

United Nations Development Group Iraq Trust Fund

Project #:C10-10

Date and Quarter Updated: 30th September 2011

Operationally Closed - FINAL FICHE

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 27 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 Iraq 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	<p>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.</p> <p>1.2 Ministry planners effectively managing the preparation of master plans for Iraqi cities and towns.</p> <p>2.1 A fully established Iraqi municipal association with a constitution, board of directors, budget and work plan.</p> <p>2.2 A municipal association policy statement regarding decentralization and local government reform.</p>
Activities	<p>1.1.1 Prepare a training needs assessment and a capacity development and training plan for the Ministry's planners.</p> <p>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.</p> <p>1.1.3 Train Iraqi academic staff to deliver the basic training course for MMPW planners in Iraq.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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>

	<p>2.1.1 Engage international and Iraqi consultants to prepare an information and discussion to paper on urban governance courses and deliver to the Iraq Local Government Association (ILGA) national local government association.</p> <p>2.1.2. Organize regional study tour for 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 30/9/2011

Funds Committed	\$ 1,981,906.00	% of approved	100 %
Funds Disbursed	\$ 1,389,679	% of approved	70 %
Forecast final date	30 September 2011	Delay (months)	27

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.	<ol style="list-style-type: none"> 1) Ten senior Iraqi officials, academics and consultants were trained as Trainers of Trainers (ToT) on various aspects of urban planning and economic development from the material of 14 modules. The training was conducted by The General Organization for Physical Planning (GOPP) in Cairo during January and February 2010. During April and May 2010, Trainers had delivered a 10-day training course in Baghdad and Erbil to 50 staff from MMPW and MoPDC from across Iraq. 2) The training module content and options for improving the 'learning process' were reviewed at a workshop held in Amman during the period 5th-9th August 2010. 30 participants from MMPW, MoPDC, Baghdad University, ILGA, and GOPP together with UN-HABITAT training experts from Headquarters, Baghdad, Erbil and Amman as well as representatives from professional training institutes in India and Malaysia attended the workshop. Participants undertook a review of the training courses, the delivery and impact; prepared an action plan and nominated an informal steering committee to oversee steps towards long term capacity building. 3) UN-HABITAT contributed 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 	100%

	<p>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> <ol style="list-style-type: none"> 4) During the period 8-18 June 2011, GOPP held a ToT training in Amman for 8 urban planners from Baghdad and Erbil. The ToT curriculum was designed by GOPP based on the agreement reached with the SC members during the brainstorming meeting which was held in Amman from 21 to 24 March 2011. The curriculum included project development and monitoring, sustaining cultural heritage and land management. 5) In order to disseminate training manuals to various stakeholders including universities in Iraq, GOPP, in coordination with SC members, launched the pilot e-learning website waiting to receive comments from Iraqi counterparts. The website serves as an e-based resource accessible for trainers and trainees: it will serve as a web-based training course for planners, a document management system, store of training materials for all completed courses. The website will be handed over to MOP once it is officially launched. 6) A national consultant was hired to perform a scoping study on the urban planning environment in Iraq. The consultant provided a report of all the training courses which were completed so far, and he used the "SWOT Analysis Framework" -Strengths, Weaknesses, Opportunities and Threats. Additionally, a geographic and institutional mapping of trainees was conducted. The consultant will also be providing a report on the current status of urban planning in Iraq, future plans and challenges. 7) A training needs assessment was conducted by GOPP. Based on the feedback of key stakeholders who highlighted that the actual number of urban planners in Baghdad and Erbil is 10 in comparison to the actual number of planners needed in Iraq, 125 trainees were trained under in urban planning tools, project management skills and good governance. In addition, an e-learning website was launched and advertised at MMPW, MOP and Baghdad University. 1800 copies of two training manuals have been produced and will be disseminated to academic and government institutes across Iraq. 	
<p>1.2 Ministry planners effectively managing the preparation of master plans for Iraqi cities and towns.</p>	<ol style="list-style-type: none"> 1) Basra was adopted as a case study for review. The international consultant held meetings with consultants for the Basra City Master Plan to assess approach, and progress in implementation. Key consultation questions included in participatory consultation exercise. Urban Consultation Findings Report was finalized including a) a briefing for UN-HABITAT local team and consultants on proposed process b) urban district needs and priorities exercise and c) consultation exercise in urban areas. Sample survey was conducted and drafted covering links between consultation recommendations and implementation of Basra City Master Plan. 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. 3) Senior Iraqi delegation representing MMPW, MoPDC and academia attended the "Intra-Regional UN-HABITAT Exchange on Urban Planning Methodology and Application" during the period 13-16 December 2010. The event was attended by UN-HABITAT Director of the Regional and Technical Cooperation Division and other senior staff members from the region, in addition to representatives from Egypt, Libya, Sudan, Palestine, Kuwait, Lebanon and Iraq. The Iraqi participants, as well as others, showcased their current urban plans 	<p>97%</p>

