

United Nations Development Group Iraq Trust Fund
Project #74976: C9-29
Date and Quarter Updated: 1 January – 31 March 2012 - Q1 2012

Participating UN Organisation: UNDP (Lead), Sector: Governance
UNESCO, UN-HABITAT, UNICEF, WHO, UNFPA,
UNESCWA, UNIFEM, UNWOMEN

Government of Iraq – Responsible Line Ministry: Public Services Council, COMSEC, PMAC, MoPDC,
MoPDC-COSIT, MoH, MoE, MoHESR, MMPW

Title	Iraq Public Sector Modernization Programme- Phase 1				
Geo. Location	Iraq- National Coverage				
Project Cost	USD 13,600, 000 for Phase 1 as follows: USD 5,000,000 – UNDP/ IAA UNFPA, UNIFEM and ESCWA USD 2,000,000- WHO USD 2,600,000- UNICEF USD 2,000,000- UNESCO USD 2,000,000- UNHABITAT				
Duration	48 months				
SC Approval Date	11.04.2010	Starting Date	28.04.2010	Completion Date	28.04.2011 extended to 31.12.2012
Project Description	<p>The Iraq-Public Sector Modernisation (I-PSM) Programme is a US\$55 million joint programme of the UN established to support the GoI in modernizing its public sector by adopting a public sector reform strategy for all of government and launching its implementation in three key sectors.</p> <p>The programme will address existing public sector governance constraints through a government-led, centrally administered and coordinated approach that (i) rationalises the architecture and machinery of government (ii) improves human resource management and culture (iii) enhances administrative functionality and generalised management systems (iv) develops clearly defined and costed service delivery models in target sectors (v) approaches decentralisation through a service delivery lens on a sector-by-sector basis, (vii) increases the devolution of service delivery to local government to secure effectiveness, efficiency, transparency and sustainability, with enhanced participation, and (viii) improves the capacity of local government institutions for decentralised service delivery.</p> <p>The programme will establish synergies with existing UN programmes aimed at addressing corruption, will involve the active participation of civil society, and will fully integrate cross-cutting issues in relation to poverty, gender, social exclusion and environment.</p>				

Development Goal and Immediate Objectives:

In line with the UN Assistance Strategy for Iraq 2008-2011, the purpose of the proposed Joint I-PSM Programme is to strengthen the regulatory and institutional framework and processes of national and local governance to enhance service delivery, as outlined in detail in Section 4.

In May 2011 there was a change of scope within the project to harmonize and build synergy with other development partners in Iraq. The five Outputs were adjusted to four as Output 3 was dropped and which is being implemented by another development partner. Output 2 was further elaborated.

Reports from the 2nd Quarter 2011 reporting period onward have utilized this change of scope adjustment. With the Joint I-PSM Programme working on the following four Outputs:

1. GOI is better equipped to undertake Public Sector Modernization at national and sub-national levels;

2. GOI has capacities for improved public administration systems;
3. GOI has reform and modernization plans in place for targeted sectors; and,
4. Decentralized service delivery improved in target sectors with local governance and enhanced participation.

The Iraq Public Sector Modernisation Programme is in Phase-I which is a purely diagnostic phase. As USAID is to take up and lead Civil Service Reforms (Output 3), the programme requested and received approval to be re-formulated with adjustments and a scope change to four key outputs above. A no-cost extension was agreed and approved by the participating agencies and the ITF Steering Committee which considered the time-frame required to launch the Phase II of the programme, the security situation in Iraq, the commitment of the Government of Iraq with the 100 days Government strategy to review the initial systemic incapacities in the Government, and the time required for the recruitment process. Thus, a decision was made to request a no-cost time extension until 31st March 2012 for Phase-I.

Another no-cost time extension was initiated during 1st Quarter 2012 upon the request of the GoI preparation of a time extension for Phase-I until end of June 2012. This request was submitted for the RCO for approval.

