

**United Nations Development Group Iraq Trust Fund**  
**Project #75169: C10-13**  
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**Operationally closed**

<b>Title</b>	Bridging for Local Area Development Programme (LADP) Phase II				
<b>Geo. Location</b>	Governorate of Sulaymaniyah: Governorate of Babylon: Governorate of Basrah: Governorate of Thi-Qar: Governorate of Missan:				
<b>Project Cost</b>	ITF: USD 2,000,000 SIDA:USD 2,979,294 TRAC: USD 200,000				
<b>Duration</b>	12 months + 8 months extension				
<b>SC Approval Date</b>	27.06.2010	<b>Starting Date</b>	08.07.2010	<b>Completion Date</b>	08.07.2011 extended to 08.03.2012
<b>Project Description</b>	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. It is 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 prioritization 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 institutionalize 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 service delivery and local governance.				

<b>Development Goal and Immediate Objectives</b>	
The Bridging Phase will concentrate on achieving the following Sector Outcome and the Joint Project Outcome:	
<i>Sector Outcome:</i> 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.	
<i>Joint Project Outcome:</i> Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth.	

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

	<p><i>Output 1.3</i> Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development in Babylon Governorate (UNHABITAT).</p> <p><i>Output 2.1</i> Local men and women empowered to identify and address their needs and priorities for poverty reduction in Basrah, Missan and Thi-Qar (UNDP);</p> <p><i>Output 2.2</i> Local men and women empowered to identify and address their needs and priorities for poverty reduction in Sulaymaniyah (ILO/UNOPS);</p> <p><i>Output 2.3</i> Local men and women empowered to identify and address their needs and priorities for poverty reduction in Babylon (UNHABITAT).</p> <p><i>Output 3.1</i> Ministry of Planning (MoP) has improved capacities to facilitate and monitor local planning in relation to central planning.</p>
<p><b>Activities of Outputs 1.1, 1.2 and 1.3:</b> Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development</p>	<p>The area coordinating agencies (UNDP, ILO/UNOPS and UNHABITAT) will have primary responsibility over the following activities in relation to:</p> <p>Output 1.1 UNDP, Output 1.2 ILO/UNOPS, Output 1.3 UNHABITAT <i>1.1.1, 1.2.1, 1.3.1</i> Stocktaking exercise of district planning work in 5 LADP Governorates conducted, essential service delivery reports developed and recommendations provided to MoP. <i>1.1.2, 1.2.2, 1.2.3</i> Data analysis, district profiling and mapping for all remaining districts in 5 LADP Governorates prepared. <i>1.1.3, 1.2.3, 1.3.3</i> Institutional needs assessment for local planning conducted in the 5 LADP Governorates. <i>1.1.4, 1.2.4, 1.3.4</i> Technical assistance provided for the preparation of local socio-economic development and service delivery plans in 5 LADP Governorates coordinating with other UN Agencies. <i>1.1.5, 1.2.5, 1.3.5</i> 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. <i>1.1.6, 1.2.6, 1.3.6</i> Feasibility studies and applied field research conducted in support of local plans and proposed strategies in 5 Governorates. <i>1.1.7, 1.2.7, 1.3.7</i> A citizen accountability mechanism established for public spending scrutiny, public assessment of convenience and quality of essential services in LADP Governorates. <i>1.1.8, 1.2.8, 1.3.8</i> Client satisfaction survey conducted and reviewed.</p>
<p><b>Activities of Outputs 2.1, 2.2 and 2.3:</b> Local men and women empowered to identify and address their needs and priorities for poverty reduction.</p>	<p>The area coordinating agencies (UNDP, ILO/UNOPS and HABITAT) will have primary responsibility over the following activities in relation to Outputs 2.1, 2.2, and 2.3 as activities:</p> <p><i>2.1.1, 2.2.1, 2.3.1</i> Vulnerability assessment reports prepared in 5 LADP Governorates. <i>2.1.2, 2.2.2, 2.3.2</i> Most vulnerable districts identified based on vulnerable groups and pockets of vulnerability in 5 LADP Governorates. <i>2.1.3, 2.2.3, 2.3.3</i> Capacity of CSOs enhanced to participate in local development planning. <i>2.1.4, 2.2.4, 2.3.4</i> Community driven initiatives for poverty reduction and livelihood enhancement identified and proposals formulated in the 5 LADP Governorates.</p>

	2.1.5, 2.2.5, 2.3.5 Potential models of public, private and community initiatives analysed and reviewed in relation to the Iraqi context.
<b>Activities of Output: 3.1</b> Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.	3.1.1 MoP has improved capacities to facilitate and monitor local planning in relation to central planning. UNDP as national coordinating agency will have primary responsibility over the following activities: 3.1.2 Local Area Planning Handbook revised and available and Sub-National planning guidelines developed for use by the 5 LADP Governorates. 3.1.3 Blueprint for MoP institutional development developed. 3.1.4 LADP reviewed and approach and methodology adapted to the disputed internal boundaries (DIB) areas. 3.1.5 Communication and information exchange facilitated between the 5 LADP Governorates and MoP.
<b>Procurement</b>	<ul style="list-style-type: none"> <li>○ Consultancies</li> <li>○ Surveys and feasibility/stock taking studies</li> <li>○ Procurement of services of local institutions for provision of training</li> </ul>

### Total Programme Funds Committed and Disbursed

#### 1. ITF FUNDS

<b>Funds Disbursed and Committed</b>	<b>\$ 1,962,606.83</b>	<b>% of approved</b>	<b>98%</b>
<b>Funds Committed</b>	<b>\$ 467,220.91</b>	<b>% of approved</b>	<b>23%</b>
<b>Funds Disbursed</b>	<b>\$ 1,495,385.92</b>	<b>% of approved</b>	<b>75%</b>
<b>Forecast final date</b>	<b>08 Mar 2012</b>	<b>Delay (months)</b>	<b>8 months</b>

Agency	Budget (USD)	Committed Funds (USD)	Committed Funds (%)	Disbursed Funds (USD)	Disbursed Funds (%)
UNDP	\$ 1,178,216	\$ 9,038	1%	\$ 1,080,354.92	92%
ILO	\$ 132,398	\$ 124,262	94%	\$ 116,878.00	88%
UNOPS	\$ 304,504	\$ 280,638	92%	\$ 280,575.00	92%
UN-HABITAT	\$ 384,882	\$ 53,283	14%	\$ 17,578.00	5%
<b>TOTAL</b>	<b>\$ 2,000,000</b>	<b>\$ 467,221</b>	<b>23%</b>	<b>\$ 1,495,385.92</b>	<b>75%</b>

#### 2. ADDITIONAL FUNDS

During the 2<sup>nd</sup> Quarter of 2011, the Swedish International Development Agency (SIDA) contributed US\$ 2.9 Million to provide technical assistance which has been interfaced in the ITF Project Document. SIDA funding is to deliver specific activities under the LADP Bridging with major deliverables identified as:

1. Technical assistance for the production of the inclusive provincial annual plans for the five governorates;
2. Participatory poverty assessment and vulnerability assessment for the five governorates;
3. Production of a handbook regarding local planning based on the findings of the overall participatory process during the bridging phase.