	<p>and discussed comment approaches and issues for implementation.</p> <ol style="list-style-type: none"> 4) GOPP training manual has been finalized. The manual included a revised training package which came a result of the stocktaking workshop held in August 2010. During the workshop, trained trainers who participated in the TOT conducted by GOPP earlier in Cairo presented the evaluations and comments of 30 trainees from several governorates in Iraq. The comments were revised by GOPP in close consultation with SC members, and developed a training manual to be used for further training in Iraq. 5) GOPP organized a Learning Exchange Study Tour to urban planning institutes in Malaysia. The high profile delegation included the Iraqi Minister of Planning as well as the Deputy in addition to three Director Generals from the Ministry of Municipalities and Public Works, Ministry of Planning and the Ministry of Municipalities and Tourism in Kurdistan. The study tour aimed at creating links between Iraqi urban planners and experienced planning institutes with an experience and profile that is relevant and beneficial to the Iraqi context, primarily in the areas of urban planning, decentralization and local economic governance. 6) Amman Institute (AI) worked on the development of the “Guidance Manual on Inclusive Cities” which was prepared in close consultation with the Steering Committee members. The manual, which is in the finalization stages, includes 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 for finalization during the last day of the brainstorming meeting. 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>2.1 A fully established Iraqi municipal association with a constitution, board of directors, budget and work plan.</p>	<ol style="list-style-type: none"> 1) Throughout the project, UN-HABITAT has provided strategic support on specific urban services to the already established Iraq Local Government Association (ILGA), thus forwarding attention to the association instead of focusing on creating a new institution. [ILGA is a politically neutral, non-profit organization headquartered in Baghdad, with branch offices in all of Iraq's 18 governorates. ILGA engages in policy research and advocacy, provision of capacity development, training, technical assistance, organizational development and performance measurement services] 2) AI concluded a training course in “Smart Growth Planning” during June 2011. 25 municipal planning staff from all of Iraq’s governorates have benefited from the training which aimed at exposing them 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 exercises with real life examples from Iraq primarily on data collection and monitoring and the use of modern day technology such as GIS. 3) AI finalized the production of a video on “Executive Training in Good Governance” which was prepared for distribution among ILGA members. The video outlined the core skills which local government representatives need to have in order to improve their performance. A second video on “Smart Growth Training” is under preparation to be distributed among 25 municipal planning staff from all of Iraq’s governorates. The video would include snapshots from a selection of training modules, as well as interviews with trainees where they reflect on urban planning challenges in Iraq and how these trainings 	<p>97%</p>

	have influenced their work. The video aims to serve as a tool to reflect on urban planning challenges in Iraq, and to raise the profile of UN-HABITAT's work in Iraq	
2.2 A municipal association policy statement regarding decentralization and local government reform.	<ol style="list-style-type: none"> 1) 32 ILGA members held strategic discussions with experienced practitioners in the field of local governance during the "International Conference on Decentralization, Local Governance & Service Delivery" which was held in Amman in May 2011. 2) Under the AOC signed between AI and UN-HABITAT, AI completed in May 2011 the "Executive Training on Good Governance" for 32 elected representatives from all of Iraq's 18 governorates. The training, which was held in two sessions, focused on governance aspects of urban management through exposing local politicians to tools of good governance in order for them to actively take part as community leaders. The training benefits from best practices from around the world. 	100%

Qualitative achievements against objectives and results

General Organisation of Physical Planning in Egypt (GOPP)

- A total of 68 Iraqi planners were trained in a variety of urban planning skills including city master plans, slum upgrading, project development and monitoring, sustaining cultural heritage and land management.
- An e-learning website was launched to include all training material and manuals for further dissemination. The website will be handed over to the MOP.
- Two TOT training modules were produced including presentations and manuals.

Amman Institute (AI) Support to the Iraq Local Government Association (ILGA)

- AI conducted training courses for 57 members of ILGA including local politicians and technical staff from all of Iraq's 18 governorates in Good Governance and Smart Growth skills.
- AI produced a video on "Executive Training in Good Governance" and is in the process of finalizing a second video on "Smart Growth Training."
- AI is finalizing the production of "Guidance Manual on Inclusive Cities" in both English and Arabic. 800 copies will be printed and distributed among Iraq's academic institutes and partner ministries.

Support to Basra City Master Plan

- Review meeting on the Basra City Master Plan was conducted prior to the recruitment of an International Consultant who has been assigned to examine the options for linking the city master plan to other governorate level planning processes, and to effectively manage the implementation.
- Urban Consultation Findings Report has been finalized and a guidance note on preparation of Provincial Development Strategy (PDS) in Basra has been produced.

Main implementation constrains & challenges (2-3 sentences)

Under output1.2, the activity related to the production of the Guidance Manual for Inclusive Cities is not yet complete. The production of the manual has been delayed because the Iraqi counterparts have not yet finalized the submission of their comments to the final draft of the manual. In an effort to produce a high quality manual and ensure that it will be a useful tool, the final draft is still undergoing revision and editing before printing it in its final version.