



**IRAQ UNDAF FUND
Joint Programme/Project Document Template**

Cover Page

Participating UN Organization(s) (specify Coordinating Organization)	Priority Working Group(s):
UNDP(Coordinating Agency), UNICEF, UNESCO ,UNESCWA, UNFPA ,UN-Habitat, UNWOMEN, WHO	Governance & Human Rights

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Programme Title:	Programme Number:
Iraq Public Sector Modernisation Programme (I-PSM)-Phase II	P1-05

Programme Costs:		Programme Location:	
IRAQ UNDAF FUND:	US\$ 17,845,412	Governorate(s):	Entire country
Govt. Contribution:	US\$	District(s):	Entire country
UN Organization Core:	US\$	Town(s):	Entire country
Other:	US\$ 17,203,525 to be determined		
TOTAL (USD):	US\$ 35,048,937		

Programme Description (limit 200 words):

The Iraq – Public Sector Modernisation (I-PSM) programme is a Government of Iraq-led UN joint programme supporting Iraq’s Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014. The programme is fully aligned with the UN Development Assistance Framework (UNDAF) 2011-2014.

The Programme has four themes: i) Developing policy and building machinery at the centre of government for managing Public Sector Modernisation (PSM); ii) Supporting system-wide reform for development management, gender mainstreaming, e-governance and national statistics; iii) Piloting reform in the three key sectors of health, education and water and sanitation (Watsan); and iv) Supporting decentralised service delivery and local governance initiatives.

This Phase of the programme builds on lessons learned and recommendations emerging from the implementation and external evaluation of the I-PSM Phase I. I-PSM Phase I is the foundation for the analytical assessment and preparatory work enabling Government to develop a system-wide public administration reform plan, as well as sector-specific modernisation plans for three pilot sectors and three pilot governorates.

By focusing on service delivery, the Government can demonstrate to the Iraqi people that public sector modernization has concrete and tangible benefits for the population as a whole. This programme will establish synergies with existing UN programmes aimed at addressing corruption, involve the active participation of civil society, and integrate cross-cutting themes in relation to employment, gender, social inclusion and environment. The programme will ensure coordination with public sector reform initiatives of other bilateral and multilateral development partners and with other major UN joint programmes, primarily with the Local Area Development Programme (LADP) Phase-II, and will also take into account the achievements of the Private Sector Development Programme – Iraq (PSDP-I) to enhance synergy and avoid duplication.

Line Ministry / Authority Responsible:

PMAC, COMSEC, MoP, MoH, MoE, MoEn, MoHESR, MMPW, MoST and MoSPA, MoF, MoSWA both in Baghdad and KRG

Programme Duration:

Total duration (in months): 24²
 Expected Start date¹: 1st January 2013
 Expected End date: 31st December 2014

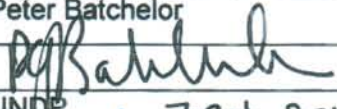
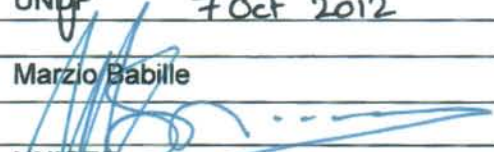
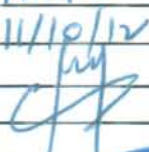
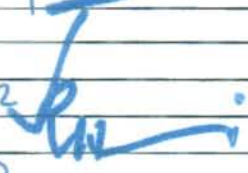


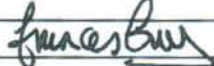
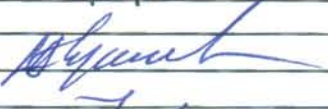
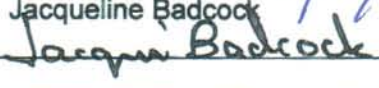
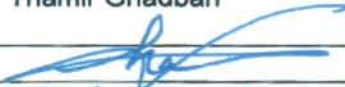
Review & Approval Dates

Line Ministry/ National Authority Endorsement Date: 10th June 2012
PWG/ Sub-PWG Review Date: 17th June 2012
Steering Committee Approval Date: 7 October 2012

¹ The official start date of any approved project/programme occurs when funds are transferred by .MPTF Office, However for this programme in specific, it has been agreed that the funds will be transferred prior to the featured start date so as to allow the actual implementation to start as of 1st January 2012 for a period of 24 months as indicated.

² The approval of funds under the UNDAF fund will be limited to 24 months in line with the proposed workplan. However, it is anticipated and consensually agreed that the full programme scope would extend for a period of 36 months should additional resources be mobilized.

Signatures of Participating UN Organizations and Steering Committee Co-Chairs

I.	Name of Representative Signature Name of Agency Date	Peter Batchelor  UNDP 7 Oct 2012
II.	Name of Representative Signature Name of Agency Date	Marzio Babilio  UNICEF 7/10/2012
III.	Name of Representative Signature Name of Agency Date	Mohammad Djelid  UNESCO 11/10/12
IV.	Name of Representative Signature Name of the Agency Date	Dr. Syed Jaffar Hussain  WHO 10/10/2012
V.	Name of Representative Signature Name of Agency Date	Fiona McCluney  UN-Habitat 10/10/2012
VI.	Name of Representative Signature Name of Agency Date	Dr. Georges M. Georgi  UNFPA 7/10/2012
VII.	Name of Representative Signature Name of Agency Date	Frances Guy  UNWOMEN 7/10/12
VIII.	Name of Representative Signature Name of Agency Date	David Iyama  UNESCWA 15/10/2012
IX.	Name of Steering Committee Chair (UN) Signature Date	Jacqueline Badcock  7 Oct 2012
X.	Name of Steering Committee Chair (GOI) Signature Date	Thamir Ghadban  7/10/2012

Relevant NDP Goal(s):

The Iraq – Public Sector Modernisation (I-PSM) programme is a Government of Iraq-led UN joint programme supporting Iraq's Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014. The programme is fully aligned with the UN Development Assistance Framework (UNDAF) 2011-2014 and the Country Programme Action Plan (CPAP) 2011-2014 of UNDP, UNICEF and UNFPA, as detailed below:

National Development Plan:

1. Good Governance: Strengthen the role of local governments in developing their provinces and building capacity for coordination and complementarities, using their comparative advantages;
2. Good Governance: Inclusiveness of all groups in the development process;
3. Establish sustainable development that balances economic, social, and environmental considerations;

Millennium Development Goals (MDGs):

MDG 3: Promote gender equality and empower women

MDG 8: Develop a global partnership for development

Relevant UNDAF Outcome:

The programme will directly contribute to outcome 2 under the UNDAF Priority Area 1: Improved governance, including protection of human rights: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.

In addition the programme will indirectly contribute to UNDAF Priority Area 2 - Inclusive, more equitable and sustainable economic growth, and UNDAF Priority Area 4 - Increased access to quality essential services.

**JP/ Project Budget Breakdown by
Source of Funds and Participating UN Organization**

Total JP/ Project Budget (in US \$): 35,048,937

Participating UN Organization	Iraq UNDAF Fund (US \$)	GOI Funds (US \$)	Participating UN Organization Funds (US \$) To be mobilized ³	
			Core Funds	Non –core
UNDP	4,173,844 ⁴	-	-	3,466,695 ⁵
UNICEF	3,122,947	-	-	3,579,859
UNESCO	2,227,228	-	-	2,319,565
UNESCWA	677,608	-	-	439,217
UNFPA	1,806,094	-	-	1,632,086
UN-Habitat	2,078,947	-	-	2,164,440
UNWOMEN	1,081,932	-	-	1,046,528
WHO	2,676,812	-	-	2,555,135
Total Budget (US \$)	17,845,412	-	-	17,203,525

³ Should the US\$17,203,525 be mobilized, the featured distribution among agencies would apply.

⁴ UNDP budget includes US\$1,302,000 allocated to the JPMU, to be managed by UNDP on behalf of all participating agencies.

⁵ Should additional resources be mobilized, and in line with the above, UNDP budgets would include a forecasted amount of US\$1,302,870 for the JPMU.

The below budget tranching would apply:

Participating UN Organization	Tranche 1 US \$	Tranche 2 US \$	Total approved budget US \$
UNDP	2,931,012	1,242,832	4,173,844
UNESCO	1,548,009	679,219	2,227,228
UNICEF	2,142,974	979,973	3,122,947
UNESCWA	677,608	0	677,608
UNFPA	1,204,598	601,496	1,806,094
UN-Habitat	2,078,947	0	2,078,947
UNWOMEN	1,081,932	0	1,081,932
WHO	1,745,301	931,511	2,676,812
Total	13,410,381	4,435,031	17,845,412

The release of the second tranche will be contingent upon the approval of the Iraq UNDAF Fund Steering Committee after the review of programme progress according to the programme workplan and the achievement of 70% disbursement of funds received for the first tranche.

1. Executive Summary

The Iraq – Public Sector Modernisation (I-PSM) programme is a Government of Iraq-led UN joint programme supporting Iraq's Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014. The programme is fully aligned with the UN Development Assistance Framework (UNDAF) 2011-2014.

The Programme has four themes: i) Developing policy and building machinery at the centre of government for managing Public Sector Modernisation (PSM); ii) Supporting system-wide reform for development management, gender mainstreaming, e-governance and national statistics; iii) Piloting reform in the three key sectors of health, education and water and sanitation (Watsan); and iv) Supporting decentralised service delivery and local governance initiatives.

The I-PSM programme aims at strengthening the regulatory and institutional framework and processes of national and local governance to enhance service delivery. The four outputs for I-PSM are:

- i. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels;
- ii. GoI has improved public administration systems at national and sub-national levels;
- iii. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors; and
- iv. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes

The aforementioned outputs can be classified as upstream and downstream outputs. Outputs 1 and 2 address the upstream goals, while outputs 3 and 4 address the downstream goals.

This Phase of the programme builds on lessons learned and recommendations emerging from the implementation and external evaluation of the I-PSM Phase I. I-PSM Phase I is the foundation for the analytical assessment and preparatory work enabling Government to develop a system-wide public administration reform plan, as well as sector-specific modernisation plans for three pilot sectors.

Phase-I faced a range of implementation challenges common to such reform assistance worldwide. These included: maintaining political commitment to PSM, management and coordination of support to the I-PSM initiative both within the UN and more broadly in the donor community. Positive steps were taken with all these challenges which display Iraq's commitment for I-PSM Phase II implementation.

Government reform worldwide is a daunting, inter-generational and high-risk undertaking. I-PSM Phase II will assist the GoI with the first steps in a long journey taking a generation. Experience shows that reform cannot be mapped out precisely in advance. It is more an exercise of having a general direction in mind and then exploiting windows of opportunity to move on various fronts when the time is right. So reform rarely proceeds logically and according to what is planned. This is why Phase II is designed as both a top-down and system-wide intervention while working in three sectors and piloting service-delivery at the local level. When system-wide PSM decisions are delayed, I-PSM can carry on with its sectoral work and its service delivery pilots.

Rebuilding a sound social and economic environment in Iraq will require a strong and competent public service and effective federal-provincial collaboration. The public service must be professional, flexible and responsive to political direction, while maintaining neutrality and impartiality in the execution of its responsibilities, whether nationally or through sub-national

authorities. An effective and efficient public service is essential for facilitating and accelerating decentralisation and managing institutional support for federal-provincial relations.