Outputs, Key activities and Procurement

Outputs & Activities	<p>From June 2011, reports have reflected the change of scope adjustment in which the Joint I-PSM Programme works on four Outputs which are further defined into the following activities.</p> <ol style="list-style-type: none"> 1. GoI is better able undertake Public Sector Modernization at national, regional and governorate levels: <ol style="list-style-type: none"> 1.1 National PSM Task Force Established; 1.2 Parliamentary sub-committee on PSM in place; 1.3 National I-PSM Strategy in place; 1.4 Enhanced understanding by all levels of government of local planning and local service delivery and the perceptions of local population, especially women, for health, education and WATSAN local services. A focus will be placed on providing space to women's voices to help shape and improve local service delivery. Piloted local e-Governance services rolled out and position papers drafted on private-public partnerships in local service delivery; 1.5 Ministry Advisory Committees in Place to Lead Sectoral Reforms; 1.6 External evaluation of Phase 1 and formulation of detailed Work Plan for Phase 2. 2. GOI has enhanced capacities to review and implement public administration systems: <ol style="list-style-type: none"> 2.1 Standard systems for general management functions supported for their creation and implementation in target sectors; 2.2 Tailor made capacity development initiatives and training packages developed and implemented for general management functions; 2.3 An SES framework for the GOI presented and incorporated into PSM strategy; 2.4 National e-Governance Strategy reviewed in line with improved public administration systems; 2.5 MOPDC has improved capacities for planning and monitoring; 2.6 Standard systems for collection of data for performance and results monitoring and evaluation supported for their creation and implementation in target sectors; 2.7 Target ministries have improved capacities for planning and monitoring; 2.8 Sectoral Reform opportunities identified and sector expenditure management plans in place; 2.9 Gender responsive budgeting understood by GoI and KRG, and mainstreamed in national and provincial budget preparation processes, including sectorial budgets. 3. GoI has reform and modernization plans in place for targeted sectors: <ol style="list-style-type: none"> 3.1 Health Sector has reform and modernization plans in place; 3.2 GOI Education, TVET and Higher Education Sectors have reform and modernization plans in place; 3.3 GOI Domestic Water Supply and Sanitation Sectors have reform and modernization plans in place; 3.4 GOI is provided with review of aggregate, cross-cutting structural issues to enable fiscal and
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	<p>administrative decentralized service delivery;</p> <p>3.5 GOI is provided with options for citizen participation and public-private partnerships for enhanced service delivery.</p> <p>4. Decentralized service delivery improved in target sectors with local governance and enhanced participation:</p> <p>4.1 Ministry of Health is able to implement decentralized service delivery with enhanced citizen participation.</p> <p>4.2 Ministries of Education and Higher Education are able to implement decentralized service delivery with enhanced citizen participation.</p> <p>4.3 Ministry of Municipalities and Public Works is able to implement decentralized service delivery with enhanced citizen participation.</p> <p>4.4 Local Government organizational structures and mechanisms strengthened to support decentralized service delivery supported.</p> <p>4.5 Vertical and horizontal inter-government relations formalised with discussion forums in place and partnerships with international/regional municipalities created.</p> <p>4.6 Select governorates have mechanisms for improved citizen participation in decentralized service delivery.</p>
Procurement	Nothing to report 1 st Quarter 2012...

Funds Committed – UNDP	USD 5,000,000	% of approved	100%
Funds Committed- WHO	USD 1,960,272.00		98.01%
Funds Committed-UNESCO	USD 1,929,875.85		96.5%
Funds Committed- UNICEF	USD 2,550,113.09		98%
Funds Committed-HABITAT	USD 1,786,884.20		89.34%
Funds Disbursed- UNDP	USD 3,479,187.09	% of approved	69.58%
Funds Disbursed- WHO	USD 1,906,144.00		95.31%
Funds Disbursed- UNESCO	USD 1,807,871.30		90.5%
Funds Disbursed- UNICEF	USD 2,358,267.04		90.7%
Funds Disbursed- HABITAT	USD 1,477,994.19		73.90%
Forecast final date	Time extension approved until 31 st March 2012. An additional time-extension has been requested until 30th June 2012	Delay (months)	12

Direct Beneficiaries	Number of Beneficiaries	% of planned
Men	UNDP/ Estimated 150,000 WHO/ Estimated 70,000 UNESCO/ 70 UNHABITAT/ UNICEF/323.614 teachers (M&F)	2% 50% 17%
Women	UNDP/ WHO/ 20% out of the 70,000 of beneficiary men UNESCO/ 30 UNHABITAT/ UNICEF/ TBD 30	0% 10% 3%
Children	UNDP/ WHO/ Indirect Beneficiaries UNESCO UNHABITAT/ UNICEF/ Children enrolled in Primary Education (4.8 million)	0% 0% 0%
IDPs	UNDP/ WHO/ Indirect Beneficiaries UNESCO 0	0% 0%