The SIDA agreement recognises UNDP as the lead agency responsible for all funding. The other UN partners each signed a Letter of Agreement with UNDP during the 3<sup>rd</sup> Quarter of 2011 and received a 50% cash advance from the SIDA award to deliver specific SIDA-funded activities in their areas of specialisation.

## Agency Specific Progress Reports

In this section the progress of each agency in implementing activities using both ITF and SIDA funding is reported.

### 1. UNDP

#### UNDP Funds committed and disbursed: ITF Contribution

<b>UNDP ITF Funds Newly Committed</b>	UNDP	USD	<b>9,038</b>	<b>% of approved</b>	<b>1 %</b>
<b>UNDP ITF Funds Disbursed</b>	UNDP	USD	<b>1,080,354.92</b>	<b>% of approved</b>	<b>92%</b>
<b>Forecast final date</b>	<b>March 2012</b>			<b>Delay (months)</b>	<b>3</b>

#### UNDP Funds committed and disbursed: SIDA Contributions

Utilizing SIDA contribution of a total of USD 2,979,294.00, UNDP developed and facilitated four letters of agreements (LOA) with the other UN Bridging partners who are UNHABITAT, ILO, UNOPS and WHO. Upon signing the LOA each of the four bridging agencies received a 50% cash advance from the SIDA award during the 3<sup>rd</sup> Quarter of 2011 to deliver specific SIDA-funded activities in their areas of specialisation.

<b>1<sup>st</sup> Quarter 2012 SIDA USD</b>			
<b>Total funds Disbursed and Committed</b>	2,745,865.24	<b>% of contribution</b>	<b>92%</b>
<b>Total Funds Committed</b>	1,392,169.82	<b>% of contribution</b>	<b>47%</b>
<b>Total Funds Disbursed</b>	1,155,729.49	<b>% of contribution</b>	<b>39%</b>
<b>Detailed Breakdown</b>			
UNDP Disbursement	1,155,729.49	<b>% of contribution</b>	<b>39%</b>
UNDP Commitment (POs) & UN agencies LOAs	1,392,169.82	<b>% of contribution</b>	<b>47%</b>
<b>Status of advances to other UN agencies</b>			
Advance to UNHABITAT	552,889.00	% of approved	100%
Remaining commitment to UNHABITAT	0.00		
Advance to ILO	267,084.76	% of approved	100%
Remaining commitment to ILO	0.00		
Advance to UNOPS	119,892.00	% of approved	50%
Remaining commitment to UNOPS	119,892.00		
Advance to WHO	129,656.74	% of approved	50%
Remaining commitment to WHO	129,656.74		

#### UNDP Funds committed and disbursed: Other funds

In addition, UNDP during the 3<sup>rd</sup> Quarter of 2011 diversified the funding for their component of the Bridging LADP. This included the allocation of UNDP core funding for a gender component to establish sub-national gender focal points to assist in local, regional and national development plans. UNDP is committed to deliver 5 gender sensitive local development plans and has provided additional funding for this purpose. Progress on the use of the funding to facilitate gender inclusion will be integrated into 4<sup>th</sup> Quarter reporting. *See 1.1.4 within the UNDP section.*

#### UNDP Beneficiaries in the Bridging Phase of LADP

Direct Beneficiaries		Number of Beneficiaries	% of planned (current status)
Men (TOT, trainings, planning processes, capacity building workshops, Business counselling training)		162	Please refer to the annual report and/or workshop reports
Women (TOT, trainings, planning processes, capacity building workshops)		52	Please refer to the annual report and/or workshop reports
Children			
IDPs			
Others			
Indirect beneficiaries			
Employment generation (men/women)			
UNDP Quantitative achievements against objectives and results			
<b>Output 1.1:</b>	Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development		90 %
<b>Output 2.1:</b>	Local men and women empowered to identify and address their needs and priorities for poverty reduction		50%
<b>Output 3.1:</b>	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning		90%

UNDP Qualitative achievements against objectives and results	
<b>Output 1.1:</b> Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development (UNDP is responsible to take the lead in the South: Missan, Basrah and Thi-Qar).	
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>Stocktaking workshops organized in the three Governorates:</p> <ul style="list-style-type: none"> <li>• Basrah 10 November 2010 attended by 36 participants;</li> <li>• Thi-Qar on 23 November 2010 attended by 33 participants;</li> <li>• Missan on 29 November 2010 attended by 34 participants.</li> </ul> <p>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.</p> <p>This exercise enabled the joint identification of major perceived bottlenecks, shortfalls, and areas that require improvements.</p> <p>In each Governorate the following areas have been identified which included:</p> <ol style="list-style-type: none"> <li>a. Local development and service delivery systems and processes currently in place;</li> <li>b. Local custody of multi-sectoral data collection and analysis in each governorate in a sustainable way;</li> <li>c. Community/ civil society participation in local development and service delivery;</li> <li>d. Consideration and systematic incorporation of cross-cutting issues: MDGs, poverty reduction, gender equality environment and employment into local development and service delivery.</li> </ol>