The programme takes a holistic approach to structural and systems reforms, capacity development and public sector modernization. The sector reform will initially focus on three key sectors, i.e. health, education and water and sanitation – sectors chosen because they have the most direct impact on the achievement of the Millennium Development Goals (MDGs) in Iraq. System-wide reform in gender mainstreaming, e-governance, national statistics and development management will enable the Gol to function as an efficient, modern and inclusive entity, whereby information can be shared across the system and with the public. Finally, support to local governance initiatives will pilot service delivery models that, if judged appropriate and effective by the Gol, can then be scaled up across the entire government system.

By focusing on service delivery, Government will demonstrate to the people of Iraq that public sector modernization has concrete and tangible benefits for the population as a whole. The programme will work closely with other UN joint programmes, primarily with the Local Area Development Programme (LADP) and will directly benefit from the outcomes of the Private Sector Development Programme - Iraq (PSDP-I) to enhance synergy with existing and past initiatives, improve overall results and avoid duplication. The programme will coordinate with other UN programmes and other donor initiatives which are addressing transparency, accountability, civil society participation, employment, gender, social inclusion and environment. Under the leadership of the Gol the programme will coordinate with the public sector reform initiatives supported by other bilateral and multilateral development partners, such as USAID and World Bank.

The programme will be led by the Gol through its National PSM Steering Committee (NPSMSC), which will provide the overall strategic direction for PSM policy and coordination with particular attention to development of the Gol's PSM vision and strategy. Three sector Ministerial Advisory Committees (for Health, Education and WATSAN) will assist the PSMSC by guiding sectoral reforms in the concerned ministries and agencies. The KRG will establish a Regional PSMC to take forward the work in Kurdistan Region in conjunction with the national initiative.

The I-PSM Programme Manager, an international staff, with the Programme Management Team, manages the programme and provides support to the NPSMSC. The support can include preparation of meetings, donor coordination and technical support on a case-by-case basis. A Project Management Team (PMT), headed by the I-PSM Programme Manager and consisting of Chief Technical Advisors (CTA) and/or Project Managers of each participating UN agency will meet regularly to: i) review the programme's progress; ii) ensure effective coordination among agency work and iii) make recommendations to enhance programme impact and to resolve operational bottlenecks and conflicts. Director of the LADP Joint programme, which is closely associated with this Programme, will be special invitee and observer in the meetings of the PMT.

The reform process of Gol, as already reflected in the sectorial Road Maps cover a period of ten years. With UNDAF funding, this programme is intended to support the initial two years of Public Sector Modernization of the Gol to develop and put in place plans, policies and medium term strategies to carry on the reform. Nonetheless, it is important to highlight that the programme scope goes beyond the funding period and extends over a period of 36 months in total.

I-PSM Phase II, funded under the Iraq UNDAF Fund, will commence based on the outcome of the inception phase (agreed work plan and baseline indicators) undertaken under the ITF funded Phase I. The programme will have designed a robust monitoring and evaluation (M&E) framework during the Phase I inception period to ensure programme results are fully and timely captured. Each agency will prepare and submit quarterly status reports to the Programme Manager. These reports will be reviewed by the PMT for completeness and consistency and then compiled into an overview report by the Programme Manager before submission to the Iraq UNDAF Fund SC and PSMSC on quarterly and semi-annual basis respectively. The programme will be subject to a mid-term review and an external evaluation at the end of the programme to capture lessons learned and results achieved by the programme and to inform future PSM programming.

2. Situation Analysis

Background:

Prior to the 1991 war, Iraq was highly regarded within the Middle East for its superior public sector management capability, for its highly competent and well-trained civil servants and for its strong emerging economic policy and social welfare programmes. While institutional capacities still exist in pockets of the bureaucracy, the impact of years of war and international isolation led to (i) under-investment in core areas of public service management (ii) reduced civil service management capacity in part due to retirement and migration of senior officials (iii) the conscious doubling of public sector staffing given lack of alternative employment opportunities (iv) constraints in delivering basic and essential services (v) overlapping and in some cases obsolete functions (vi) low levels of e-governance and automation (vii) lower fiduciary standards and transparency and accountability and (viii) weak management of the public sector and economic governance in general. These constraints limit service delivery effectiveness and efficiency.

Since 2003 the Government and the people of Iraq have embarked on a challenging transition from a unitary to a federal state and from a centralized oil economy to one where the private sector will also be an engine of growth and a significant provider of employment. Critical to this transition is a professional, non-partisan, merit-based public service focused on results and service to the public. Global experience indicates that transformation of a public service is inter-generational. It will be the next generation that completes this difficult journey. Current government machinery still displays the legacies of a structuralist and centralist tradition. This is evident in management approaches to policy, planning, budgeting and execution. Top-down management predominates, however there are promising signs of bottom-up planning and budgeting taking place at sub-national level. The GoI is in the initial stage of reform, which entails deliberate effort to build awareness, understanding and commitment to the reform process, all of which comprise the underlying purpose of I-PSM Phase II.

Governance Situation:

The Iraqi constitution of October 15, 2005 states that the Republic of Iraq is an independent, sovereign nation and its system of governance is democratic, federal and representative (parliamentary). The federal legislative authority is made up of the Council of Representatives (Parliament) and the Council of Union. Parliament elects the President and two Vice Presidents and must approve those individuals' choice for Prime Minister and other cabinet posts. The executive authority consists of the Presidency Council, the Council of Ministers, and its presiding Prime Minister. The judiciary is independent and represented by courts of different kinds and levels, and they issue their ruling according to law. The Federal judiciary includes the Supreme Federal Court, the federal Cassation Court, the Prosecutor's Office, the Judiciary Inspection department and other federal courts.

For administrative purposes Iraq is divided into a Central Government, the autonomous region of Kurdistan and eighteen governorates: (*muhafazat*) Al Anbar, Al Basrah, Al Muthanna, Al Qadisiyah, An Najaf, Erbil, As Sulaymaniyah, At Ta'mim, Babil, Baghdad, Dahuk, DhiQar, Diyala, Karbala', Maysan, Ninawa, Salah ad Din, Wasit and finally districts at the local level. The Governorates are run by Governors appointed by the central government, together with directly elected provincial councils. Governorates are organized into districts (*qada'a*), sub-districts (*nahiyas*) and villages. There are therefore effectively four tiers of government (national, regional (Kurdistan), governorate and district) whose roles and relationships are still evolving and being worked out.

Currently, government at the national level is comprised of 36 ministries, constitutional bodies, independent bodies, central government agencies and various commissions. There are also more than 195 state-owned enterprises (15 oil related, 12 transport related, 34 construction related, 38 industrial, 15 chemical, 20 consumer, 22 electrical and 39 others) whose eventual restructuring will need to be considered for reasons of economic growth and fiscal sustainability. Each Ministry operates under a law (such as an Agricultural Law, Education Law and Health Law) that lays out functions and mandates for the ministry. Since enactment of the 2005 Constitution, political devolution has allowed (in principle at least) elected governorate councils to share the balance of power with the centre. However, so far, the Provincial Powers Act and 2009 Budget Laws, which legislate fiscal and administrative devolution, have not been implemented in true letter and spirit. The structure of executive functions remains highly centralized, with all policy formulation and execution mandates and most of the financial authority remaining with central government, with the exception of Kurdistan where revenue sharing arrangements and political autonomy have already been secured.

In summary, while the constitution and recent laws promote a federal decentralized state, the reality is that government still operates, with the exception of KRG, as a centralized state.

Reform Initiatives:

Since 2003 various efforts to support civil service and public administration reforms have not been so far able to bring about the changes required to both form and function of the Government. This is understandable given the still early days of reform and the scale of the task ahead. What is required is an approved national modernization programme that links civil service strengthening, administrative reform and restructuring and improved public finance management before service delivery can be significantly improved. Key blockages in reform are the absence of a central focus within government for mounting and managing a modernization agenda and limited political will at the center to delegate to the periphery to bring government and services closer to people. Uncertain political will is normal in states in transition for fear of decentralization leading to break-up of the country. So long as there is limited political will at the centre, it will be difficult to empower governorates and districts to improve service delivery.

With support of the UN and other multilateral and bilateral initiatives, the Gol has been pursuing various public sector reforms as follows:

- i. Implementation of Federal Civil Service Commission Law (2009) including establishment of federal civil service commission,
- ii. Legislation of federal civil service law,
- iii. Amendments and implementation of Provincial Powers Act,
- iv. Public Financial Management reforms,
- v. Strengthening of governance and public administration capacities at sub national level focused on the planning process, public participation and service delivery,
- vi. Transparency and accountability mechanism,
- vii. Rule of law, justice and human rights,
- viii. Gender mainstreaming and equity,
- ix. E-governance,
- x. Public policy for development of the private sector.

It is pertinent to mention here that there will be critical need and scope of coordination and integration of various reform activities dealing with public administration system and civil services. I-PSM Phase II addresses the need of carrying out a long term, comprehensive and whole of government reforms at national and sub national levels focused on improving service delivery to the citizens in the three sectors of education, health and WATSAN. In Phase I (2010-2012), functional reviews of these sectors were carried out jointly by the concerned Ministries of Gol and UN agencies. UN agencies provided technical assistance in preparing the road map and costed service delivery models of the three sectors. Phase II will support the Gol in implementing the roadmaps prepared in Phase I.

As for KRG, UNDP has commissioned an exclusive assessment study of public administration including civil services in KRG. The government of KRG was fully involved in the assessment study. The findings of the study have been deliberated by the implementing agencies and the concerned functionaries of the government of KRG. Besides the reform initiatives planned for the whole of the government in Iraq, KRG has agreed to undertake a comprehensive civil service reforms for the Region.

Reform Challenges:

Institutional arrangements and the distribution of roles, authority and decision-making mechanisms:

- There are old and new legislations in the public sector in general and in Water and Sanitation, Health and Education sectors in particular which requires harmonization;
- Managing an oil state poses particular challenge of allocation of its benefits and ensuring transparency of its revenues;
- The last 20 years have been devastating to Iraq's public administration and the loss of trained and experienced senior officials;
- Culturally and historically a strong top-down command and control orientation with limited horizontal linkages of policies and programmes and hardly any bottom-up voice or authority in the system, in addition there is no clear division of labour between the Federal and local governments;
- No Ministry or entity so far has been nominated or set up to conceptualize, plan, implement and steer Iraq's public sector reform;
- The protracted process of establishing the Civil Service Council is a challenge to implementation of the human resource management part of PSM;
- There is not yet an official document to guide and direct Public Sector Modernization;
- Fragmented government structures with overlapping functions of ministries, department and agencies ;
- No meaningful administrative decentralization;
- State-owned enterprises (SOEs) that undermine the private sector and drain the government treasury;
- Highly centralised yet poorly integrated state economic planning and management;
- Limited space and inclination for civil society to contribute to government policy and practice and therefore weak demand for government to improve service;
- The many stakeholders, Iraqi and international, involved in PSM imposes coordination challenges and weakens coherence in the PSM vision and implementation;
- Limited incentives for promoting reform and modernisation of the public sector;
- Outdated work processes and procedures resulting in protracted workflows and low levels of transparency and accountability in decision-making processes;
- Underdeveloped capacities in policy management;
- Lack of e-connectivity to increase efficiency and decrease risks of corruption;
- There is no clear guidelines efficient and equitable use of financial resources.