	UNHABITAT/ UNICEF / TBD	
Others (in direct beneficiaries)	UNDP/ COMSEC, MoP, MMPW, Civil servants WHO/ MoH and other line ministries staff UNESCO/ MoE and MoHESR personnel UNHABITAT/ Residents of towns and cities in Iraq receiving urban services. UNICEF / Children enrolled in Primary Education (4.8 million) UNFPA/ CSO/KRSO and Statistical Units of the line ministries	0% 100%
Employment generation(Men/ Women)	N/A	0

Quantitative achievements against objectives and results		
	UNDP	
Output 4	I. UNDP supported the Iraqi Initiative of the Decentralisation Conference held in Baghdad Feb 2012 through the participation of the Canadian Institute on Governance (IOG), who presented the Canadian experience to GOI. Consultancy and Advisory services were provided to GOI through the DLG senior advisors (output 4).	97%
Output 1,2,3 and 4	II. UNDP continued the coordination role and worked in coordination and consultation with the UN Country Team on the Public Sector Modernisation (PSM) II Project Document, Work Plan and Results Based Framework with support of the UNDP PSM Senior Advisor and Planning Consultants, PD completed and is under the review of main stakeholder (All outputs) III. Upon the request of the GOI, a time extension for Phase-I has been prepared and submitted until June 2012. IV. UNDP provided continued consultancy and advisory support to PSM to all sister agencies upon request.	95%
Output 2.4	V. E-governance continued the planning and coordination with the E-Governance Steering Committee and preparations are underway for the workshop to support the e-gov interoperability framework	90%
Output 2.3	VI. Continued coordination with KRG to support the PSM role. The PSM Assessment Workshop is pending until the completion of the new KRG government formulation.	
UN-ESCWA(under Interagency agreement with UNDP		
Output 3.5	I. Finalized desk reviews on the legal and procedural frameworks related to and governing Participation and PPP in Iraq; II. Developed an in-depth Legal Study, which yielded amendments and recommendations to enhance the legislative and procedural frameworks related to participation and inclusiveness on one hand, and to PPP on the other; III. Finalized the development of the report on the current status of Participation and Private-Public Partnerships (PPP) and identified recommendations addressed to concerned stakeholders in the public sphere and civil society; IV. The Participation and PPP Report is anticipated to be launched in Baghdad in 2 nd Quarter 2012.	100%
Output 4	I. Completed the report on the Perception of Citizens and identified recommendations addressed to concerned stakeholders in the public sphere and civil society to enhance their participation; II. The Perception of Citizens Report included action plan/points on Public Policy Dialogue, Communication and Participation.	100%

Quantitative achievements against objectives and results		
Output 2	<p>I. The Third Study Mission on Private-Public Partnerships was implemented on 26-29 January 2012 in Istanbul Turkey. Sixteen (16) senior representatives of federal, regional and local governments participated in the four-day mission, which was headed by the Secretary General of the Secretariat of the Council of Ministers (COMSEC).</p> <p>II. Initiated contacts with relevant governmental entities as well as academia in Morocco as preparation for the PSM Study Mission scheduled to take place 2nd Quarter in May-June 2012.</p>	85%
	UN-WOMEN(under Interagency agreement with UNDP)	
Output 2: 2.8, 2.9	I. Two study tours to Egypt were organised in cooperation with the Egyptian Ministry of Finance and the Empowerment of Women to explore the Egyptian experience in Gender Responsive Budgeting. Fifty (50) participants from both GOI and KRG with national NGOs have participated and benefited from the two events.	80%
Output 3: 3.1, 3.2, 3.3	<p>II. Gender assessments of PSM functional reviews have been completed.</p> <p>III. IPSM Phase-II framework has been developed.</p>	
	EDUCATION:	
	UNESCO:	
Output 3: 3.2	<p>I. Draft Functional Review completed;</p> <p>II. Draft Service Delivery Assessment and Costing completed;</p> <p>III. Draft joint Road Map for Education Sector Reform completed;</p> <p>IV. Draft education component of IPSM Phase-II project document completed.</p>	100%
	UNICEF:	
Output 3 3.2	<p>I. Education Ministerial Advisory Committee (EMAC) is in place, functioning, and consultative meetings held.</p> <p>II. All foundation assessments completed. Technical personnel of MoE were engaged in Baghdad for a period of five months. The assessments, complete with key recommendations for KG –Grade 12, were outsourced to a specialized public sector consultancy firm.</p> <p>III. Service Delivery Report completed.</p> <p>IV. Costing report completed.</p> <p>V. Functional review completed.</p> <p>VI. Road Map for K5-G12 completed.</p>	100%
	UNICEF/UNESCO:	
Output 3 3.2	I. Joint UNICEF/UNESCO Road Map Narrative submitted January 16, 2012. Joint Work Plan and Results Based framework produced and in the process of refinement, and standardisation, in line with other sectoral Work Plans and RBFs.	100%
Output 4: 4.2	II. A major facet of UNICEF’s programme of co-operation with the GoI (2011-2014) relates to decentralization of service delivery, through school-based management (SBM) and strengthening the functions of governorates and District Education Offices to deliver quality services. These efforts are on-going and will complement and reinforce sub-output 4.2 in Phase II. The process for decentralized School based management process has already been initiated in 250 Schools on pilot bases and lessons learned from this process will be applied	50%