	<p>On 20th February 2011, the stock taking findings were presented to the Ministry of Planning Deputy Minister who was very supportive of the initiative. During that meeting the Ministry of Planning approved the revised LADP Work-Plan for 2011 to support five target governorates to improve their provincial plans for next year.</p> <p>LADP in partnership with the Ministry of Planning and the Governors' Offices continues to conduct pilot annual provincial planning exercises aimed to improve the quality of existing plans. The pilots focus on improved processes such as participatory local planning, consensus building and content drafting and production.</p> <p>Proposed improvements are expected through an array of coordinated efforts aiming at inter alia capacity development to meet quality features of the plans expected by MoP, greater alignment with the National Development Plan (NDP), improved coordination, greater responsiveness to citizen's needs and priorities. This includes:</p> <ul style="list-style-type: none"> <li>• systematic public consultation,</li> <li>• incorporation of cross-cutting issues,</li> <li>• spatial analysis,</li> <li>• development of Monitoring and Evaluation framework and performance measurement,</li> <li>• identification of ways to remove bottlenecks to project implementation and delivery of services etc.</li> </ul> <p>The Ministry of Planning and its Planning Units proposed to be at the heart of Governorate-led planning efforts together with other relevant stakeholders and will be supported throughout the entire process. It is proposed that all five Governorates and the Ministry of Planning of the Kurdistan Regional Government (MoP KRG) meet periodically with the federal Ministry of Planning to review progress, discuss issues and challenges and agree on solutions, mitigation measures and the way forward in order to improve vertical communication between the Ministry of Planning and the region and governorates.</p> <p>Not only is this process seen as an opportunity to improve systems and processes and to develop planning capacities in the five governorates, but it is also intended to improve the interaction between MoP and the Governorates and clarify their respective roles.</p>
<p>1.1.2 Data analysis, district profiling and mapping for all remaining districts in 5 LADP Governorates prepared.</p>	<p>Reviewed data collection mechanisms to inform local planning of regional and capital budget.</p> <p>Initiated gap analysis between data collected and data required for planning to allow baseline benchmarking and performance / progress measurement.</p> <p>Inventoried national level information management systems and platforms to explore compatibility and linkages with potential systems that could be developed locally.</p>
<p>1.1.3 Institutional needs assessment for local planning conducted in the 5 LADP Governorates.</p>	<p>Representatives from Governorates (Basrah, Missan, Thi-Qar) and MoP Baghdad participated in the LADP National Coordination meeting held in Baghdad on February 20, 2011 to review learning from previous workshop, discuss further progress to date and ways forward for integrating and coordinating local development and service delivery.</p> <p>The local structures and their functions have been assessed in order to consider their relevance in providing strategic guidance and supporting the production of the inclusive</p>

	provincial annual plans. This assessment identified a series of capacity development bottlenecks pertaining to planning, implementation, monitoring and evaluation.
<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. (SIDA Funded Activity)</p>	<p>The following major workshops and activities were conducted to support the development of inclusive local development and service delivery plans:</p> <p><b><u>Stocktaking Workshop: Erbil, 12-15 December 2010</u></b>  A three day workshop was held in Erbil from 12-15 December 2010 looking at the inclusive socio-economic planning in all 5 LADP Governorates based on data collected previously including flowcharts, assessments, reports etc. This workshop was attended by 38 participants comprising 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 workshop produced the following results:</p> <ol style="list-style-type: none"> <li>1. Agreement on a framework of sound local development/service delivery systems and processes inspired by international best practices;</li> <li>2. Consolidated review of existing local development/service delivery systems and processes for public investments, identifying bottlenecks, inconsistencies, shortfalls, issues that need to be addressed and areas that need to be improved;</li> <li>3. 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;</li> <li>4. Local development priorities, agreed upon by the 5 participating Governorates;</li> <li>5. Mapping of plans produced at national and local levels;</li> <li>6. Mapping of budget identification for the local development process;</li> <li>7. Segmentation of public services as per entities involved (responsible and supporting agencies);</li> <li>8. Identification of the approach of Local Development Planning and Service Delivery in Iraq in the context of public participation (Centralized, Hybrid, De-centralized);</li> </ol> <p>In February 2011, it was agreed to support five experimental planning processes through monthly workshops and weekly remote follow-ups. This support aimed to improve both local and regional planning processes and the substance of the plans based on key underlying principles and international best practices. Furthermore, it was agreed that each Governorate would manage and finance its own process and activities, including public consultation and technical meetings that were necessary to ensure the expected quality. As part of this process the following workshops were held:</p> <p><b><u>Local Development and Service Delivery Planning Workshop, Amman, 12-14 March 2011</u></b>  Following the lessons learned and analyzed in the previous workshop, representatives from five Governorates (Basrah, Missan, Thi-Qar, Babylon and Sulaymaniyah), MoP Baghdad, MoP KRG and relevant ministries participated in a second workshop in Amman from 12-14 March 2011. The key outputs and purpose of the workshop were to discuss, develop and agree on the necessary structures and mechanisms for local development and service delivery; and facilitate preparation of an action plan and the steps needed for a kick-off workshop.</p> <p>Additionally, the planning teams were provided with public consultation tools and guidance. This included guidance on the level of consultation, who to consult (list of entities and/or individuals), and tools and suggested mechanisms to be used and potentially institutionalised. The governorate officials selected their preferred approach and respective public participation tools based on their objectives and the specifications of their governorates.</p> <p><b><u>Local Development and Service Delivery Planning – Work Plan Development</u></b></p>

### **Workshop Erbil, 24-28 April 2011**

In April 2011, a third workshop was conducted in Erbil, KRG. The purpose of this workshop was to enhance the quality of the Planning Team Work-Plans in the five selected governorates through anchoring the concepts and skills of participatory planning to produce an enhanced version of the work plan that is more realistic and applicable for the 5 governorates. The Workshop produced the following results:

1. Agreed on the terminology to be used for the annual development plan of 2012 “Title” and scope to be the “Inclusive Provincial Annual Plan (IPAP) for 2012”
2. Production of a guide book that includes job descriptions for the key roles in the planning team.
3. The scope of IPAP 2012 was identified per governorate i.e. Priority themes and issues to be addressed in the 2012 plan identified based on national, regional and sectoral plans and strategies including MDG report of Iraq, Poverty Alleviation Strategy, National Development Plan, KRG strategic Plan, Provincial strategic plans.
4. Revised public participation plans were produced indicating specifically where, who and with which tools each governorate is going to involve and consult the public on the IPAP content

### **Preparations of the Inclusive Provincial Annual Plan (IPAP) for 2012 Workshop:**

#### **Amman, 29 May–2 June 2011**

In May 2011, a fourth workshop was held in Amman, to produce the IPAPs for the 5 selected Governorates. The training produced the following results:

1. Reviewed thematic consultation findings;
2. Introduced quality control tools and methodologies including spatial analysis, identification of synergies, economy of scale etc.;
3. List of projects with estimated costs to be implemented in 2012 in each governorate produced;
4. Map produced of resources needed for the implementation of the IPAP for 2012 produced per governorate;
5. Revised list of capacity building needs for the planning teams in each governorate produced based on new knowledge and skills gained and new areas explored.

