



UNHABITAT
FOR A BETTER URBAN FUTURE

UNITED NATIONS IRAQ TRUST FUND

FINAL PROGRAMME¹ NARRATIVE REPORT

<p>Programme Title & Project Number</p> <ul style="list-style-type: none">• Programme Title: Local Government Association and Urban Development Capacity Building Project• Programme Number (if applicable): : C10-10• MPTF Office Project Reference Number: 66994	<p>Country, Locality(s), Thematic Area(s)²</p> <p><i>(if applicable)</i></p> <p>Country/Region: Iraq – National Level</p> <hr/> <p>Thematic/Priority:</p> <p>Old: Cluster C-Governance and Human Development</p> <p>New: Economic Reform and Diversification SOT</p>
<p>Participating Organization(s)</p> <ul style="list-style-type: none">• Organizations that have received direct funding from the MPTF Office under this programme UN-Habitat	<p>Implementing Partners</p> <ul style="list-style-type: none">• National counterparts (government, private, NGOs & others) and other International Organizations <p>Ministry of Municipalities and Public Works (MMPW)</p>
<p>Programme/Project Cost (US\$)</p> <p>MPTF/JP Fund Contribution: 1,985,256 US\$</p> <ul style="list-style-type: none">• <i>by Agency (if applicable)</i> <p>Agency Contribution</p> <ul style="list-style-type: none">• <i>by Agency (if applicable)</i> <hr/> <p>Government Contribution <i>(if applicable)</i></p>	<p>Programme Duration (months)</p> <p>Overall Duration 42 <i>(months)</i></p> <p>Start Date³ 26 March 2008</p> <p>30 September 2011</p> <p>Original end date: 26 June 2009</p> <p>Revised end date: 30 September 2011</p> <p>End Date (or Revised End Date)⁴ First extension was up to 26 December 2009</p> <p>Second extension was up to 26 June 2010</p> <p>Third extension was up to 31 December 2010</p> <p>Fourth extension was up to 30 June 2011</p>

¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#).

⁴ As per approval by the relevant decision-making body/Steering Committee.

Other Contributions (donors) <i>(if applicable)</i>	
TOTAL:	1,985,256 US\$

	Fifth extension is up to 30 September 2011
Operational Closure Date ⁵	30 September 2011
Expected Financial Closure Date	30 September 2012

Final Programme/ Project Evaluation	
Evaluation Completed	
<input type="checkbox"/> Yes	<input type="checkbox"/> No Date: _____
Evaluation Report - Attached	
<input type="checkbox"/> Yes	<input type="checkbox"/> No

Submitted By	
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⁵ All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office.

FINAL PROGRAMME REPORT

I. PURPOSE

- a. Provide a brief introduction to the programme/ project (*one paragraph*).

The Local Government Association and Urban Development Capacity Building project focused on the provision of technical assistance to the Ministry of Municipalities and Public Works (MMPW) and Ministry of Planning and Development Cooperation (MoPDC) to enhance urban planning and local economic development skills in Iraq. In addition, it supported the Iraq Local Government Association (ILGA) in its development and application of sound planning and governing principles. The project was implemented through supporting a number of substantial links with central and local government in Egypt and Jordan and professional institutions.

- b. Provide a list of the main outputs and outcomes of the programme as per the approved programmatic document.

Development Goal:

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

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

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

Outputs:

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

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

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

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

- c. Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund.

UN Assistance Strategy for Iraq:

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

UN Millennium Development Goals:

The project contributes towards attaining Goal 7 of the Millennium Development Goals.

Joint Needs Assessment:

The project responds to the medium term priorities of providing Urban Development Capacity Building Projects to staff working for the Ministry of Municipality and Public Works in the governorates to promote their collective interests at the national and regional levels, educate local government elected officials and senior staff and the general public urban development and planning. By including political representatives and technicians in events to discuss planning for future development of Iraqi cities, awareness has been raised on the importance of housing, upgrading in the informal sector, transport and mobility, land, preserving cultural heritage and integrated design for economic development in the design and delivery of future local training activities. This project was designed in collaboration with officials from the MMPW and has been approved for implementation by the Minister. The project activities were universally recognized as being important priorities by the stakeholders that were involved in UN-Habitat's recently completed Urban Sector Strengthening Project.

Iraqi National Development Strategy (NDS):

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

- d. List primary implementing partners and stakeholders including key beneficiaries.

Partners: Ministry of Municipalities and Public Works; Ministry of Planning and Development Cooperation

Direct Beneficiaries: planners employed by the Physical Planning and Municipalities Directorate of MMPW, municipal elected officials and senior staff throughout the country.

Indirect Beneficiaries: residents of towns and cities, Private sector investors.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. Report on the key outputs achieved and explain any variance in achieved versus planned results.