Quantitative achievements against objectives and results		
	in the phase II of IPSM. Directorate (governorates) level advocacy for and capacity building to support such process is also being carried out on regular basis.	
	HEALTH:	
	WHO	
Output 3: 3.1	<ul style="list-style-type: none"> I. Road Map document finalised and Arabic translation undertaken and completed. II. The results contained in the Road Map were presented during the National I-PSM Steering Committee meeting which was held on 8 February 2012 in Baghdad at PMAC Office. Two MAC members represented the Ministry of Health. III. Despite there was no funds remaining under I-PSM project, WHO, using funds from other sources has continued to support the Government of Iraq in the preparation of I-PSM Phase II. In this regard, a national workshop on the framework for Good Governance for Medicines (GGM) was held 21-23 February in Erbil. Similarly, the Iraq Country Pharmaceutical profile report was completed, reviewed and is under publication. IV. A national workshop involving 42 high-level representatives from MOH, MOHE, Academia was held from 27 to 29 February 2012 to evaluate the current status of accreditation of health professions education. V. Preparations for the planned capacity building workshop on health system building blocks for members of the Health and Environment Committee of the Parliament Iraq have been completed. 	100%
Output 4: 4.1	<ul style="list-style-type: none"> I. As part of the process of decentralising health services, a workshop on integrated district health system based on family practice approach, was held from 26-29 March 2012 and was attended by 55 high level officials from MOH at central, governorate and district levels. The development of a decentralised health system using family practice approach has been retained as one the priority in the road implementation. 	95%

Qualitative achievements against objectives and results	
A National I-PSM Steering Committee meeting was held 8 February 2012 in Baghdad at the PMAC Office.	
UNDP	
<p>UNDP has been able to effectively continue coordination with different agencies, donors, and the Government during 1st Quarter. Interaction with the agencies has remarkably improved during this reporting period.</p> <p>UNDP has also actively participated and represented the UN during the National Conference of Decentralization that was organized by the State Ministry of Provincial Affairs on 27 – 28 February 2012.</p>	
UNDP/UNESCWA	
Finalization of the Report on Participation, Perception and Private-Public Partnerships	
<p>During this reporting period, ESCWA and its national implementing partner, the National Center for Management Development and Information Technology (NCMDIT), finalized a comprehensive combined report on Participation, Perception and Private-Public Partnerships, which also included a detailed legal analysis on the frameworks governing participation and PPP in Iraq.</p> <p>It is to note in this regard that a decision was jointly taken by the NCMDIT and ESCWA to combine the different reports issued as components of one unified document due to the high complementarity of outcomes reached in the field assessments and in the prospect of enhancing the cross-referencing approach in the development of comprehensive recommendations. This approach has proved to be very beneficial and useful particularly in the sectoral analysis adopted throughout this endeavor.</p>	

The compiled report features a thorough presentation of findings and conclusions of the legal study and the field surveys performed within the three targeted sectors. It culminates into a recommendations section that was devised in a manner to address the specificities of the major stakeholders in the participation and PPP spheres. Dedicated recommendations were developed for each type of stakeholder involved in the process, among which are the legislators, federal ministries and line departments of the three sectors covered, local governments and authorities, and finally civil society, inclusive of the private sector.

The report is expected to be launched in Baghdad by the NCMDIT / Ministry of Planning and ESCWA during an official ceremony during 2nd Quarter, during the month of May 2012. The venue and exact timing will be determined in due time and will take into account the current security situation prevalent in the capital city.