#### **Review and quality improvement of draft IPAPs workshop, Sulaymaniyah, 10–14 July 2011**

In July 2011, a fifth workshop was held in Sulaymaniyah, to enhance the quality and to review the draft IPAPs for the 5 selected Governorates and their contributions to the Millennium Development Goals. The training produced the following results:

1. Tested the quality of the draft plan, and suggesting improvements through 5 quality tests:
  - a. Linkage of projects to the MDGs, their integration and formulation;
  - b. Relevance and feasibility testing of plans for the required resources and time;
  - c. Responsiveness of the plans to Iraq’s obligations towards the achievement of the MDGs;
  - d. Spatial analysis (equitable geographical distribution, based on needs)
  - e. Responsiveness of the plans to the challenges of planning, implementation and evaluation of the local development;
2. Provision of tools that support decision making regarding any projects that are being implemented with limited funds and time constraints;
3. Skills and knowledge on incorporation of the MDGs;
4. Improving types of proposed projects to better achieve the MDGs;
5. Basic knowledge about the contents of the follow-up and evaluation plan;

#### **IPAP implementation planning and M&E Workshop: Amman, 11 – 15 September 2011**



In September 2011, a sixth workshop was held in Amman, to improve the quality of implementation planning and review the M&E frameworks for the IPAPs in the 5 selected Governorates. The training outcomes were as follows:

1. Review of identified major bottlenecks to project execution and root causes;
2. Review of identified solutions to major bottlenecks – (feasibility, relevance, sustainability etc.);
3. Draft list of risks and mitigation measures for the execution of the IPAP 2012 identified by each governorate;
4. Annual Targets, Performance Indicators, Means of Verifications, Frequency of Measurement for indicators identified for the IPAPs;
5. Monitoring and Evaluation Plans for each governorate for the execution of the IPAPs produced;
6. Checklist for IPAP quality enhancement criteria produced and agreed including MDGs and public consultation integration in the criteria;
7. Revised list of capacity building needs for the planning teams in each governorate produced based on new knowledge and skills gained and new areas explored.

UNDP supported significant activities and results have been undertaken and financed by the Southern Governorates:

1. Public Consultations were fully driven by the Governorates. This has emphasized the ownership and the genuine attribute of the process. The entire cost of public consultation including all logistical arrangements was completely covered by Governorates.
2. Governorate Council Teams identified their capacity building projects to be included in their Inclusive Provincial Action Plans for 2012.
3. A better understanding of risk mitigation has been developed by the Governorate Councils, which resulted in the production of risk mitigation strategies for the IPAP. Of note, Missan Governorate allocated an amount of ID10 billion in the IPAP 2012 for risk mitigation
4. Reviewed relevance and feasibility of plans for the required resources and time.
5. Reviewed the responsiveness of the plans to Iraq's obligations towards the achievement of the MDGs.
6. Reviewed spatial analysis, equitable geographical distribution based on needs.
7. Analyzed responsiveness of the plans to the challenges of planning, implementation and evaluation of local development.
8. Provided tools that support decision making regarding any projects that are being implemented with limited funds and time constraints.
9. Reviewed skills and knowledge on incorporation of the MDGs.
10. Improved types of proposed projects to better achieve the MDGs.
11. Basic knowledge introduced regarding contents of the follow-up and evaluation plan.

#### **“One-to-one” capacity development workshops: October 2011**

During October 2011, the LADP designed and implemented a “one-to-one” approach to capacity development. Five workshops were conducted in four different governorates in Iraq (Missan, Thi-Qar, Basrah and Sulaymaniyah). The “one-to-one” two day workshops were designed to work with each governorate separately and provide focused technical support to review and amend their Inclusive Provincial Annual Plans. The workshops were attended by 5 to 12 members from the local planning team in each governorate.

During the one-to-one workshops, an overall check of the Governorate IPAP was conducted. This quality check reviewed the IPAPs responsiveness to the following issues :

1. Provincial Development Strategy of the Governorate and the Sulaymaniyah Governorate's responsiveness to the Regional Development Strategy of KRG in their IPAP;
2. Local priorities determined by the local government;
3. Identified public needs generated from public consultation processes in each governorate;
4. Alignment of financial allocation to needs of priority;
5. MDGs focus and priority in the respective Governorate;
6. Identification of local development challenges/bottlenecks and whether the IPAP integrated proposed solutions.

**Monitoring and Evaluation for Regional and Federal Levels workshop: Amman, November 2011**

In November 2011, the training provided to local planning teams on Monitoring and Evaluation (M&E) for their IPAPs was expanded and an additional training course was held on M&E with participants from both the regional and federal level which involved participants from Ministries of Planning Baghdad and KRG. This training aimed to provide federal / regional level planners and those involved in M&E processes with monitoring and evaluation knowledge and skills to ensure a consistent framework for M&E between local teams and Federal/ Regional level members.

This M&E workshop for Federal and Regional levels contained M&E concepts, model and practice, included a session on M&E at Federal level for national level plans. The workshop focused on the following topics:

1. Review of the role of Federal Gov. and Regional Gov. of KRG in monitoring and evaluating national and regional level development;
2. Introduction to M&E models, approaches and tools;
3. How to develop M&E plan components;
4. Identification of the complementary roles and importance of monitoring and evaluation in the context of M&E roles defined in the Articles: 21 and 3.
5. Identification of contributions required at federal level to support sound local development process with a focus on the developed IPAPs of 2012 by LADP partnering governorates.
6. Exposure to cases of good practices in other countries.
7. Identification of bottlenecks facing entities/bodies responsible for M&E at federal and regional levels.
8. Identification of solutions to listed bottlenecks/challenges facing M&E role at the federal level.
9. Identification of capacity building needs of M&E officers at the federal level.

**Gender Enhanced Planning and Service Delivery workshop followed by Training of Trainers workshop: December 2011**

UNDP Iraq succeeded in mobilizing USD 200,000 from its core resources (TRAC), for specific gender attributes in the 5 Governorates to train individuals already involved in planning and service delivery processes at the Federal, Regional and local levels. The majority of the activities involved trainings focused on establishing and understanding of why gender-sensitive planning and service delivery are critical for local development and how local authorities can integrate gender into their planning exercises. One of the key deliverables of this component was to establish a pool of Iraqi gender specialists. The gender specialists will undertake advisory and monitoring roles at the Governorate level through the Planning Core Team and linkages will be established with the women's machineries at the national Level.