Human Resource Management:

- Absence of modern methods of human resources management in line with international standards;
- Aging civil service without a succession plan for the next generation;

- Continuing excessive public sector staffing which complicates organization and management;
- Pay and grading based on education and seniority (current system) versus a job description system (British and American system) needs to be discussed and a decision taken on which system to follow; the current system reduces motivation and has led to salary compression;
- Limited application of merit-based recruitment;
- Limited practice of gender equity, inclusive and participatory approaches to human resource management.

Education:

Weak inter-ministry collaboration hampers sector policy planning and strategic decision-making. Coordination machinery is needed between the MoE, MoHESR and with other relevant ministries such as planning and finance. A full sector MTEF in partnership with MoF, the development of a PFM and a Financial Management Information system will complete machinery for an effective education investment system.

The recently passed MoE law and soon to be approved MoHESR law will clarify ministry structures but both structures and tasks will need to be reviewed and rationalized in line with the new laws to ensure effective modern public administration. Strengthening autonomy of educational institutions through school based-management (PTAs) and increased autonomy of higher education institutions will enhance the quality of education. A participatory management system needs to be put in place, within a decentralized framework, that takes account of contributions from the private sector, civil society, communities, parent-teacher associations and other stakeholders. This will enhance the quality, performance and accountability of educational institutions.

Weak resource planning and management, whether infrastructural, financial, material or human resources are adversely affecting performance of both the MoE and MoHESR. Mapping sector resource needs, developing standards for educational structures, strengthening capacities for resource planning and management, systematizing procurement and resource management will substantially improve planning and management of resources.

The draft National Education Strategy recognizes the overall poor quality of education. This calls for a quality assurance system at all levels to monitor and evaluate sector effectiveness and efficiency. For instance gender gaps persist, particularly in rural areas, and widen progressively from lower to higher levels of education. Work toward gender equality in education administration and management will make for a gender-fair education sector and system. Similarly, the use of ICT in education administration and service delivery, in line with Gol's e-strategy will improve overall system performance.

Health:

I-PSM Phase I identified the following health issues and gaps resolution of which will require sustained effort from the Government of Iraq and its partners:

- i) Bringing to a normal level the current low health indicators to meet the MDGs;
- ii) Making productivity gains so as to improve service delivery in spite of the constraints on resource availability;
- iii) Addressing the human resource issues of manpower planning, capacity building and putting in place incentives for public servants to improve performance;
- iv) Developing a health sector regulatory and organizational framework with clear objectives and structures and focused on service delivery;

- v) Bringing effectiveness and efficiency to the health system to enhance value for money from spending on health technologies, including pharmaceuticals;
- vi) Developing a health sector culture of evidence-based policy making, strategic planning, and monitoring and evaluation; and
- vii) Developing the inter-agency coordination and planning that permits an analysis of health determinants outside the Ministry of Health such as improvement of water and sanitation services, education, power supply, transportation accidents, employment and poverty reduction, etc. The implication of all this is that government will have to make long term and sustained massive investments, non-only in health but in other sectors to raise Iraq's currently low health indicators.

Addressing the above challenges require sustained effort on the following: (i) Governance policy for health with attention to decentralization; (ii) evidence-based approach to policy, planning, monitoring and evaluation of health services; (iii) clarification of roles and relationships of public and private sectors; (iv) establishment of provider organization legal entities and structures; (v) developing model to determine distribution and size of health facilities; (vi) clarification of relationships between health organizations and health staff; (vii) human resource management policy and practice tailored to the health sector which may mean a separate statute or occupational groupings for health workers in the civil service act; (viii) clear criteria for determining long term major health investment; (ix) approach to regulation and quality assurance and; (x) community mobilization for health.

WATSAN:

Water and sanitation management in Iraq suffers from low technical and managerial skills and unclear assignment of responsibilities, often in combination with unclear mandates between national, regional and local water authorities. This results in deficient service delivery in freshwater supply as well as in waste water treatment. The near absence of waste water management is adversely affecting the living conditions of urban and rural population and can have serious negative consequences on the health of the people. The current legislative framework is weak, comprising fragmented laws limiting effective enforcement of standards and best practices in water sector management. Policy and strategy are poorly established as is their linkage. To complicate matters, while the constitution calls for enactment of a law to equitably distribute water resources, this law has not yet been written and no major legal acts have been adopted between 2009 and 2011. Finally water sector investments need better alignment based on demand and to address urgent water issues.

The solution to these large and complex problems is the adoption of a carefully planned and effectively managed programme of action and reform. The first step in this process is the development and implementation of the National WATSAN sector Road Map and Action Plan for Iraq. This Road Map has been completed during the first phase of IPSM (IPSM-I) and describes how all aspects of the water sector can be carefully prepared, planned and programmed on a national scale. It is proposed the Road Map be implemented by a national authority responsible for water and waste-water operations and supported by other major Ministries involved in the development of WATSAN in Iraq.

Solid waste was also considered under I-PSM Phase I and although a National Waste Management Plan had been elaborated under earlier UN-WATSAN interventions, a National Solid Waste Management Act is not yet ratified. Solid waste management is already perceived as a decentralised, local administrative responsibility at municipal/regional level. Competing user needs for water and solid waste are not addressed by current management arrangements regarding their inter-dependency.

Global experience shows that overcoming the above challenges will be a long term inter-generational journey. It calls for a comprehensive, sequenced and prioritised approach with strong political and official commitment. Experience from the three sectoral road maps completed in I-PSM Phase I are an important building block in the early days of the reform process. Lessons learned in implementing these road maps will inform the development of generic PMS approaches for development road maps in other sectors of government in future.

Sector Strategic Plans must urgently focus on system strengthening, efficiency and effectiveness, through linking new policy, planning and budgeting approaches to improve service delivery. Sector strategies need to be built within a multi-year costing framework of recurrent and investment expenditure. A change management strategy will be used in implementation of the road maps for the three sectors. Such a strategy will mobilise political and official stakeholders to bring momentum to the reform process.

3. JP/ Project context and its relevance to NDP and UNDAF, including Cross-Cutting Themes, and UN Organization Experience and Lessons Learned

Context and Relevance of the Joint Intervention

The proposed joint programme will gather the expertise of sister UN agencies in the achievement of forecasted outcomes and outputs, all of which aim at the realization of specific areas of intervention defined within the National Development Plan (NDP) and later on within the UNDAF for Iraq.

Indeed, and as highlighted in previous sections, modernizing and reforming the public sector with the aim of enhancing its efficiency and effectiveness constitutes the backbone of reform initiatives and directly feeds into establishing sustainable development, balancing economic, social and environmental components and securing quality services to constituents. Indeed, strengthening the institutional capacities of the State through instating policy and legislative reforms and modernizing its institutional machinery would also strengthen and enhance its service provision role at all levels of government and would directly strengthen local governance and inclusive development processes through building the capacity for coordination and complementarity within different tiers of government.

Moreover, and in addition to directly contributing to the achievement of the NDP, the I-PSM programme is a full-fledged part of the UNDAF and directly contributes to the realization of outcome 2 of the UNDAF priority 1⁶, which stipulates that “the Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels”. The I-PSM programme through its work on the legislative and policy frameworks, alongside with the structural and systemic reform initiatives cross-sectorally and more specifically within the three targeted sectors will allow the enhancement of state institutions at federal, regional and provincial levels, which will in turn bolster the quality of service delivery and inclusive and transparent mechanisms. Indeed, the current institutional arrangements and applied mechanisms require inherent restructuring and improvements, which would be provided by a comprehensive and multi-faceted intervention proposed by the I-PSM programme. It is also to note that the I-PSM has dedicated a joint output to decentralization and local governance, which is an integral part of the modernization process in light of Iraq’s political and administrative structuring. This would further strengthen sub-national capacities in service delivery and would allow bringing closer the state to its citizens and subsequently instigating interaction frameworks that ensure more transparency and accountability.

Henceforth, the I-PSM programme is indirectly – yet quite intimately – linked to output 2 of the UNDAF, which tackles “Inclusive, more equitable and sustainable economic growth” and also to output 4 pertaining to “Increased access to quality essential services”. Indeed, modernizing public administration processes and mechanisms through the revisiting of institutional arrangements and systems, but also through enhancing the legislative and procedural frameworks at all levels of government will not only have a positive impact on the quality of services extended to the citizens or even on enhancing the accountability dynamics between the state and its constituents, or even between different tiers of government, it will also extensively contribute to establishing equitable and sustainable growth through the rationalization of the public service and enhancing its interaction and complementarity with the private sector on the one hand, but also with civil society on the other.

By adopting this inclusive and comprehensive approach, the I-PSM will support the Gol in the achievement and fulfillment of its MDGs targets. It is anticipated to have a direct impact on MDG 3 “Promote gender equality and empower women” and MDG 8 “Develop a global partnership for development”. Indeed, promoting and establishing engendered civil service resources systems

⁶ UNDAF Priority 1: Improved governance, including protection of human rights

and procedures would support the promotion of women to decision making levels, but also would be conducive of women empowerment and advancement. As for MDG 8, the I-PSM will constitute one of the main drives that would instigate and foster the establishment and strengthening of partnerships with all developmental actors within Iraq, be it at local, regional or national levels. The plethora of actors involved in the planning and prioritizing, the service provision and monitoring and evaluation stages are included in the programme as direct contributors but also beneficiaries and it is expected that enhanced synergies and cooperative venues would emerge from this initiatives at all levels of government, within the targeted sectors but also at the macro level.

It is finally important to note that interventions in the field of education planned within the framework of outputs 3 and 4 will not only contribute to outcome 2 of the UNDAF priority 1, but will also have a positive impact in the quality of the education service delivery, which is the focus of UNDAF Priority Area four *Increased access to quality essential services*. For instance the proposed improvement of evidence-based policy making in the Ministries of Education and Higher Education will allow both institutions to improve their capacity to reach out to disadvantaged groups while increasing the efficiency and quality of education for girls and boys, both aspects that are intrinsically linked to the objectives of MDGs 2 and 3 as well as the Education For All goals and Dakar framework of Action.

UN Organization Experience in the Priority Area and Lessons Learned:

The UN is seen as a key partner for governments worldwide in facilitating new frameworks and strategies to strengthen the regulatory and institutional framework and processes of national and local governance to enhance service delivery. This comes from its various agencies' experience in developing institutional capacities in public sector reform, promoting international conventions, and sharing regional and international good practice in reforming exercise. As more extensively featured in Annex B, the Iraq UNCT, and particularly involved UN agencies, responded to good governance related issues and challenges by supporting the Gol and other partners through the implementation of governance programming that contributed to the achievement of national plans. Several UN agencies also launched various small-scale initiatives on governance-related issues.

Below are elaborations on the UN Agencies accumulated experiences in the Priority Area:

- **UNDP** – In Iraq, UNDP has been extensively involved through the strong coordination with Gol and other key partners to realize Democratic Governance through improved and strengthened regulatory and institutional frameworks and processes. UNDP Iraq has implemented a series of interventions and programmes, including:
 - Fostering Inclusive Participation. Government of Iraq and civil society have strengthened participatory mechanisms for electoral processes, national dialogue and reconciliation;
 - Strengthening Accountable and Responsive Governing Institutions. Enhanced rule of law, protection and respect for human rights in line with international standards.
 - Grounding Democratic Governance in International Principles. Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.
- **UNESCO** – Underlying UNESCO's mission in Iraq and imbedded within the activities implemented under its mandate is the support to peace-building and reconciliation in the country. UNESCO's mandate and comparative advantage lies in its designated global lead role in education at large, with special emphasis on national institutional capacity-building in policy formulation, sector analysis, educational planning, policy simulation and dialogue, resource projections, sector management, monitoring and evaluation. UNESCO's Education Sector and its specialized institutes, namely the International Institute for Educational Planning (IIEP) and the International Bureau of Education (IBE), have the global mandate of providing a platform

for educational innovation and reform, anticipating and responding to emerging trends and needs in education and developing education policy recommendations based on research evidence. UNESCO's mandate is also to promote the development and implementation of successful educational practices and document and disseminate successful practices, developing Standards, Norms and Guidelines for action in key education areas.