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 and promotion.

100% Completed

1) A training needs assessment was conducted by GOPP. The assessment confirmed the number of urban planners in Baghdad and Erbil as 10. Under the circumstances, with a severe limitation in planning professionals, architects and engineers are preparing plans and approving development. Drawing from this wider pool of professionals, 125 trainees were trained under this project on urban planning tools, project management skills and good governance. In addition, an e-learning website was launched and advertised at MMPW, MOPDC and Baghdad University. Copies of two training manuals have been produced to be disseminated to academic and government institutes across Iraq.

2) Ten senior Iraqi officials, academics and consultants trained as Trainers of Trainers (ToT) on various aspects of urban planning and economic development derived from the materials prepared for 14 modules. The training was conducted by the General Organization for Physical Planning (GOPP) in Cairo during January and February 2010, and the trainers had themselves delivered a 10-day training course to 50 staff from MMPW and MoPDC, from across Iraq during April and May 2010. Training courses were held in Baghdad and Erbil.

3) The training module content and options for improving the 'learning process' were reviewed at a workshop held in Amman during 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.

4) GOPP held a ToT training for 8 urban planners from Baghdad and Erbil in Amman in June 2011. The ToT curriculum was designed by GOPP based on an agreement reached with the SC members during a brainstorming meeting which was held in Amman in 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 and in coordination with SC members had launched the pilot e-learning website for comments and reviews from Iraqi counterparts. The website serves as an e-based resource accessible for trainers and trainees, from web-based training courses for planners to a document management system to store training materials for all completed courses. The website will be handed over to MOPDC once it is officially launched.

6) A national consultant had conducted a scoping study on the urban planning environment in Iraq. The consultant provided a report of all the training courses which were completed using the “SWOT Analysis Framework” - Strengths, Weaknesses, Opportunities and Threats. Additionally, a geographic and institutional mapping of trainees was conducted.

7) 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 in the urban environment and housing and its role in protecting women. The campaign was held during the period November 25th - December 12th 2010.

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

100 % Completed

1) Basra was adopted as a case study for review. UN-Habitat’s international consultant had held meetings with local consultants for the Basra City Master Plan to assess approach and progress in implementation and an Urban Consultation Findings Report was finalized. 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. A consultation exercise was undertaken to identify priority issues to be identified in the Master Plan.

3) Senior Iraqi delegation representing MMPW, MoPDC and academia attended the “Intra-Regional UN-Habitat Exchange on Urban Planning Methodology and Application” in 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 who showcased their current urban plans and discussed approaches and issues for implementation.

4) GOPP training manual has been finalized. The manual includes a revised training package following the stocktaking workshop held in August 2010.

5) GOPP organized a Learning Exchange Study Tour to the Town Planning Institute in Malaysia. The high profile delegation included the Iraqi Minister of Planning and the Deputy Minister in addition to 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 created links between Iraqi urban planners and advance planning institutes with an experience and profile that is relevant and beneficial to the experience of Iraq mainly in urban planning, decentralization and local economic governance.

6) Amman Institute (AI) finalized the Guidance Manual on Inclusive Cities which was prepared in close consultation with the Steering Committee members. The manual includes tools to use and real examples on the ground from Iraq and Jordan. The manual, which is 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.

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

100% Completed

1) Throughout the project duration, 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, spreading democracy, provision of capacity development, training, technical assistance, organizational development and performance measurement services, to get access to the effective local government.

2) AI concluded its training in “Smart Growth Planning” during June where 25 municipal planning staff from all of Iraq’s governorates have benefited and were exposed 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.

3) AI finalized the production of two videos on “Executive Training in Good Governance” and “Smart Growth Training”. The first was prepared for distribution among ILGA members since it outlines the core skills which local government representatives need to have in order to improve their performance. The second was produced for the municipal planning staff because it includes a selection of training modules to serve as a tool to reflect on urban planning challenges in Iraq.

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

100% Completed

1) 32 ILGA members were exposed to international experiences through holding 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 its Agreement of Cooperation (AOC) with 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 2 sessions focused on governance aspects of urban management through exposing local politicians to tools of good governance in order to actively take part as community leaders.

b. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

The project has built the exposure of a key group of stakeholders concerned with managing the urban environment in Iraq. These include planners, engineers and architects employed in the MOPDC and MMPW and academic institutions, private sector and local government. It is too early to judge whether institutional or behavioural change will result. However, concepts such as slum upgrading, improving the quality of life in urban areas and embracing and planning for inevitable urban growth have become more widely understood and accepted among planning and engineering professionals.