	<p>Amman, December 2011:</p> <p>The first gender training was conducted to cover Local Planning and Service Delivery. The aim of this training was to assist the Local Planners in the Governorates to produce a ‘ ‘ Gender Sensitive ‘ ‘ Inclusive Provincial Annual Plans. The training focused on the following:</p> <ol style="list-style-type: none"> <li>1. Comprehending the basic technical terms related to different gender topics.</li> <li>2. Recognizing the most important analytical frames and merging the different gender issues with development.</li> <li>3. Recognizing different development trends that target women.</li> <li>4. Realizing the difference between Growth and Development terms.</li> <li>5. Identifying the basic humanitarian development indicators and its relation with gender.</li> <li>6. Identifying the importance of analyzing gender for proper planning.</li> <li>7. Recognizing the importance of budgets that respond to gender.</li> <li>8. Recognizing the importance of gender integration in the different institutions</li> </ol> <p>Immediately after the Gender Enhanced Planning and Service Delivery Course, UNDP held a back-to-back <b>Training of Trainers (TOT)</b> that aimed to qualify participants who have been a participant at the training to become professional trainers in gender enhanced planning and service delivery in the governmental institutions and NGO’s in Iraq.</p> <p><b>Research on Citizen Accountability Models: January 2012</b></p> <p>UNDP conducted research on successful models and best practices in a number of relevant countries for citizen accountability mechanisms during January 2012. The exercise focused on identifying ways to strengthen the partnership between local Governments and Civil Society and empowering civil society as part of the institutional reform. The research focused on the identification of models and the development of an introductory training module for LADP Governorates including the following:</p> <ol style="list-style-type: none"> <li>1- <i>Introduction to citizen accountability mechanisms</i>: roles &amp; responsibilities for citizens, communities, civil society organizations, government agencies, private sector and media.</li> <li>2- <i>Enhancing the role of Civil Society</i>: a training module was designed to train selected CSOs to enhance their partnership with the local authorities through for instance greater contribution in planning and monitoring of progress of local development and service delivery in the three governorates in the South</li> </ol> <p>The following outputs are currently being delivered,</p> <ol style="list-style-type: none"> <li>1. Mapping of existing CSOs in three southern governorates which produced an inventory, scope and mandate per CSO;</li> <li>2. Quick assessment of existing CSOs competencies conducted using SWOT analysis;</li> <li>3. Mapping of current interventions (projects and activities) implemented by CSOs in each governorate;</li> <li>4. Tools and mechanisms to track progress of local development shared;</li> <li>5. CSOs representatives trained on using selected the tracking tools;</li> <li>6. Support needs of CSOs identified to enable them to become active contributors to the local development process;</li> <li>7. Support needs of CSOs identified to enable them to become the watchdogs of progress in local development process;</li> </ol>
1.1.5 Local Government administrative capacity strengthened for	<p>LADP programme launched the capacity development programme for the selected governorates.</p> <p>The national meeting mapped the process for provincial planning and identified bottlenecks, inconsistencies, shortfalls, issues that need addressing and areas that need to be improved.</p>

<p>implementation of plans, identification of bottlenecks and improved effectiveness to manage, monitor, implement and evaluate the plans in each LADP Governorate.</p>	<p>The findings of the national meeting established the backbone and the baseline to assess the capacity needs of five governorates (Sulaymaniyah, Babylon, Thi-Qar, Missan, Basrah) in developing their Provincial Development Plans based on the previously developed Provincial Development Strategies.</p> <p>It was agreed that each governorate would consider its existing structures and mechanisms so as to ensure two distinct functions:</p> <p><b>(1) Governorate Steering of Local Planning comprising the following sub-activities:</b></p> <ol style="list-style-type: none"> <li>a. Provide provincial strategic advice;</li> <li>b. Establish and support the Planning Core Team;</li> <li>c. Endorse the Provincial Development Plans;</li> <li>d. Liaise with MoP/MoP KRG;</li> </ol> <p><b>(2) Preparation of the Plans:</b></p> <p>Coordination and quality control, enhancement of inputs from different stakeholders for the preparation of a Governorate Consolidated Plan.</p>
<p>1.1.8 Client satisfaction survey conducted and reviewed</p>	<p>Collected existing survey reports and available studies in 3 LADP Governorates on electricity services and preparation of service delivery assessment reports;</p> <p>Collected available electricity service client satisfaction surveys undertaken in the past and began compilation of results. Four governorates are completed out of the five.</p>
<p><b>Output 2.1:</b> Local men and women empowered to identify and address their needs and priorities for poverty reduction (UNDP is responsible to take the lead in the south: Missan, Basrah and Thi-Qar)</p>	
<p>2.1.1 Vulnerability assessment reports prepared in 5 LADP Governorates.</p>	<p>Existing assessment reports and available studies on vulnerability, poverty and deprivation, including lack of access to services have been collected in 3 LADP Governorates.</p> <p>In each Governorate the following activities have been conducted:</p> <ol style="list-style-type: none"> <li>1. Identification of Governorate pockets of poverty and vulnerability.</li> <li>2. Established basic mapping of all organizations, associations, syndicates, unions, cooperatives etc., including devising strategies to identify registered and also non-registered/non formal organizations.</li> <li>3. Suitable approach and methodology developed for second round of information collection that will aim at gathering key data that will be used to identify 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 outreach for advocacy and information dissemination, a pool of organizations that are knowledgeable on issues and challenges faced by vulnerable groups etc.</li> <li>4. Public Consultations carried out by the Governorates initiated a dialogue with some vulnerable groups. This has emphasized the ownership and the genuine attribute of the process. The entire cost of public consultation including all logistical arrangements was completely covered by governorates.</li> </ol> <p>Each Governorate has undertaken targeted efforts to identify local needs and priorities in a participatory way, based on local choices, characteristics and commitments. The following is an example of the activities undertaken by Missan Governorate:</p> <ul style="list-style-type: none"> <li>• A random SMS campaign was launched by the Governor's office inviting citizens of Missan to participate in the public consultation, express their needs and priorities.</li> </ul>