Study Mission on Private-Public Partnerships; 26-29 January 2012; Istanbul-Turkey

The Study Mission on Public Private Partnerships (PPP) was organized from 26 to 29 January 2012 in partnership with the Istanbul Commerce University with the aim of introducing Iraqi officials to the experience and best practices of Turkey's PPP strategies and implemented projects, as well as to the legal background and application procedures of the PPP model in Turkey.

The delegation consisted of 16 delegates and witnessed the participation of prominent decision makers from the Government of Iraq, including the Secretary General of the Iraqi Council of Ministers, Vice-Ministers, Parliamentarians from both the Federal and KRG Parliaments, a Governor, an Advisor to the Prime Minister, several Director Generals and private sector representatives. It is to note that the visit received wide media attention and was launched through a Press Conference on the 24th of January held at the Istanbul Commerce University which was attended by media representatives from Turkey and Iraq.

The study mission exposed participants to success models of PPP covering water, waste management, health and transportation sectors. Visits to PPP sites in Istanbul proper and its surroundings areas, such as the Ataturk Airport, the Gebze Industrial Zone as well as some facilities of Istanbul's Metropolitan Municipality were facilitated. The visits showcased the successful PPP models applied and highlighted lessons learned.

The study mission succeeded in sensitizing all members of the delegation on the importance of PPP in public sector modernization initiatives and in the provision of services to constituents. The mission facilitated the identification of a series of recommendations to enhance the legal and procedural frameworks with the aim of facilitating and instigating PPP initiatives in Iraq.

Education: UNESCO/UNICEF

Following the completion of the functional review, service delivery assessment and costing report and the road map for education reform, UNESCO and UNICEF drafted together the proposed interventions in the field of education under IPSM Phase-II through a series of meetings and discussions based on the assessment results, the road map and feedback from Iraqi partners.

The draft suggested interventions were presented to members of the education coordination committee including representatives from the Ministries of Education and Higher Education chaired by Dr Hamid. The ensuing discussion informed the development of the education related components of IPSM Phase-II project document.

The Steering Committee for Public Administration Reform in Iraq decided to approve the suggested interventions to develop an effective, efficient and responsive public sector in education during the organized meeting on 8th February 2012. The Committee chaired by Dr. Thamir Ghadban, endorsed the suggestions in education presented by Dr Hamid.

Based on those recommendations and following a series of coordination meetings with partner UN Agencies participating in IPSM, UNESCO and UNICEF reached an agreement concerning the draft education-related results framework and work plan for IPSM Phase-II pending feedback to be received through the approval process.

UNESCO and UNICEF clarified with government partners the contribution of IPSM to the National Education Strategy during a technical meeting that was organized in Amman from 27 February to 2 March 2012.

HEALTH: WHO

Further to achievements earlier reported on, additional substantive progress were made during the reporting period as follow:

- Critical mass of capacity building activities for senior officials involved in health reforms at different levels have achieved. Most of topics discussed focus on the operationalization and implementation of the road map for health sector reform.
- The government plans for accreditation of health professions education have been developed as part of initial phase of road map implementation.
- Major functions in the pharmaceutical sector have been reviewed and the report on the Pharmaceutical Country Profile has been prepared.
- The Service Delivery Survey report which provides a summary of how health services are organised and delivered to the beneficiaries in specific governorates has been completed during the reporting period. It builds on the outcomes of different client satisfaction survey and other institution based assessments which were conducted during the diagnostic phase of I-PSM Phase-I.

WATSAN: UN-Habitat/UNICEF

UN-Habitat/UNICEF undertook to circulate the approved WatSan Roadmap for Reform to government representatives, donors and other agencies working in the WatSan sector.

Recommendations of the Road Map were presented to the Priority Working Group on WatSan and other public sector reform related bodies.

Scoping Study on Integrated Solid Waste Management was completed and translated taking into account comments from the WatSan MAC and represented departments.

Main implementation constraints & challenges

- The security situation in Egypt and Iraq caused some delays in the implementation of the proposed study tours that was planned by UNWomen.
- Due to the political situation and re-formation of the Government in KRG, the endorsement of the KRG assessment and strategic recommendations by the KRG Government has been delayed.
- Constraints were experienced due to movement restrictions inside the International Zone within the month of March as security was heightened in preparation for the upcoming Arab Summit. This indirectly affected the smooth progress of the finalisation of the paperwork with PSM Phase I counterparts.