Based on the needs identified, UNESCO's programme has three priority areas to help the country attain the MDGs and EFA Goals: 1) Strengthened Educational Planning, Policy, Management, Monitoring and Evaluation; 2) Increased Access to Quality Education; and 3) Improved Literacy and Life Skills Development Programmes.

- **UNICEF:** Based on UNICEF's mandate and country program in Iraq, the implementation focuses on National Policy Development by support to social policies (eg. education, nutrition, domestic water supply and sanitation, child protection), institute fiscal reforms (eg. child-friendly budgeting). UNICEF Water, Environmental Sanitation and Hygiene (WESH) programme contributes towards improving access to safe water and sanitation services for people in Iraq. The focus is on the attainment of related MDGs through enabling authorities and civil society to better formulate, monitor and evaluate evidence-based, child-friendly and gender-sensitive water and sanitation policies and systems. Nationwide support is provided to improve social service delivery (eg. immunization campaigns, school curriculum development, teacher training, reporting on grave child violations, etc.). UNICEF has led the effort to support the Ministry of Education in Iraq to strengthen primary/intermediary education through provision of essential learning and teaching materials, rehabilitation of schools, implementation of Accelerated Learning Programme (ALP) for out of school children and youth, advocacy and policy development, in service training on child-centered teaching/learning methodologies, support to Early Childhood Stimulation and Learning (ECSL) In addition, UNICEF helped the MoE further refine the Education Management Information System, and jointly with the World Bank and UNESCO, was involved in the development of the National Education Policy for Iraq.
- **UNESCWA** – Based on its mandate and comparative advantages, UNESCWA's interventions in Iraq converged on peace building and state/institution building, with specific programming tackling Public Sector/Administration development and national identity strengthening through civic education. UNESCWA has implemented several initiatives in the governance field in Iraq and has supported the identification and promotion of policies related to participatory governance, decentralization and local governance, public-private partnerships, and citizenship building, that were based on in-depth field and assessments and desk reviews and subsequently validated during national conferences organized in Iraq, such as the National Conference on Decentralization and Local Governance in 2011 in Erbil. UNESCWA has also a proven track record in facilitating and supporting the institutional strengthening of national institutions, in particular the National Center for Management Development and Information Technology (NCMDIT), part of the Ministry of Planning. Furthermore, and in its capacity of regional hub of the United Nations and the recognized regional United Nations Online Public Administration Network (UNPAN) regional node for the Arab countries, UNESCWA has supported the development of the institutional capital in Iraq through a wide array of knowledge exchange programming designed and implemented in close partnership with national counterparts.
- **UNFPA:** UNFPA has a global mandate in the area of reproductive health care and population and demographic issues. UNFPA's Iraq programme is assisting the government's Central Statistical Office (CSO) in the implementation of the population census through the Capacity Development in Census and Large- Scale Surveys project, which include training, study tours, technical assistance and quality assurance. Together with the CSO and the Kurdistan Regional Statistical Office (KRSO), UNFPA has been involved and succeeded in building and refining the statistical capacity in Iraq, thus enabling improved data gathering, processing and analysis in policy and strategy formulation within the GoI and KRG. UNFPA-Iraq has led the implementation of the "Statistical System Modernization" intervention, part of I-PSM Phase I and was also involved in the delivery of various projects capacitating women and youth in Iraq,

namely the “Support to Emergency Obstetric Care (EmOC) in Iraq”, supporting safe motherhood within the context of Primary Health Care and higher levels of referral, and the “Strengthening Protection and Justice for Children and Young People in Iraq” beginning in 2010. Moreover, UNFPA, alongside ESCWA and UNESCO have been leading a joint programme on citizenship education in the formal and non-formal settings, titled “Promoting Civic Values and Life Skills for Adolescents through Education”.

- **UN-Habitat** has extensive experience in the implementation of strategic programmes designed to foster urban management, provide technical support, institutional reform and sector change management as well as improve urban infrastructure and basic services specifically addressing Water and Sanitation plus an Integrated Solid Waste Management.

UN-Habitat has been operational in Iraq for more than 13 years. During 2011, a team of 30 staff members and consultants working from Amman, Baghdad, Erbil, Sulaymanieh, Hilla and other Governorates implemented programme interventions to the value of over USD 8 million in the areas of urban planning and local governance, housing and land management and reform as well as urban services – with a focus on water, sanitation and education. UN-Habitat has gained a good understanding of the urban/municipal sector through its work in the following completed projects: Solid Waste Management Project, Local Government Association and Urban Development Capacity Building Project, Support to Decentralization and Local Governance for Service Delivery Project and Strengthening Urban Sector through Building Capacities in Municipal Planning and Management Project.

- **UNWOMEN** – UNWOMEN’s programmatic focus has been on promoting women’s participation in the political process, peace building and protection of women rights; addressing violence against women; enhancing the capacity of the State Ministry of Women Affairs, the Higher Commission for Women and women NGOs. UN Women Iraq has provided support and capacity building for the SMOWA to develop a national strategy for women. Programmes within the framework of UNSCR 1325, advocacy and programmes targeting CEDAW compliance and technical assistance on gender-responsive budgeting (GRB) have been and will continue to be focus areas for UN Women.
- **WHO**: The World Health Organization has been present in Iraq for over 45 years. More recently however WHO has been supporting humanitarian, recovery and development programmes in close collaboration with the Ministry of Health (MoH) and other line ministries, particularly the Ministry of Education (MoE) and Ministry of Higher Education (MoHE). The close partnership with the MoH is formalized through the biannual Joint Programme Review Mission which is an operationalisation of the 5-year term country cooperation strategy. WHO has been supporting the overall objective of the Ministry of Health (MoH) to transform an inefficient, centrally-planned and curative care-based health service into a new system based on prevention and evidence-based, equitable, high quality accessible and affordable primary health care. The support is divided into key areas: access to quality health services; strengthening of human resources and general management systems; developing policies, standardized procedures and strategic plans; Enhancing capacity in risk and hazard analysis, emergency preparedness and response, including surveillance and communication; strengthening and rebuilding infrastructure, including operational support elements such as communications, physical rehabilitation of buildings, provision of supplies and equipment and transportation. WHO assists the MoH in policy development and health sector reform while also promoting the equitable delivery of healthcare services. The main focus is on policy and strategy setting, but special efforts are currently exerted to engage the private sector and local communities, with representation from women and marginalized groups.

Phase I of the I-PSM programme and global experiences from civil service and public administration reform programmes bring the following lessons for I-PSM Phase II:

Strategic Lessons learned:

- i) Reform is a highly political undertaking. Countries in transition are particularly resistant to reform because the political landscape is new, unstructured and prone to factionalism;
- ii) Reform results in the short term are always at risk and modest – that is the nature of the complex long-term process of reform. This does not mean it is failing but rather only that those in charge must sustain the effort and instil confidence among stakeholders to persist in their efforts;
- iii) In post-conflict countries it has been found that public administration is an important mechanism for progressively deepening, broadening and institutionalizing the political settlement as much as it is a mechanism for delivering public services;
- iv) Successful reform and restructuring programmes are government-led and international community supported, well-coordinated and implemented over the medium to longer term (10-20 years);
- v) Public sector modernisation is a long-term, difficult and convoluted process. It is important to emphasise from the start that execution of such reforms is a phased year-by-year, learning-by-doing approach with the need to frequently re-visit and re-plan initiatives abandoning some and picking up new initiatives along the route;
- vi) Identifying/establishing an entity for management and reforms of civil services is crucial for long-term programme success. In its absence, reforms risk being piecemeal and poorly coordinated. There should be a highly placed entity to conceptualise, plan, implement, guide and lead public administration reforms across the entire government;
- vii) Widespread insecurity, unemployment, increasing cost of living and high levels of vulnerability, all of which have contributed to increased public sector staffing, may mean that any deep civil service and administrative reform programme could be both controversial and potentially politically destabilising. This can be mitigated by private sector development and employment generation;
- viii) Application of new laws and legal frameworks (from the Constitution to the Provincial Powers Act), the balance of power between the centre and periphery, and differences of opinion as to how best to approach devolution of service delivery, mean that conclusions must be derived only through participation and consensus with engagement of Iraq's citizens;
- ix) E-governance plays a crucial role in improving service delivery standards, enhancing transparency and furthering decentralisation;
- x) With multiple donors and development interventions in Iraq, there is strong need for an aid coordination and effectiveness mechanism;
- xi) The Government of Iraq is traditionally highly centralised and previous efforts to decentralise have generally been met with political opposition. Decentralisation must therefore be evidence-based and approached on a sector-by-sector basis, driven by the objective of effective service delivery;
- xii) The programme interventions should create short-term wins to show progress;
- xiii) A comprehensive knowledge management system will benefit the joint programme's efforts in creating awareness and knowledge and information sharing;
- xiv) There is a need to adopt social participation tools at the sectorial management level to link with civil society for public service delivery partnership;
- xv) Public Private Partnership (PPP) is a concept that can support the efficient delivery of services within the three pilots sectors and also at the local level.

Lessons Learned common to the Education, Health, WATSAN sectors & National Statistics System:

The sectoral reviews conducted during I-PSM Phase I highlight the following common lessons learned and recommendations:

Structure and Management:

- i) The Iraqi state can benefit from work on deciding its core functions -and the functions Government seeks to devolve or outsource to private partners and civil society. These decisions will then help clarify the roadmaps in the three sectors;
- ii) There is strong need for capacity development at the institutional as well as individual level in line ministries dealing with critical sectors of education, health and water and sanitation. Strategic policy issues need to be addressed, organisational structure and processes reformed and strengthened, and human resources developed to meet the evolving needs and aspirations of the people;
- iii) Further development of the Iraqi national statistics system will provide vital data and information for planning processes;
- iv) E-Governance has gained impressive momentum in Iraq. It is critical to enhanced internal inter-connectivity and service-to-the public. The e-Governance Action Plan and e-Education, e-Health and e-Municipalities Road Maps should be integrated in the development of a National Public Sector Modernisation Strategy.

Civil Society Engagement and Service Delivery:

- i) Limited space and tradition for involvement of civil society and private sector in the legislative process and policy making – disconnect between the state and citizens;
- ii) All sectors need new service delivery models, which will deploy the private sector and civil society organizations. Line ministries need to build capacity to undertake pragmatic, participatory and evidence based planning, effective execution and monitoring and evaluation of their plans;
- iii) The education and health sector service delivery models need to be decentralised, e.g. School Based Management, university autonomy and Family Health Model;
- iv) Service delivery models need to publicise service standards for the citizen, be customer focused, and encourage citizen feedback on services;
- v) Over the medium-term, policy and planning functions should remain at the centre with day-to-day delivery functions being progressively devolved. Simultaneously, capacity of local governance institutions at the institutional and individual level need strengthening, especially in the areas of planning, programme implementation, monitoring and promoting participatory processes;
- vi) While Iraq has made significant gains in achieving its MDG targets in certain sectors, there is urgency to better address the needs of vulnerable populations in the process of policy development, planning and implementation. Education, health and water and sanitation sectors need to adopt inclusive policies and programmes for increasing access to services for the vulnerable such as women, illiterates, youth, senior citizens, persons with disability, particularly those in rural and remote areas;
- vii) There is extensive space for work on gender equity, gender responsive planning and budgeting and gender mainstreaming. For this purpose GoI requires better gender disaggregated data to inform policy, planning and resource allocation;

There is urgent need to address the serious problems of youth, specifically their education, training, employment and participation.