	<ul style="list-style-type: none"> <li>• 2,000 questionnaires have been distributed among the sectors in coordination with district, and sub-district councils. As a result of the returned questionnaires a list of priority projects for essential services was collected. The local government gave instructions to assign the personnel to prepare projections of quantities and prices estimates regarding these priorities.</li> <li>• Missan authorities undertook a number of consultation workshops focusing on women's priorities (attended by women from communities, two female members from the Provincial Council, and CSOs), and the priorities of youth and the unemployed (attended by local communities, businessmen and CSOs)</li> <li>• Sectoral meetings in Missan were also conducted including the Water Resources Sector (to prepare the draft plan for Agricultural and Water Resources), Infrastructure Sector: (to prepare the draft plan for the infrastructure sector), Education Sector: (to prepare the draft plan for the education sector), Health and Environment Sector: (to prepare the draft plan for the health sector), Social Development Sector: (to prepare the draft plan for the social sector).</li> </ul>
<p>2.1.5 Potential models of public, private and community initiatives analysed and reviewed in relation to the Iraqi context.</p>	<p><b>Development of an Iraqi Diaspora Exchange Programme</b></p> <p>ToRs were developed to conduct an opinion poll/survey amongst sample group of Iraqis living abroad in order to validate the viability and feasibility of a Diaspora Exchange Programme. The survey sought to better understand the conditions under which Iraqis from the diaspora would be willing to engage in such a programme and what they would expect from such programme in terms of benefits and services for themselves as well as for Iraqis in-country;</p> <p>The concept of the Diaspora Exchange Programme and its principles, structure, systems and standard operating procedures has been further developed. The exchange programme will be developed and implemented under the LADP second phase which includes a specific output on networking and promotion of linkages among institutions and Iraqi Communities in the diaspora that can have a potential impact on local and institutional development at governorate level.</p>
<p><b>Output 3.1:</b> Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning.</p>	
<p>3.1.2 Local Area Planning Handbook revised and available and Sub-National planning guidelines developed for use by the 5 LADP Governorates.</p>	<p>A draft handbook has been compiled on the basis of :</p> <ol style="list-style-type: none"> <li>(1) Series of supporting training modules and sessions since March 2011</li> <li>(2) Applications in each governorate of tools and methodologies;</li> </ol> <p>Currently the draft handbook is a compilation of each training module and will contain specific chapters on Pro –Poor, Gender, Environment and Conflict Sensitive Planning.</p> <p>The handbook will be finalized during Q2 of 2012, incorporating feedback from participating governorates and the Ministries of Planning (Federal and KRG) as well as the findings from an independent evaluation of process and content of the IPAPs in 5 governorates. Contribution from the governorates will enable the finalisation, and enrich the document.</p> <p>In March 2012, UNDP proposed to the GoI an outline of the handbook on local planning to be presented with the planning teams as well as Federal and Regional Government representatives.</p>

	<p>Currently UNDP is conducting meetings with the Federal and the Regional Governments to finalise the handbook. The meeting sessions will produce the following outputs:</p> <ol style="list-style-type: none"> <li>1. Various options for the handbook structure and shape presented;</li> <li>2. Proposed outline of the handbook produced;</li> <li>3. Proposed content of the handbook produced;</li> <li>4. Areas in the handbook which require input from local planning teams identified;</li> <li>5. Variances in the handbook, structure, outline and content to respond to the requirements of Regional and Federal levels and different governance arrangements identified;</li> <li>6. Assignments for the local planning teams to contribute to refining the handbook discussed and agreed;</li> <li>7. Content to be presented to the five planning teams discussed and identified;</li> </ol>
<p>3.1.3 Blueprint for MoP institutional development developed including contribution of LADP II drafted.</p>	<p>UNDP launched the process for the institutional assessment and recording feedback on the IPAP development process with Governorates.</p> <p>The Iraqi Partnership Committee has formerly endorsed the LADP II Programme Document in December 2011, which has been developed in close cooperation with the Government of Iraq and in close consultation with eighteen governorates and the Regional and Federal Ministries of Planning. In principle, the Government of Iraq and the Kurdistan Regional Government have agreed to significant cost-sharing of LADP Phase II.</p> <p>In March 2011, the European Union has also expressed, in principle, interest in financing a portion of LADP II in 2013 onwards focusing on a limited number of Governorates.</p>
<p>3.1.4 LADP reviewed and approach and methodology adapted to the disputed internal boundaries (DIB) areas.</p>	<p>Preliminary assessment on the adaptation of the Area Based Development approach and methodology to particularly address vulnerability and exclusion for Disputed Internal Boundaries (DIB) areas has been undertaken through a joint effort with UNDP Bureau of Conflict Prevention and Recovery. This action will help to secure additional UNDP core resources and the secondment of technical support for enhancing compliance and sensitivity of the participatory and inclusive approach and methodology under LADP in the context of conflict prevention and recovery and peace building.</p> <p>To this end, a rapid Conflict Development Analysis has been undertaken 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. A consultant has been hired to provide technical support to the Conflict Development Analysis and translate findings into a set of recommendations for the design of LADP 2 in areas of exclusion. A Project Document for LADP in the DIBs and potential intervention has been produced.</p> <p>During September 2011, UNDP Iraq has been able to secure funds through the Bureau of Crisis Prevention and Recovery, to establish the first United Nations Volunteers (UNV) Programme in Iraq.</p>
<p>3.1.5 Communication and information</p>	<p><b><u>National Coordination structure</u></b></p>

exchange facilitated between the 5 LADP Governorates and MoP.

In July 2011, UNDP led the second National Coordination meeting for the Bridging Phase in Baghdad. The meeting reinforced the partnership with the GoI (federal, regional and governorates), and produced an initial agreement on cost sharing for the implementation of LADP Phase Two. The cost-sharing agreement is based on the earmarking of funds for governorate level capacity building projects from the IPAPs to be inserted in the Government Plans for 2012, in-kind contributions and parallel financing of specific complementary activities and project associated expenses such as governorates covering costs related to workshops, transport and accommodation of trainees, poverty reduction projects etc.

The agreed recommendations of Baghdad National Coordination meeting, were:

1. The new experiment under the Bridging Phase has revealed a number of bottlenecks that need to be addressed, e.g. shortage of data to inform planning, need for increased transparency between federal, regional and local levels, need for improved coordination between councils and ministries etc.
2. It is essential to start LADP Phase II based on the agreed fundamental principles and make progress towards decentralization, being cognizant of the advantages and disadvantages in order to use the former while mitigating the latter.
3. In particular, it has been agreed to set up a cost – sharing mechanism with GoI for the purpose of gaining ownership and support LADP II nationwide expansion.

These recommendations have been incorporated into the LADP II Project Document, including a redesign of the results framework based on the revised analysis of key issues to be addressed, including MDGs, gender, environmental and vulnerability issues

#### **Cooperation with UNDP- Supported MDG Project**

LADP has also initiated cooperation with UNDP-supported MDG project, in order to;

- a. Further 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 on the possible use of MDGs as the framework for measuring progress of Governorates. This should possibly be linked to budget allocation and incentive systems for improved performance and the corresponding required process that would ensure capacity to measure indicators of progress towards MDGs and link to GoI / Governorate reporting.
- c. Engaging with the Central Statistical 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.

