.08(UNDP)
<p>2. Activity Result:</p> <p>- Action: Preparation of M&E/MIS toolkit for joint programming initiatives based on lessons learnt</p>					X				0.08(UNDP)	
<p>3. Activity Result: Institutional development for the Regional Planning Unit in Baghdad at MoP</p> <p>- Action: Institutional development Need Assessment (incl. Governorate Planning Units) prepared;</p> <p>- Action: Train 75 government officials</p>	X	X	X						0.12(UNDP)	
<p>4. Activity Result: Area Based Development approach and methodology adapted to DIBs</p> <p>- Action: Adaptation of Area Based Development approach and methodology to particularly address vulnerability and exclusion (e.g. for Disputed Internal Boundaries areas)</p>			X	X					0.08(UNDP)	
<p>5. Activity Result: communication and information exchange between 5 LADP Governorates and MoP has been improved</p> <p>- Action: 5 coordination meetings;</p> <p>- Action: most training session sessions are joint (governorates and MoP);</p>	X	X	X	X					0.15(UNDP)	
TOTAL									US\$3,600,000	

UN-HABITAT:

1. Preparing the work plan is expected to be finished early May because the core team and steering committee have only been formed early April.
2. Preparing the action plan (PDP) of the year 2012 should be completed by the end of August as planned.

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators (activities)	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets 2010	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1 Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth							
Output 1.1 Governorate and district officials' have strengthened institutional capacities to plan and manage sustainable socio-economic development	Activities Indicator 1.1.1 Stocktaking exercise of district planning work in 5 LADP Governorates conducted, essential service delivery reports developed and recommendations provided to MoP.	None available	5 Governorate essential service delivery reports developed and recommendations provided for review	5 reports available; one consolidated report available		Report Available	
	Activities Indicator 1.1.2 Data analysis, district profiling and mapping for all remaining districts in 5 LADP Governorates prepared	None available	5 District Profiles prepared		Will be part of Provincial Annual Plan 2012 to be prepared in 2011	District Profiles available	
	Activities Indicator 1.1.3 Institutional needs assessment for local planning conducted in the 5 LADP Governorates	None available	5 Governorate needs assessments conducted	5 needs assessments		Needs Assessments available	

	<p>Activities Indicator 1.1.4 Technical assistance provided for the preparation of local socio-economic development and service delivery plans in 5 LADP Governorates coordinating with other UN Agencies.</p>	None available	3 Service delivery plans prepared			Review of Service delivery plans	
	<p>Activities Indicator 1.1.5 Local Government administrative capacity strengthened for implementation of plans, identification of bottlenecks and improved effectiveness to manage, monitor, implement and evaluate the plans in each LADP Governorate.</p>	None available	50 Government Officials trained in: a) financial management b) programme cycle management c) quality assurance d) monitoring and evaluation e) procurement and contract management f) service delivery quality enhancement		All training sessions to be geared to preparation of Provincial Annual Plan 2012	Training curriculum and attendance sheets	
	<p>Activities Indicator 1.1.6 Feasibility studies and applied field research conducted in support of local plans and proposed strategies in 5 Governorates</p>	None available	5 feasibility studies conducted		Will be identified as part of Provincial Annual Plan 2012	Reports available	

	Activities Indicator 1.1.7 A citizen accountability mechanism established for public spending scrutiny, public assessment of convenience and quality of essential services in LADP Governorates.	None available	5 different citizen accountability mechanisms presented and discussed in the LADP Governorates.			Options and identification letter of selection by citizens in respective Governorates.	
	Activities Indicator 1.1.8 Client satisfaction survey conducted and reviewed.	None available	3 reports developed on client satisfaction review and quality of participation			Reports available	
Output 1.2 Local men and women empowered to identify and address their needs and priorities for poverty reduction.	Activities Indicator 1.2.1 Vulnerability assessment reports prepared in 5 LADP Governorates.	None available	5 reports developed on specific vulnerability	5 reports available		Reports available	
	Activities Indicator 1.2.2 Most vulnerable districts identified based on vulnerable groups and pockets of vulnerability in 5 LADP Governorates.	None available	5 reports developed on most vulnerable districts in LADP Governorates	In progress	Will be completed in 2011 as part of preparation of Provincial Annual Plan 2012	Programme records Analysis reports Reports available	
	Activities Indicator 1.2.3 Capacity of CSOs enhanced to participate in local development planning.	None available	50 CSO representatives trained 25 CSOs participate in local development planning processes			Programme records Attendance Records	

	Activities Indicator 1.2.4 Community driven initiatives for poverty reduction and livelihood enhancement identified and proposals formulated in the 5 LADP Governorates	None available	25 community driven initiatives formulated		Will result from in-depth assessments in one urban and one rural impoverished areas in each governorate	Community driven proposals available	
	Activities Indicator 1.2.5 Potential models of public, private and community initiatives analysed and reviewed in relation to the Iraqi context.	None available	1 analysis report			Programme records Analysis reports Reports available	
Output 1.3 Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.	Activities Indicator 1.3.1 Local Area Planning Handbook revised and available and Sub-National planning guidelines developed for use by the 5 LADP Governorates.	None available	1 revised planning handbook developed Planning guidelines developed on procedures for standardization of sub-national planning	Stocktaking consolidation can be considered as one section of the handbook	TA to support preparation of Provincial Annual Plan 2012 will develop handbook chapter per chapter	1 revised planning handbook available Sub-National Planning Guidelines available	
	Activities Indicator 1.3.2 Blueprint for MoP institutional development developed.	None available	Blueprint developed and draft available 75 GoI officials trained in key areas of institutional development	12 Government officials attended workshop in Erbil in December		Blueprint review Programme records Training records	

	<p>Activities Indicator 1.3.3 LADP reviewed and approach and methodology adapted to the disputed internal boundaries (DIB) areas.</p>	<p>None available</p>	<p>Adapted model developed for use in DIB areas.</p>			<p>Programme records Draft model available</p>	
	<p>Activities Indicator 1.3.4 Communication and information exchange facilitated between the 5 LADP Governorates and MoP</p>	<p>None available</p>	<p>5 coordination meetings held Training sessions include joint participation of LADP Governorates and MoP</p>	<p>Erbil Workshop allowed 5 governorates, KRG and Federal level to discuss local development issues</p>		<p>Minutes of coordination meetings Attendance lists of training sessions.</p>	