The Proposed Programme:

I-PSM Phase II responds to the findings, lessons learned and recommendations of Phase I. The programme is designed with a holistic approach to governance reforms, capacity development and sector modernisation. In alignment with the GoI Strategy 2011-2014, NDP 2010-2014 and UNDAF 2011-2014, the programme seeks to strengthen the regulatory and institutional framework and processes of national and local governance to enhance service delivery.

The above identified problems, challenges, findings, lessons learned and recommendations coming from Phase I, can be classified as upstream and downstream. The Programme target the

following four joint programme outputs, where outputs 1 and 2 address the upstream goals and output 3 and 4 address the downstream goals:

- i. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels;
- ii. GoI has improved public administration systems at national and sub-national levels;
- iii. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors; and
- iv. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes.

The proposed programme details are described below:

Component 1: National level support

- Review institutional arrangements and the distribution of roles, authority and decision-making mechanisms, functions and structures of institutions at the national and local levels and the vertical and horizontal relationships in each sector and between institutions and other sectors;
- Technical assistance for drafting of the Government's PSM Strategy;
- Development of an arrangement to serve as the focal point for PSM at the centre of government, e.g. Directorate of Public Administration Reform; and development of reform implementation monitoring units in selected pilot ministries;
- Development of staff, structures and processes for leading and sustaining PSM at the centre of government, through technical support to the NPSMSC, including recruitment of additional staff to support PMAC;
- Exploration of options for the establishment of an independent centre of excellence on governance to advise and carry out research and build a sustained flow of knowledge and information sharing on governance reforms. This centre could be built on existing institutions;
- The planning and execution of annual national consultations on PSM to showcase progress and lessons learned in a forum engaging politicians, officials and the public;
- Exploration of options for a Senior Executive Service (SES) and assistance in the design of potential SES pilots, to be coordinated with USAID Tarabot and civil service reform work;
- Technical support to Kurdistan Regional Government (KRG) to review public sector reform in Kurdistan, and develop a regional PSM strategy, aligned with the national PSM strategy.

Component 2: Cross-cutting support

- Implementation of road map for National Statistics System with CSO/KRSO;
- Further development of e-governance in support of the Ministry of Science & Technology (MoST) including finalisation of the E-Governance National Strategy, the establishment of a National Academy on E-Governance and launch of E-Governance pilots (e-services) in selected sectors;
- Further development of the Iraq Development Management System (IDMS), including the Kurdistan component's Kurdistan Development Management System (KDMS);
- Using three sector as pilots, and in collaboration with the World Bank's Public Financial Management (PFM) work, provide technical support for gender mainstreaming in policies and tools and for piloting of Gender Responsive Budgeting (GRB);
- The strengthening of the National Centre for Management Development & Information Technology (NCMDIT) and the Kurdistan Institute of Public Administration (KIPA) for more

effective training and development of the next generation of senior civil servants in collaboration with USAID civil service work.

Component 3: Sector reform support

- Launch implementation of the three road maps agreed to by relevant ministries for the Health, Education and WATSAN sectors, including technical assistance with policy and legislation, organisational structures, human resources, financial management and budget execution and systems reform;
- Establish cost-sharing arrangements to ensure implementation of these road maps with relevant line ministries.

Component 4: Decentralised service delivery, local governance and participatory processes support

- Technical assistance to enhance the quality of decentralised service delivery at the provincial level, and strengthen the dialogue on federal-provincial relations including technical assistance to the Ministry of State for Provincial Affairs (MoSPA);
- Enhanced participatory and gender-sensitive planning and citizen feedback on government services to improve the quality of decentralised service delivery and local governance, focusing on Public Private Partnership concept that requires a great attention in terms of preparing the institutions to move to management pattern by the private sector also requires organizational and legislative changes at the national and local levels and that represents the core of the reform process in changing the state's role in economic life;
- Pilots for three sectors (Health, Education and WATSAN) in three pilot governorates to test implementation of service delivery. Results to be used to make adjustments for replication and scaling up implementation of road maps for other sectors. this includes rationalized use of financial resources in efficient and equitable manner as well as development of a medium-term fiscal framework as a link between the policy making process, priorities and budget;
- Technical assistance to improve the quality of urban governance in Iraq, including technical assistance to the Ministry of Municipalities and Public Works (MMPW) and selected city governments, and sector pilots. Clarification on roles and responsibilities between federal, provincial and urban government structures, and options for improved financing and service delivery at the urban level.

Cross-cutting Themes:

The I-PSM programme will address the important cross-cutting themes of human rights, gender equity, disability mainstreaming, employment generation, anti-corruption and environmental sustainability, all of which are critical for the success of Iraq's PSM agenda and must be obvious in all reform related aspects.

- i) **Human Rights:** Human rights of both public sector employees and citizens receiving public services will be addressed, across the civil service in general and within the chosen sectors in particular. This will include: rights of employment, rights to pay and grading equality, equitable opportunities for a public service career, the application of standard human resource management terms and conditions. Particular focus will ensure that sector service delivery efforts and corresponding human rights are universal where they can be (health, education and water supply and sanitation) and targeted to the poorest of the poor wherever possible. Through e-governance, the adoption of participatory approaches as well as re-trained and restructured ministries and governorate offices, Iraqi citizens will have a

- clear understanding of the structures and processes in government, its decision-making, and how they can participate in these processes.
- ii) **Gender and Disability Equity:** The I-PSM programme targets both public sector governance and the delivery of services. It will have a positive impact on both strategic and practical gender equality needs. At the strategic level, through civil service legislation and training and management, Phase II of the I-PSM programme will actively promote and strengthen women's role in government, in particular in the senior ranks, and will also support development of secondary and enabling legislation that protects women's employment rights and entitlements. In health and education services, the delivery models will be evidence-based and will work to reduce discrimination, gender inequality and social exclusion. The focus will be on Gender Responsive Budgeting (GRB) and measures for disability mainstreaming and welfare.
 - iii) **Employment Generation:** I-PSM Phase II will work to address the structure, conditions, and benefits of public employment, the creation of a senior civil service cadre and a career management path. Moreover, in determining the service delivery models for health and education, the private sector's role in delivery will be a standard practice to reinforce the role of the private sector as an engine of growth and primary rather than secondary provider of employment. In municipal services, where labour intensive work programmes are developed, efforts will focus on maximising labour use while minimising capital inputs and mechanisation. The I-PSM programme will link closely with other on-going and past UN joint programmes such as the LADP, PSDP-I, and USAID's Tarabot, and Governance Strengthening Project (GSP).
 - iv) **Anti-Corruption:** I-PSM Phase II will promote transparency, accountability and integrity in the public administration and service delivery machinery. Efforts will be made to facilitate implementation of Iraq National Anti-Corruption Strategy (2010-2014) through institutional development and capacity building, while working in cooperation with on-going anti-corruption initiatives within the UN System.
 - v) **Environmental Sustainability:** The themes of environmental sustainability will be addressed in the sector plans of WATSAN and health. The education sector can play an important role in raising the awareness about the environment and its impact on the development and welfare of the people.

Sustainability of Results:

The sustainability of results within the joint programme stems from its design and implementation guiding principles, which are based on Government driven processes and allow the delivery of reforms that will be self-sustaining over time. The entry point and one of the most important element of the reform is the development of the National I-PSM Strategy document – as a public sector reform strategy – around which national ownership and leadership will emerge to secure the delivery of programme benefits. With a focus on developing national capacities, and on capacity sustainment, the programme removes the major risks that the closing of the programme impacts sustainability. Reforms are to be initiated by government and ownership and co-financing are fundamental design principles. Whilst the I-PSM is being planned for a period of three years, implementation by government is likely to take up to 10 years or more. The I-PSM will therefore lay the foundation for continuity and consolidation in the sectors proposed, as well as for expansion to other sectors, as indicated above.

Moreover, capacity building initiatives and interventions will be secured as was the case in previous programmes and projects by the implementation methodology and strategy that would be adopted. Indeed, one of the successes that were recorded was the high level and sustained involvement of national counterparts as implementing partners in the programming. The selection of national institutions and entities to jointly implement the programme would allow for a hands-on experience of national counterparts and the strengthening of national know-how and expertise. Moreover, the sustainability of results will not only be ensured by the strong national ownership

and relevance of the interventions to national priorities and needs, but also by the policy and institutional provisions that would be extended to the Gol.

4. Results Framework

The achievement of the anticipated JP outcomes, which directly contribute to UNDAF outcome 2 as specified above, will be realized through the list of agency specific outputs and measured through the performance indicators and the means of verifications reflected in the Results Framework Table (Table 1) below.

Delivery of the four I-PSM programme outputs is as follows:

Output 1 will be delivered by UNDP with support from UNWOMEN in respect of issues related to gender. This output is focused on policy and structural level reforms (upstream reform) for the whole of the government and in KRG, which is primarily based on the development of a National PSM Strategy. It will also be achieved through the inclusion of new institutional arrangements and the revision of distribution of roles, authority and decision-making mechanisms within Government, in addition to establishing new systems for Knowledge Management. Besides PMAC and the Council of Ministers Secretariat (COMSEC), the programme will promote and propose the establishment of an entity responsible for PSM, which would be the main counterpart implementing partners and would lead the reform process. In KRG the key implementing partner will be the KRG Ministry of Planning.

Output 2 will be delivered by UNDP jointly with UNESCWA, UNFPA and UNWOMEN and will focus on reviewing and reforming existing administrative systems and procedures (upstream reform). Through strengthening public administration systems, the programme's lead partners, the Prime Minister's Office (PMO), COMSEC, Federal Civil Service Council and the newly established PSM unit/department will be technically supported to instigate the required systems and procedural upgrades. Moreover, specific legislation will also be developed and will need to be approved by the Council of Representatives (CoR). The realization of this output will also include human resources development through the strengthening of the training capacity of both the federal and regional governments and the capacitation of the NCMDIT and KIPA. In addition, the National Statistical Systems and e-governance systems application will be enhanced further, which would improve the accountability within the administrative structures.

Output 3 will focus on reforms in education, health, and water and sanitation sectors through implementation of sector specific modernisation plans and capacity development programmes, as per the agreed roadmaps of I-PSM Phase I by the relevant line ministries, including in the KRG (upstream and downstream reform). This output aims directly at improving service quality through development of service delivery models, focusing on rationalized use of financial resources in efficient and equitable manner as well as developing a medium-term fiscal framework to be a link between the policy making process, priorities and budget. This output is supported by UNICEF, UNESCO, WHO, UNFPA and UN-Habitat; UNWOMEN will provide technical inputs in all three sectors in support of gender mainstreaming.