## 2. ILO/UNOPS

### ILO/UNOPS Funds committed and disbursed: ITF Contribution

<b>ILO ITF Funds Newly Committed</b>	\$ 124,262	<b>% of approved</b>	<b>93%</b>
<b>UNOPS ITF Funds Newly Committed</b>	\$ 280,638	<b>% of approved</b>	<b>92%</b>
<b>ILO ITF Funds Disbursed</b>	\$ 116,878	<b>% of approved</b>	88%
<b>UNOPS ITF Funds Disbursed</b>	\$ 280,575	<b>% of approved</b>	92%
<b>Forecast final date</b>	<b>March 2012</b>	<b>Delay (months)</b>	

### ILO/UNOPS Funds committed and disbursed: SIDA Contributions

<b>Agency</b>	<b>Budget (USD)</b>	<b>Committed Funds (USD)</b>	<b>Committed Funds (%)</b>	<b>Disbursed Funds (USD)</b>	<b>Disbursed Funds (%)</b>
<b>ILO</b>	291,668	247,464.46	84.84%	180,164.98	61.77%
<b>UNOPS</b>	239,784	131,187	54%	123,430	51%
<b>TOTAL</b>					

### ILO/UNOPS Beneficiaries in the Bridging Phase of LADP

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries</b>	<b>% of planned (current status)</b>
Men (TOT, trainings, planning processes, capacity building workshops, Business counselling training)		Please refer to the annual report
Women (TOT, trainings, planning processes, capacity building workshops)		Please refer to the annual report
Children		
IDPs		
Others		
Indirect beneficiaries		
Employment generation (men/women)		

### ILO/UNOPS Quantitative achievements against objectives and results

<b>Output 1.2:</b>	Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development	90%
<b>Output 2.2:</b>	Local men and women empowered to identify and address their needs and priorities for poverty reduction ,	50%
<b>Output 3.2:</b>	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning	60 %

### ILO/UNOPS Qualitative achievements against objectives and results

**Output 1.2:** Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development. (ILO/UNOPS is responsible to take the lead in the north: Sulaymaniyah).

1.2.3: Institutional Development for Local Development Planning	Coordinated participation of two members of Sulaymaniyah planning team (one from the Governorate Office and the other from the Provincial Council) in the following LADP-Bridging workshops: a. Methods of Cooperation/Coordination between ILGA and LADP planning teams/Governorates; held in Erbil during 12-13 Feb 2012.
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	<p>b. Feasibility studies for development projects in local planning; held in Erbil during 14-16 Feb 2012.</p> <p>Provided coordination / technical support for conducting regular meetings among the members of Sulaymaniyah High Committee for preparing 2012 Governorate IPAP</p> <p>Coordinated participation of Sulaymaniyah Group of Experts (Economic Development Project) in the “Project Identification and Planning Workshop” that took place in Erbil during the period 13-15 March 2012.</p> <p>Facilitated the three days One-to-One workshop organized by UNDP (25-27 March 2012) between Sulaymaniyah Planning Team and Medal Company for revising/editing the Sulaymaniyah IPAP.</p>
<p>1.2.4 Establishing and supporting Economic Development Groups (EDGs) in the four governorates of Sulaymaniyah, Babil, Missan and Thi-Qar</p>	<p>Four Economic Development working Groups “EDGs” were established in Sulaymaniyah, Babil, Thi-Qar and Missan Governorates. (N.B. Basra Economic Development Unit (EDU) was already established through Private Sector Development Programme).</p> <p>After the Territorial Diagnosis Technical Workshop conducted in Beirut end of 2011, the EDG members in the four governorates have received the Arabic version of the Territorial Diagnosis Toolkit, and accordingly started the work using the Tool. Babil, Thi-Qar and Sulaymaniyah EDGs have completed the Tool and were sent to the ILO Local Economy Recovery specialist for revision (after being translated from Arabic to English).</p> <p>A Training Workshop on identification of “Local Economic Recovery and Development” (LERD) project ideas by “Economic Development Unit/Groups” (EDU/Gs) was conducted in Erbil from 13<sup>th</sup> – 15<sup>th</sup> March 2012. The Technical Sessions were facilitated by ILO Local Economy Recovery expert. The primary objective of this Training workshop was to train EDGs/EDUs members on how to:-</p> <ol style="list-style-type: none"> <li>a. Carry out the learning assessment process;</li> <li>b. Improve the knowledge and skills of the EDGs in identifying project ideas;</li> <li>c. Improve the Skills and capacities of the EDGs in preparing and conducting stakeholder workshops for project identification;</li> <li>d. Enhance their capacities in identifying a menu of projects ideas, short listing projects, identifying project specifications and define product and service macro-plan; and</li> <li>e. Improve the knowledge of the EDGs on how to design call for expression of interest.</li> </ol> <p>The workshop gathered 25 participants: 4 from Sulaymaniyah EDG, 2 from Thi-Qar EDG, 4 from Missan EDG, 3 from Babil EDG, 3 from Basra EDU, 5 from Erbil EDU, 4 from Anbar EDU; 7 UNOPS staff members; 2 ILO Staff as well as 1 from UNDP &amp; 1 from UN-HABITAT. The LADP covered the participants of Sulaymaniyah, Babil, Missan and Thi-Qar EDGs, whereas the PSDP project covered the participants from Basra, Erbil, &amp; Anbar EDUs.</p> <p>Missan Governor nominated new members for Missan EDG (<i>replacing the former EDG group members that did not show commitment</i>). Therefore UNOPS/ILO have agreed with the Governor to provide the new group members with additional training. Missan Governor has agreed to hiring a Local Economic consultant to support the new group and cover the cost of Missan EDGs to attend additional trainings. UNOPS/ILO have conducted one 2 day Technical</p>

	Workshop in Erbil (17th & 18th March 2012) on the Territorial Diagnosis Toolkit for the new Missan EDG members on how to apply the Territorial Diagnosis tool for the production of economic profiles of the Governorates and the identification of the Compact Goal, Objectives and Outcomes.
<b>Output 2.2:</b> Local men and women empowered to identify and address their needs and priorities for poverty reduction (ILO/UNOPS is responsible to take the lead in the north: Sulaymaniyah)	

### 3. UN-HABITAT

UN-HABITAT Funds committed and disbursed: ITF Contribution			
<b>Funds Committed</b>	375,175.82	<b>% of approved</b>	<b>97.48%</b>
<b>Funds Disbursed</b>	191,254.93	<b>% of approved</b>	<b>49.69%</b>
<b>Forecast final date</b>	<b>30<sup>th</sup> June 2012</b>	<b>Delay (months)</b>	

*Situation as of 31<sup>st</sup>. March 2012*

UN-HABITAT Beneficiaries in the Bridging Phase of LADP		
Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	N/A	
Women	N/A	
Children	N/A	
IDPs	N/A	
Others	N/A	
Indirect beneficiaries		
Employment generation (men/women)		

UNHABITAT Quantitative achievements against objectives and results		
<b>Output 1.3:</b>	Governorate and district officials have strengthened institutional capacities to plan and manage sustainable socio-economic development	80 %
<b>Output 2.3:</b>	Local men and women empowered to identify and address their needs and priorities for poverty reduction ,	80 %
<b>Output 3.3:</b>	Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning	50 %