- c. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc
The programme contributes to a number of the MDGs. Better planned cities create the platform for economic growth which contributes to achievement of MDG 1, reduction in the number of persons living in poverty as well as achieving a significant improvement in lives of at least 100 million slum dwellers, by 2020 (MDG 7a target 11). These objectives are also aligned with the National Development Plan and UNDAF priority 1: Improved governance including protection of human rights and UNDAF priority 4: Increased access to quality essential services.
- d. Explain the contribution of key partnerships and collaborations, and explain how such relationships impact on the achievement of results.
- UN-Habitat has established key partnerships with MMPW, MoPDC and the Kurdistan Ministry of Municipalities.
 - For delivery of the programme, UN-Habitat had an Agreement of Cooperation (AOC) with:
 - 1- The General Organization for Physical Planning (GOPP) for the design and implementation of a Training of Trainers programme, recruitment of national consultant academics and practitioners from all over Iraq to train staff within MMWP and MoPDC and provide support to the Iraqi Local Government Association (ILGA). Under the first AOC with GOPP, 55 staff members from MoPDC and MMPW in Baghdad and Erbil were trained on 14 modules. The trainings which were held in April and May 2010, covered various aspects of strategic planning, urban management and economic development. Under the second AOC, GOPP was responsible for designing sustainable capacity building activities and preparation of revised training packages and curriculum; designing additional technical materials of new training courses for policy makers and urban planners; preparation of manual; ongoing support for training roll out; establishing a collaborative website to act as a portal for training materials; and establishing a learning exchange with a Planning Institute including a study tour to an international urban planning institute.
GOPP is a government body with oversight and technical responsibility for land use planning and development control in Egypt, and it has experienced many of the same challenges facing Iraq in terms of managing urban growth, defining a role for the private sector in housing construction and provision of planning services and decentralizing planning management functions to lower levels of government.
 - 2- The Amman Institute for Urban Development (AI) to train members of Iraq Local Government Association (ILGA) in Urban Planning and Smart Growth. AI provided training to 63 members of ILGA on Urban Planning and Smart Growth. The first module aimed at strengthening while the second module provided hands on experience.
AI is 'a think and do tank' associated with the Greater Amman Municipality.
- e- Who have been the primary beneficiaries and how they were engaged in the programme/project implementation? Provide percentages/number of beneficiary groups, if relevant.
Please refer to "d" under I-purpose above.
- f- Highlight the contribution of the programme on cross-cutting issues pertinent to the results being reported.
- A number of the key champions for this programme are women and their contribution to the effective delivery of the different components has been significant.
 - Environment and employment issues have been indirectly addressed by this project. Better planning in cities, which has been the focus of the training courses and materials developed with the Ministries, contributed to providing basis for managing environmental challenges in cities, such as air pollution and waste management. The training courses have considered these issues particularly in relation to slums as well as the opportunities for economic development which will have a direct impact on the creation of employment.
 - 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 safe housing and its role in protecting women. The campaign was held on 25 November and lasted till 12 December 2010.

- g- Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate.
Weaknesses in the planning profession and the growing need for professionals to manage the built environment have been a consideration for government in defining their priorities for investment. UN-Habitat may partner with government on providing future support in these areas.
- h. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV, if applicable.

III. EVALUATION & LESSONS LEARNED

- a. Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme have been done yet?
A stocktaking workshop was carried out by GOPP in August 2010 in Amman where assessments of previous trainings modules on urban planning and economic development were presented. Training modules were reviewed against the long term requirements for MMPW and MoPDC and needs were identified setting the basis for further cooperation modules with both GOPP and AI.

- b. Explain, if relevant, challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.

Working through government partners often means adapting the timeline to follow bureaucratic procedures. There were many benefits for project implementation in linking the Iraq Government with government and quasi government organizations in the region however this did impact the speed of implementation. Working through the bureaucratic procedures of parallel organizations in different countries had an impact on delivery timelines.

The uprising and revolution which took place in Egypt in 2011 had directly affected the work and implementation of activities by GOPP. GOPP offices are located close to Tahrir Square in Cairo, and have been partially damaged during the uprising. Many of GOPP employees have been requested to operate from their homes for some weeks which inevitably had resulted in delaying and/or rescheduling many of the project activities and relocating them to Amman.

Following events in Egypt, widespread demonstrations took place in Iraq thus causing delays in conducting the training programme implemented in partnership with Amman Institute (AI). Political leaders requested local politicians to 'return to their provinces' at the outset and as a result one of the planned trainings was delayed.

- c. Report key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.,

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1							
Output 1.1	Indicator 1.1.1						
	Indicator 1.1.2						
Output 1.2	Indicator 1.2.1						
	Indicator 1.2.2						
Outcome 2							
Output 2.1	Indicator 2.1.1						
	Indicator 2.1.2						
Output 2.2	Indicator 2.2.1						
	Indicator 2.2.2						