Output 4 will be delivered by all participating UN organizations, namely UNDP, UNESCWA, UNICEF, UNESCO, UN-Habitat, UNFPA, WHO and UNWOMEN. This output is instigate reform plans at the local level and is expected to strengthen the local governance institutions at the provincial and city-level, promote participatory processes, improve urban governance and support decentralised service delivery, including fiscal decentralisation (downstream reform). This output will also cover inclusiveness, creating civic and political awareness among marginalised groups, women and youth and will encourage their participation in public sector reform efforts. It also includes supporting organizational and legislative changes at the national and local levels to prepare the institutions to move to management pattern by the private sector which represent the core of the reform process in changing the state's role in economic life (upstream reform).

Table 1: Results Framework

Programme Title:	Iraq Public Sector Modernization Programme (I-PSM) Phase II					
UNDAF Priority Area:	Priority 1: Improved governance, including protection of human rights					
Relevant NDP Goals:	<ul style="list-style-type: none"> • Good Governance: Strengthen the role of local governments in developing their provinces and building capacity for coordination and complementarities, using their comparative advantages • Good Governance: Inclusiveness of all groups in the development process • Establish sustainable development that balances economic, social, and environmental considerations 					
Relevant MDGs:	MDG 3: Promote gender equality and empower women MDG 8: Develop a global partnership for development					
Relevant UNDAF Outcome	Outcome 2: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels;					
	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target
	All	Gol	Increased satisfaction with the Public Sector Modernization	Perception Study Report	TBD	TBD
	All	Gol	Increased satisfaction with gender sensitive approaches in policies and programmes	Perception Study Report	Absent	TBD
	All	Sectoral ministries/pilot Governorates	Citizens in pilot governorates report improvement with the new piloted services	Survey Reports, Evaluation Reports	TBC	50%
	All	Gol	Improved MDG indicators for Health, Education & WATSAN	MDG Data	Last Iraq MDG report	TBD

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
JP Output 1: Gol has enhanced capacity to undertake public sector modernization at national, regional and governorate levels	Gol has enhanced capacity to undertake public sector modernization at national, regional and governorate levels							
	1.1. Gol has a National PSM Strategy promoting integrity and accountability developed	UNDP UNWomen	PSM Steering Committee PMAC COMSEC, Parliament, FCSC (yet to be established)	-Working group for PSM Strategy is functional	-COMSEC/Gol Decree	No	Yes	
				-Agreement on the scope of the PSM Strategy obtained	- Minutes of the meeting of Working Group	No	Yes	
				- Draft National PSM Strategy prepared, inclusive of integrity and accountability components	- Draft document	Early draft	Final draft	
1.2. Gol has institutional and operational arrangements for managing PSM instigated and functional			- Administrative unit responsible to lead PSM reform established	- COMSEC/Gol decree	No	Yes		
			- Reform Implementation Monitoring Units (RIMU) established in four pilot ministries	- Administrative circulars establishing RIMUs	No	Yes		
			- # of staff from newly established administrative unit and RIMUs capacitated on PSM and gender	- Training records	0	50		
1.3. Gol has institutional arrangement for Knowledge Management (KM) system developed	UNDP UNWomen	PSM Steering Committee, PMAC, KRG MoP	- Concept paper on KM organizational and system arrangements with costed options drafted	Concept paper	No	Yes		
			- KM Steering Committee established	KM Steering Committee ToR	No	Yes		
			- Technical architecture for web-based KM prepared and	Technical architecture test	No	Yes		

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
				tested	report			
	1.4. KRG civil service Commission supported for public sector modernization	UNDP UNWomen	KRG MoP, KRG Civil Service Commission	KRG working group on PSM Strategy is functional KRG PSM Strategy drafted -	-KRG Decree -Minutes of the meeting of Working Group - KRG PSM Strategy document -	No No	Yes Yes	
JP Output 2:	GoI has improved public administration systems at national and sub-national levels							
GoI has improved public administration systems at national and sub-national levels	2.1. Capacitated institutions and human resources with clear policies and processes including e-governance and knowledge management	UNDP UNWomen	PSM SC, PMO, COMSEC, PMAC	- Number of consultation meetings and workshops for preparing Capacity Development Policy - Number of gender sensitive guidelines for public administration functions developed - Number of Standard Operating Procedures (SOPs) for the implementation of the guidelines developed - Number of Civil Service Commission and RIMUs staff in GoI and KRG trained on guidelines and SOPs	Records of consultation meetings and workshops Guidelines document SOPs Training records	0 0 0 0	3 4 4 70	3 4 4 70
		UNDP UNESCWA	NCMDIT, KIPA PMO,	- Number of Strategic Plans for the National Center for Management Development	Strategic Plan Drafts	0	2	

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
			COMSEC, PMAC	and Information Technology (NCMDIT) & Kurdistan Institute for Public Administration (KIPA) prepared - International twinning arrangements in place for NCMDIT & KIPA - Number of consultation meetings and workshops for developing the Senior Executive Service Policy - Number of exposure visits and senior fellowships schemes for Senior executives (DMs and DGs) organized	Twinning visit reports Reports of meetings Draft SES Policy Workshop reports Exposure visit reports Fellowship reports	1 0 0	3 2 3	3
		UNDP	MoST, e-governance Steering Committee	- E-governance strategic plan finalised - National Academy of Excellence on eGov established - Number of Action plans for additional e-services prepared - Draft Data Policy Framework prepared	Minutes of the meetings of e-governance Steering Committee Revised e-governance Strategic Plan MoST decree Iraq Web Portal; UNDP reports Draft Data Policy Framework Document	No No 5 1	Yes Yes 15 2	Yes Yes

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
		UNDP	MoPDC, MoF, other line Ministries KRG MoP	# of technical and management staff participating in the training /study visit programme on Knowledge Management <i>IDMS/KDMS version II is functional</i>	Training reports <i>IDMS/KDMS Report</i>	<i>Tech- 15</i> <i>Mgt - 0</i> <i>No</i>	<i>Tech – 40</i> <i>Mgt - 30</i> <i>Yes</i>	 <i>Yes</i>
	2.2. <i>Gol has improved Gender Responsive approaches and practices in public administration system, public policy, planning, budgeting and evaluation</i>	UNWOMEN UNFPA UNDP	MoF, MoPDC, SMOWA&KRG High Council of Women Affairs	<ul style="list-style-type: none"> <i>Gender action plan at national level drafted</i> <i>Budget gender analysis guidelines and indicators drafted</i> <i>National budget analyzed from gender perspective</i> <i># of GRB unit staff trained</i> <i>GRB conference to showcase methodology & lessons learned conducted</i> 	<i>Indicators report</i> <i>Action plan report</i> <i>Guidelines and Indicators</i> <i>- Training reports</i> <i>Conference report</i>	<i>No</i> <i>No</i> <i>No</i> <i>0</i> <i>No</i>	<i>Yes</i> <i>Yes</i> <i>Yes</i> <i>50</i> <i>Yes</i>	<i>Yes</i> <i>Yes</i> <i>Yes</i> <i>50</i> <i>Yes</i>
	2.3. <i>Gol/KRG have enhanced gender sensitive statistics policy and human resources aligned with e-governance policy and systems</i>	UNFPA	CSO KRSO Relevant agencies	<ul style="list-style-type: none"> <i>Draft for New Statistics Act prepared</i> <i>Code of Practice drafted</i> <i># of functional IT networks established at national, regional and sectoral level</i> <i># of modernized classifications and coding systems</i> 	<i>Draft Statistics Act</i> <i>Code of Practice</i> <i>Network reports</i> <i>Drafts</i>	<i>No</i> <i>No</i> <i>0</i> <i>No</i>	<i>Yes</i> <i>Yes</i> <i>4</i> <i>Yes</i>	<i>Yes</i> <i>Yes</i> <i>4</i>

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
				<p>developed</p> <ul style="list-style-type: none"> # of functional data exchange mechanisms # of trained nationals on modernizing national statistics systems gender sensitized tool developed National classifications server installed 	<p>CSO/KRSO/MoP/line ministries reports</p> <p>Training reports</p> <p>CSO/KRSO/MoP/line ministries reports</p> <p>Installation Report</p>	<p>0</p> <p>NA</p> <p>0</p> <p>No</p>	<p>3</p> <p>200</p> <p>1</p> <p>Yes</p>	<p>200</p> <p>1</p>
JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors	EDUCATION							
	<p>3.1.1.</p> <p>MOE has institutional mechanisms for coordination of Education sector amongst stakeholders</p>	<p>UNESCO</p> <p>UNICEF</p>	<p>MoE, MOHESR</p> <p>MoPDC, MoF</p> <p>Parliamentary Committees on Education</p>	<ul style="list-style-type: none"> Institutional framework for coordination among education stakeholders drafted 	<p>Draft institutional coordination framework</p>	<p>No</p>	<p>Yes</p>	<p>Yes</p>
	<p>3.1.2</p> <p>MOE/MoHESR have decentralized, ICT-enabled and gender responsive organizational structures & processes for improved service delivery at central and governorate levels</p>	<p>UNESCO</p> <p>UNICEF</p> <p>WHO</p>	<p>MoE, MoHESR, MoF, MoP, MoH</p> <p>Parliamentary Committees on Education</p> <p>Civil Society, Health & Environment</p>	<ul style="list-style-type: none"> Reviewed and updated assessment of structures and processes report Draft organization change plan prepared for MoE and MoHESR Education Gender indicators for planning, budgeting, monitoring and evaluation developed 	<p>Updated report</p> <p>Draft plan</p> <p>Draft gender indicators</p>	<p>Assessments conducted</p> <p>No</p> <p>None</p>	<p>1 updated report</p> <p>Yes</p> <p>Finalised</p>	<p>1 updated report</p> <p>The change plan will not cover all areas</p>

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
	3.1.3. MoE and MoHESR have strengthened human capacity in planning and coordination, M&E, financial management, HRM, use of ICTs and gender mainstreaming	UNESCO UNICEF UNWOMEN UNFPA	MoE MoHESR MoH Universities FTEs Pre-service/In-service TT Institutes	<ul style="list-style-type: none"> Number of mid and senior level government officials trained in MoE and MoHESR Percentage of reported improvement in knowledge and skills among trainees after training 	MoE/MoHESR training records Post training Assessment	0 0	200 80%	100 80%
HEALTH								
	3.2.1 Gol has policies, plans and organisational framework for better health services including decentralisation, public-private partnership, health financing, ICT and gender responsive approaches	WHO UNICEF UNFPA UNWOMEN	Ministry of Health Ministry of Planning Ministry of Finance	<ul style="list-style-type: none"> National Health Policy (NHP) assessed by JANS and endorsed Guidelines on financial management, Pharmaceuticals, & HIS developed Ten year strategic plan for health developed MTEF framework for health sector developed HRM policy developed Fiscal decentralization modules in health system developed Framework for ICT/e-governance in health, including application of telemedicine provided Gender audit with guidelines for engendering the sector developed 	Government decree on NHP Minutes of meetings/ Guidelines Strategic Plan for Health MTEF framework document HRM policy document Documents & reports Framework document	No No No No No No	Yes Yes Yes Yes Yes Yes	