UN-HABITAT Qualitative achievements against objectives and results	
<b>Output 1.3:</b> Governorate and district officials“ have strengthened institutional capacities to plan and manage sustainable socio-economic development. (UN-HABITAT is responsible to take the lead in the centre: Babylon)	
Activities Indicator 1.1.6, 1.2.6, 1.3.6 Feasibility studies and applied field research conducted in support of local plans and proposed strategies in 5 Governorates	<p>UN-Habitat acts as an Area Coordinator for the Governorate of Babil and hence is responsible for providing necessary coordination and technical support to all activities and capacity development initiatives undertaken by partner LADP agencies in this region. In addition, UN-Habitat is also responsible to support governorate office to plan and manage sustainable socio-economic development in the province.</p> <p>UN-Habitat also leads the provision of technical assistance to the five LADP governorates based on its mandate under LADP-Bridging phase related to urban development and management issues which includes activities in areas of urban planning and building controls, spatial analysis, urban service delivery, slum upgrading, and coordination and networking with LG association. The above activities are expected to simplify and systematize the priority identification process and hence ensure that</p>

	<p>IPAPs are inclusive provincial annual plans.</p> <p>UN-Habitat activities under LADP Bridging is led by a Programme Manager and supported by a team of experts in Amman while the area coordinator based in Babil and focal persons operating from other provinces are responsible for executing the planned activities in close partnership of other LADP agencies.</p> <p>UN-HABITAT has organized the Feasibility Studies workshop II from 14-16 Feb in Erbil-Iraq. The workshop was attended by 21 representatives of planning core teams and steering committees from the five LADP governorates assigned to prepare the IPAPs 2012. The event was also attended by planners representing KRG and the Federal government.</p> <p>The workshop started with the presentation and evaluation of the findings of the practical study of waste management- Kublah Project in Basra which was undertaken by the planning teams in close guidance of UN-HABITAT expert and other team members. This particular project has already been proposed in the Basra Provincial Development Plan (IPAP) under the Municipal Services Sector. The following topics were discussed in detail and later validated with the support of available participants.</p> <p>With reference to the above example, the team discussed the significance of the feasibility study and how it contributes to the successful project implementation on the ground. The methodology adopted for conducting the selected practical study was thoroughly discussed while key findings related technical and marketing aspects of the study were also covered. Agreement was reached on the draft report of feasibility study conducted for Kublah project in Basra with an aim to distribute the same among other LADP governorates.</p> <p>The second session of this workshop reviewed and discussed the draft contents of the guideline which will be applied for performing an economic feasibility studies for the proposed municipal and services development projects in different governorates. The guideline will be used by the local planners in 5-LADP governorates as a handbook and one of the supporting tools which will guide them in preparing the feasibility studies for the development projects proposed in the next IPAPs.</p>
<p><b>Output 2.3:</b> Local men and women empowered to identify and address their needs and priorities for poverty reduction. . (UN-HABITAT is responsible to take the lead in the centre: Babylon)</p>	
<p>Activities Indicator 2.1.2, 2.2.2, 2.3.2 Most vulnerable districts identified based on vulnerable groups and pockets of vulnerability in 5 LADP Governorates.</p>	<p>In order to develop a strong and sustained network between LADP and the Iraq Local Government Association (ILGA), a workshop was held from 12-13 Feb in Erbil –Iraq in which 30 officials representing the planning core teams in 5-LADP governorates and the members of ILGA participated.</p> <p>The workshop mainly aimed at exploring the ideas and means to improve coordination and networking between ILGA and LADP planning teams in order to facilitate and strengthen the planning process in the governorates. In addition, it also aimed to identify the possible areas of collaboration between the LADP governorates and ILGA in order to address the challenges of both the institutions and also how ILGA can support local governments in areas of their mandates like: advocacy and lobbying for reform and application of best practices, cross-provincial knowledge sharing, further delegation of authority and power to local government and improved resource mobilization at local level.</p> <p>To further consolidate the drive of cooperation and networking both agencies shared their mandate, structure, roles and responsibilities in detail which also allowed them to understand each other well and hence explore opportunities of collaboration and joint</p>

efforts. Besides, the consultant also shared several examples of partnership and collaboration from different countries and discussed some best practices which can also be replicated in case of Iraq. The final report of this workshop is expected to recommend some specific activities that will help to strengthen the long term institutional linkages between the two agencies for the greater good of more participatory and inclusive local planning and development in Iraq.

Under this bridging phase, UN-Habitat is responsible to deliver an output related to knowledge sharing and capacity building activities on principles and approaches of Slum Upgrading practiced in few different countries and contexts in the region. Some relevant approaches are to be applied later in a Hillah City as pilot governorate in Iraq.

In view of delivering this specific output, the UN-HABITAT therefore conducted a Study Tour for a group of Iraqi engineers and planners from the governorate of Babylon to Amman and Cairo from the 19th to 23rd of February 2012. During this trip, the participants were exposed to different nature and scale of slum upgrading practices in Jordan and Egypt. The main objectives of the study trip were to learn about the nature, formation and characteristics of slums in the two selected countries and also to get exposed to some best practices selected from the ongoing interventions in slum upgrading field in two countries. The tour also tried to reflect on the Iraqi context, and thus tailor approaches that can be customized to suite the local context. In addition, it was also targeted to acquire more and more knowledge and capacity to better deal with informal and slum areas in the prevailing context of Iraqi cities.

At local level, the study tour is expected to assist the local planners to develop the methodologies and approaches on how to prepare the development plans to upgrade the slums in the governorates and hence incorporate them into the inclusive provincial annual plans (IPAPs). This tour is also intended to provide the local planners in Babel governorate with a holistic view on different experiences and methodologies applied while upgrading the slums in the neighboring countries which are very close to the Iraq situation and realities. A study report prepared at the end of the tour was shared with all the relevant stakeholders inside and outside Iraq.

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

### **Main implementation, constraints and challenges (all agencies)**

New Projects within the Country Programme Document for UNDP for 2011-2014 may experience funding gaps and may not fully meet identified scope.

Support to local governance planning, prioritization and potential cost-sharing could be undermined as the decentralisation structure is not fully in place.

Security is an issue and red zone movements remain problematic with the withdrawal of the US troops in December 2011.

The 2013 Provincial Elections are predicted to produce high pressure on the Governorate officials to implement and improve delivery at the local level. This will require additional efforts by the programme to assist the Governorates in their local delivery.

The GoI's ability to respond to emerging citizen demands is weak and could trigger demonstrations and/or violence.