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
					Project reports Gender audit report			
	3.2.2 GoI has enhanced capacity for policy, planning, programme management and health care delivery, including decentralized health care based on PHC & Family practice with policy on PPP	WHO UNFPA UNICEF UNWOMEN	Ministry of Health Ministry of Higher Education	<ul style="list-style-type: none"> % of management staff trained on decentralised management Number of skilled staff (physicians, nurses and midwives) per 1000 population 	Training Reports MOH Annual Reports	NA Physicians - .75 Nurses – 1.4 Midwives N.A	50 2.3 health staff per 1000 population	
WATSAN								
	3.3.1 Institutional, organizational and operational arrangements for a water utility developed	UN-Habitat	MMPW, MoB, Mo Env., MMT, Parliamentary committees on Watsan Services.	<ul style="list-style-type: none"> Pilot location identified Organizational arrangements for corporate utility model developed ToR for Management Contract and support of procurement process of utility Key Performance Indicators Pilot E-services in billing and complaint management initiated 	Meeting Minutes Working group minutes ToR Indicators identified MoMPW/ UN-Habitat Report	No No No No	Yes Yes Yes Yes	Yes Yes Yes Yes
	3.3.2 Legislative and	UNICEF	Parliamentary Comm for Water, Health	<ul style="list-style-type: none"> ToR's for I&KWA's drafted and approved by 	CoM Records Parliamentary	No	Yes	Yes

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
	<i>regulatory instruments for modernization of water, sewerage and solid waste public service delivery drafted and submitted to Council of Ministries (CoM)</i>		&Env. MoWR, MMPW, MoB, MoEnv. MMT	<i>C'soM.</i> <ul style="list-style-type: none"> • <i>Legislation for formation of I&KWA's, including ToR's, drafted and recommended to Gol& KRG</i> • <i>Gol& KRG national consultations on sector reform conducted</i> • <i>Applicable water and wastewater charges identified and proposed to be included in legislative process.</i> 	<i>Records</i> <i>Gol approval of process results.</i> <i>Report on charges and legislative recommendation</i>	No No	Yes Yes	Yes Yes
	3.3.3. Plans for improved operational management prepared and submitted by High Council of Water (HCW)	UNICEF	MMPW, MoB, MoEnv, MMT, MoH Parliamentary committees on Watsan Services.	<ul style="list-style-type: none"> • <i>Water demand management study and consultation conducted by I&RWA and results fed into 3.3.2</i> • Water quality management study and consultation developed by I&RWA's and results fed into 3.3.2 • Governorates and Gol to conduct household water consumption data analysis, to feed into 3.3.2 • National Water Conservation Plan developed by Gol and fed into 3.3.2 	<i>I&RWA report</i> I&RWA report Gol Report Gol Plan document	No No No No	Yes Yes Yes Yes	Yes
	3.3.4.	UNWOMEN	MMPW, MoB,	<ul style="list-style-type: none"> • Household water diaries 	Diaries	0	3	

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
	Strategies for improved public participation and customer orientation developed	UNFPA UN-Habitat	MoEnv, MMT, Parliamentary committees on Watsan Services.	<ul style="list-style-type: none"> prepared with women <i>Report on the analysis of water use practices at household level, and findings on water practices prepared</i> Percent increase in women representation within citizen advisory committees on water Performance and service standards on water usage and consumption developed and publicised 	<i>Report</i> Citizen advisory committees records Documents produced	<i>No</i> Minimal No	<i>Yes</i> 15% Yes	<i>Yes</i>
	3.3.5. Updated Solid Waste Management strategy, policy, national master and capital investment plans drafted	UN-Habitat UNWOMEN UNFPA	MMPW, MoB, MoEnv., MMT, Parliamentary committees on Watsan Services.	<ul style="list-style-type: none"> <i>Sector strategy and policy drafted</i> National Master plan including hazardous and health care waste updated National capital investment plan for prioritisation of capital investment drafted. National land management plan prepared <i>Handbook on ISWM collecting and separating at source developed</i> 	<i>Strategy document</i> Draft Plan Draft Plan National maps and plan <i>ISWM practices' handbook for private households</i>	<i>No</i> No No No <i>No</i>	<i>Yes</i> Yes Yes Yes <i>Yes</i>	<i>Yes</i> <i>Yes</i>
JP Output 4:	GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes							

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
Gol sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	4.1 Enhanced decentralization and strengthened local governance	UNDP UNESCWA	MoSPA, MoF, Governorates, Provincial Councils, CSOs	<ul style="list-style-type: none"> Federal-Provincial Committee in operation Number of executive development programmes for the political executives, Governors & Council members and senior functionaries of concerned departments Draft strategy paper on participatory approaches and mechanisms (for what) Study on institutional arrangements (for what), including administrative structures, at provincial level Study on fiscal decentralization completed 	Minutes of the Committee meeting <i>Training reports</i> Strategy paper <i>Study</i> Study report	No 0 No No No	Yes 50 Yes Yes Yes	 50 Yes
	4.2 Enhanced gender sensitive planning, budgeting & evaluation capacity at central and governorate levels	UNWOMEN	Governorates, Line Ministries Sub-national departments	<ul style="list-style-type: none"> # guidelines on gender sensitive approaches issued in cooperation with sub-national entities 	Guidelines documents	0	5	
	4.3.1 Participatory and inclusive governance	UNDP UNESCWA UNESCO	MoSPA, MoH, MoE, MoHESR, MMPW, Higher Education	<ul style="list-style-type: none"> Number of recommendations identified for the enhancement of Law 21 	<i>Reports and Official Correspondence</i>	1	2	2

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
	approaches enhanced through partnerships with CSOs	UNFPA UNICEF WHO UN-Habitat	Institutions, Governorates, Provincial Councils, CSOs	<p><i>from the participation perspective and for the localization of MDGs</i></p> <ul style="list-style-type: none"> # of officials & politicians at sub-national levels trained in participatory processes Draft social participation toolkit for government agencies prepared # advocacy groups established to promote participatory approaches 	<p>Training & Event reports</p> <p>Toolkit</p> <p>Agency report</p>	<p>10</p> <p>No</p> <p>0</p>	<p>150</p> <p>Yes</p> <p>6</p>	<p>150</p>
	4.3.2 Government and partners are supported to enhance youth & women leadership skills for local governance	UNFPA UNESCWA UNDP UNESCO UNICEF	Governorates, Provincial Councils, CSOs	<ul style="list-style-type: none"> Policy recommendations and inputs to the civil society law? # of youth/women advocacy groups established # of tri-partite Meetings with youth councils & women networks # of districts/ municipalities covered by the UN led Youth Initiatives # of curriculum development tools developed with MOEs to mainstream civic and political literacy and engagement 	<p>Civil Society organization Law & Parliamentary reports</p> <p>CSO/CBO reports Youth & women testimonies</p> <p>Council Committees Reports, Minutes of Meetings</p> <p>Council Committees Reports</p> <p>Tool Minutes of meeting with MOEs</p>	<p>No</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>Yes</p> <p>460 males 530 females</p> <p>24</p> <p>6-8 districts / municipalities</p> <p>3</p>	<p>Yes</p> <p>3</p>

JP Outputs	UN Agency Specific Output	UN Agency	Other Implementing partner(s)	Performance Indicators	Means of Verification	Baseline	Target for whole budget (\$35 million)	Specific Target for UNDAF portion (\$17.8 million)
	4.4 Government is able to implement pilot participatory service delivery projects in Health, Education and WATSAN sectors in three governorates	UNICEF UNESCO UN-Habitat WHO	MoE, MoHESR MoH, MMPW, Governorates, Directorates of Health, Education, MMPW, Private sector, NGOs & CBOs	<ul style="list-style-type: none"> Number of Assessments of decentralized service delivery governorates completed Number of joint-UN pilots promoting participatory governance mechanisms in service delivery launched 	Assessment reports Gov/governorates/ Agency reports	0 0	3 3	3 3
	4.5.1 Government partners undertake study on the scope of urban local governance including recommended options	UN-Habitat	SMPA, MMPW, ILGA, Governorates and Line departments, CBOs and NGOs	<ul style="list-style-type: none"> Study on local urban governance for Public Sector Modernization conducted and options for pilot implementation in selected urban centres suggested 	Study reports	No	Yes	Yes
	4.5.2 Local government able to support public sector modernization at provincial/local levels	UN-Habitat	SMPA, MMPW, and ILGA	<ul style="list-style-type: none"> Strategic Plan for Training and research institute (TRI) developed Curriculum developed on local governance and urban development # of elected council representatives and line departments staff attending TRI training of trainers (ToT) Percentage of trained elected officials and confirming benefiting from ToT # political executives and officials participating in Study Tour 	Strategic plan report Training modules Training reports Evaluation sheet Study tour report	No No Elected: 0 Staff: 0 0 NA	Yes Yes Elected: 20 Staff: 60 80% 20	Yes Yes Elected: 20 Staff: 60 80% 20

5. Management and Coordination Arrangements

The programme will be led and coordinated by a National PSM Steering Committee with active support of Ministerial Advisory Committees in the three sectors of Health, Education and WATSAN and similar arrangements in the Ministry of Science & Technology for e-governance and the Central Statistics Office in the Ministry of Planning for the statistics work.

A Programme Manager and the PMT will lead implementation of the Joint Programme and will report and be accountable to the Resident Coordinator as chair of the UN Country Team (UNCT). The Programme Manager will chair meetings of the Programme Management Team (PMT) consisting of CTAs/Programme Managers from each of the eight participating UN agencies in this Joint Programme and the LADP Programme Advisor as a special invitee because of the need for close coordination between the I-PSM and LADP joint programmes. The PMT is the forum for managing overall implementation, addressing challenges of individual UN agencies and making linkages among individual UN agency efforts to enhance programme impact.

National Public Sector Modernization Steering Committee (NPSMSC) and Ministerial Advisory Committee (MAC)

The NPSMSC will lead the programme management and provide oversight of its implementation. It will meet semi-annually or as needed. It is tasked with the following broad responsibilities:

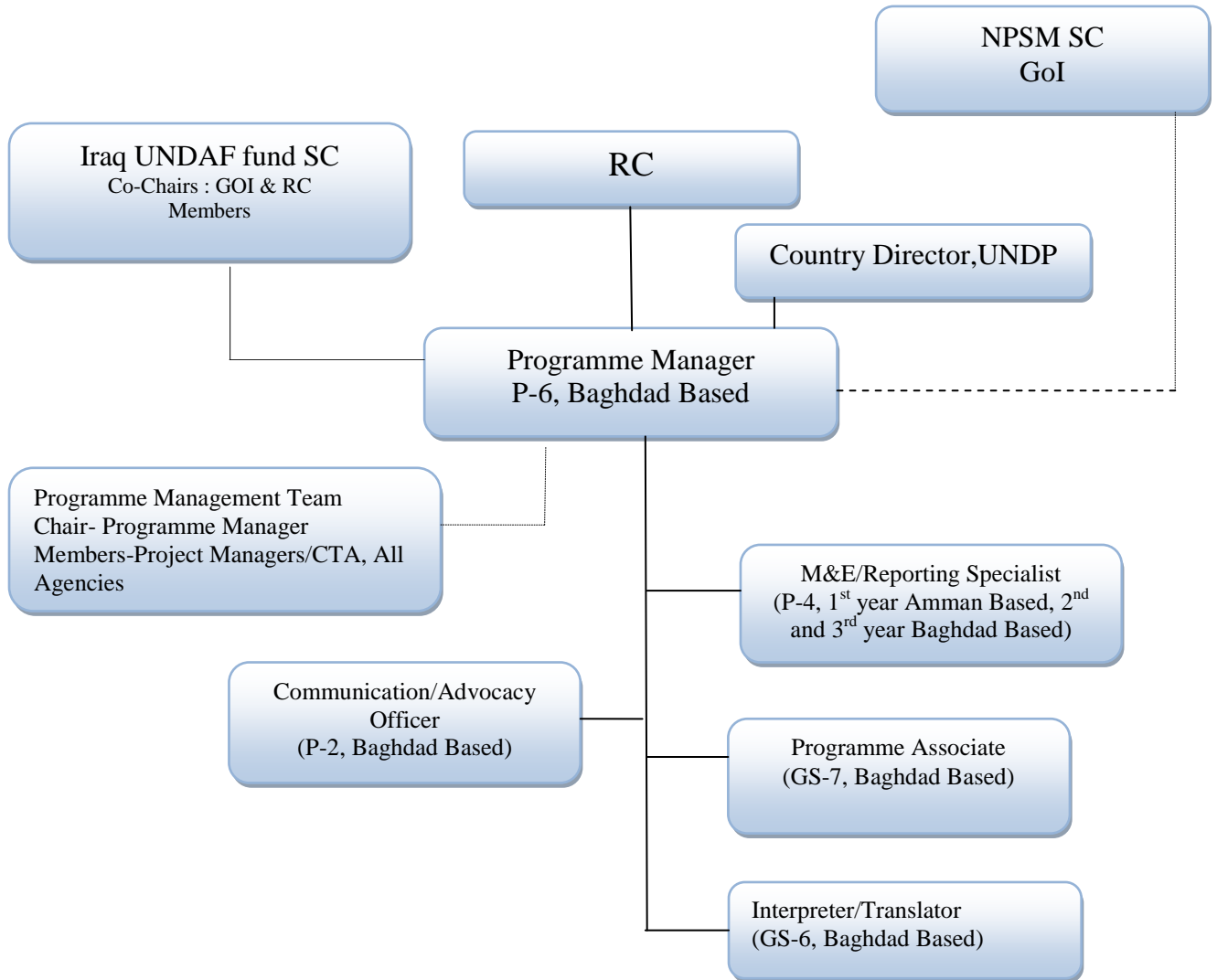
- i. Development and agreement on this PSM programme document;
- ii. Overall coordination of the public sector modernisation programme;
- iii. Policy leadership with regards to public administration strategy direction, shape and priorities;
- iv. Approval of annual work plans and budgets for the program;
- v. Resolving problems, providing direction and tasking the PSM Working Group.

The modernization interventions in the target areas of education, health, WATSAN and NSS will be closely supervised and led by the Ministerial Advisory Committees of the concerned ministries.

Programme Manager and Programme Management Team (PMT)

Under the overall supervision of the UN Iraq Resident Coordinator, management of the joint programme will be performed by an international full-time Programme Manager. The Programme Manager will be supported by a small team of international and national experts (M&E, communications, IT, translation/interpretation, and project administration). A Programme Management Team (PMT) comprised of the Programme Manager of the joint programme and Programme Managers/CTAs of all implementing UN agencies and the LADP Programme Advisor will be established. The PMT will meet monthly or more frequently as required, to review progress achieved by each partner/agency against agreed activities/outputs, make decisions to improve impact and address challenges in the implementation and coordination of the Programme.

Joint Programme Management & Coordination Arrangements



UNCT Programme Coordination

At the level of the UN Country Team, the Programme Manager will act as primary interlocutor on behalf of the joint programme team, and will therefore be a key interface with the GoI's PSMSC, PSM-Working Groups, the Resident Coordinator and other relevant stakeholders. Based in Baghdad, the Programme Manager will report on behalf of all member UN agencies to the Chair of the NPSMSC and consolidate for that purpose progress reports and other required documentation from other agencies. The Programme Manager will be responsible for quality assurance and reporting to the Iraq UNDAF Fund Steering Committee.

Stakeholder Coordination

The primary stakeholders of this programme are government officials, members of parliament, senior civil servants and through the development of decentralised service delivery, governors and civil society. Secondary stakeholders include all those involved in programme formulation and delivery, including users of government services. In the GoI, stakeholder coordination will be provided at three levels: (i) the I-PSM Steering Committee, (ii) the national I-PSM Working Group, and (iii) sector based MACs. Moreover, it is anticipated that the *to be established* administrative entity for PSM will also have an active role in coordination within the GoI and particularly within sectoral ministries. For the UN, the programme is to be coordinated through Iraq UNDAF Fund SC and at the level of the Joint Programme Management Unit (JPMU). Mandated UN Agencies will also be responsible for coordination at the sector level. The Programme Manager will be responsible for coordination with other bilateral and multilateral development partners including the World Bank, USAID, EU and SIDA.

6. Feasibility, risk management and sustainability of results

The I-PSM Phase II programme is critical to national development objectives; however its implementation remains contingent on overcoming a number of risks and operational constraints. These primarily relate to (i) continuing insecurity and limited access to public buildings and officials at the national and sub-national level by international I-PSM personnel, (ii) limited data and information regarding ministry structures and staffing, (iii) confusion over central and sub-national service delivery roles and responsibilities, (iv) insufficient PSM donor coordination, and (v) the fact that substantive impact from significant reform efforts may not be seen for up to 10 years and certainly not in the twenty-four month time frame of I-PSM II. With the closure of the Iraq Trust Fund (ITF), which rendered impossible the transfer half of \$41.4 million allocated for IPSM programme originally, a robust resource mobilization strategy is now required to be put in place in order to secure the required resources for the implementation of the full-fledged three-year programme scope. Key programme assumptions include effective government leadership and ownership at both political and official levels, and government support of an enabling environment for reform.

There are risks in the Iraqi context that need to be understood in programme design and implementation, so that they may be mitigated and threats reduced. It should be stated that risk is high globally in public sector reform. But the risk of doing nothing is even higher. Based on the modest initial successes made I-PSM Phase I and by many other reform oriented programmes in Iraq, the risks are acceptable and have been minimised in the programme design, as outlined below.

Risk Assessment for the I-PSM Programme

Risks	Risk Factors	Level	Mitigation Measure
Political	Delay in the development and approval of the National PSM Strategy and lack of political support for the reform agenda	High/ Medium	Not much can be done to mitigate this risk. This is why the programme includes piloting of service delivery at the local level. If there are delays in decisions at the centre of government then the pilots should be able to proceed independently
Security	Security transition incomplete, undermines government focus and mobility of technical support	High	Contracting of Iraqi nationals where possible and TA procurement through independent consultancy support to work direct with government.
Legislative Policy	Overall PSM reform approach not supported due to political uncertainty	Medium/ Low	Programme design includes reform measures without having to resort to legislative change, e.g. service delivery pilots
Overburdened Management at the centre	Over-tasked senior officials undermines prospects for strong champion of reform	Medium	Support COMSEC, PMAC and MAC with work planning and with national staff to increase effectiveness and engagement in reform
National Capacity	Limited experience with reform in current administration may lead to resistance and limited traction	Medium	Core ministries selected, training provided, processes institutionalised and possible senior executive service initiated to create senior civil service cadre
Decentralization	Decentralization pilots blocked by current legislation limiting local powers and authorities	Low	Seek executive order to permit pilots to proceed without changing existing legislative framework No
National Coverage	Kurdistan is considering own public sector reform programme	Medium/ Low	PSM remains an Iraq-wide programme with decisions over subsidiarity left to PMO/COMSEC and PSMSC. Moreover, PSM will have a special focus at KRG
Sub-national Capacity	Poorly designed devolution and ineffective decentralisation undermines PSM outcomes	High	No explicit sub-national piloting but rather a whole of government approach to service delivery and strong coordination with other local governance and decentralisation programmes
Donor Coordination	Risk of parallel structures, weak harmonisation and alignment	Medium	PSMSC to secure effective government-wide and international community coordination
Staffing Delays	Programme staffing delays can retard implementation	Medium	Contracting of Iraqi nationals and employing internationals through independent consultancy support to work direct with government
Results Evaluation	Specific outputs requiring government endorsement might prove to be hard to measure and monitor, especially in short term	Low	Baseline and end of project surveys will clearly demonstrate where there are results

Sustainability of I-PSM Phase II is promising given the ownership demonstrated in Phase I by the Gol in its PSM Steering Committee and the active ministerial advisory committees in the three sectors and in the CSO for statistics development and in the Ministry of Science & Technology for E-Governance.

7. Monitoring, Evaluation and Reporting

Reporting

The joint I-PSM programme is designed to meet the requirements for monitoring, evaluation and reporting as stipulated by the Iraq UNDAF Iraq UNDAF Fund as well as by the standard policies and procedures of each participating agency. Accordingly, the following reporting, monitoring, and evaluation procedures will be followed to track I-PSM progress.

Reporting will follow the standard Iraq UNDAF Fund rules and procedures: quarterly progress reports will be prepared (fiches), annual progress reports and a Final Report at the end of the project that will provide final analysis, findings, lessons learned and recommendations. Moreover, and given the importance of this programme for the Gol, the UN will also prepare and submit six-month performance reports that would be submitted to the PSM SC.

Quarterly Progress Reviews

Each UN Participating Agency will submit quarterly progress reports to the Programme Manager. The Programme Manager will consolidate the agencies' progress report and submit it to the Multi-partner Trust Fund (MPTF) Office, Iraq UNDAF Fund Steering Committee Support Office and RC. The Programme Manager will hold quarterly review meetings of the PMT to review PSM related UN agency work plans within the framework of the wider programme, and focus on the activity level and its contribution to output components with suggestions to improve impact, link up effort and correct plans and courses of action. The results of this quarterly review process will feed into the six monthly reporting process, linking activities to outputs and outputs to outcome tracking. This process will also report in aggregate the total quarterly expenditures, the composition of spending and its contribution towards meeting programme results.

In terms of Iraq UNDAF Fund reporting, the Programme Manager will consolidate annual narrative progress reports from all member agencies in accordance with Iraq UNDAF Fund requirements, so as to provide a comprehensive account of progress for the entire joint programme.

In accordance with Iraq UNDAF Fund regulations, each individual UN agency shall issue separate financial statements and reports and directly submit to the Iraq UNDAF Fund.

Six Monthly Reports

The Programme Manager will prepare consolidated six-monthly progress reports that provide an assessment of progress against outputs, and anticipated targets as stated in the results framework, and as measured by the indicators. In all cases an evidence-based approach will be used and the results framework will be updated with new indicators, means of verification and assumptions as the programme rolls out. The six-monthly report will focus on output-to-outcome level results. The results of the six monthly reports will be presented at the NPSMSC meeting to provide an evidence-based approach upon which recommendations and corrective measures will be proposed. Actions to be taken will be jointly agreed by the NPSMSC and directives provided accordingly. International partners will also be invited to contribute to this process where their activities are being coordinated within the national programme framework.

External Evaluations

A mid-term review will be conducted at the 12 month point by an outside international consultant to take stock of implementation and to advise on ways and means of accelerating/facilitating implementation and strengthening impact in the second half of the programme. The second year work plan will be adjusted and agreed by the NPSMSC in light of this mid-term review. Any changes resulting in the change of scope of this programme has to be approved by the Iraq UNDAF Fund Steering Committee.

Another external evaluation will be undertaken in the final year of the programme to (i) assess the contributions of the programme towards the outcome while distinguishing these from the influence of external factors, (ii) assess the efficiency of the programme in meeting its results, (iii) inform decisions on whether to expand, modify or eliminate activities and component outputs assuming the programme will proceed to another phase, (iv) draw lessons to improve the design and management of future activities, (v) compare with alternative interventions, and (vi) strengthen accountability for results. This will be a joint Gol / UN participating agencies evaluation led by UNDP and will be coordinated with the Gol and UN staff responsible for execution and coordination. The evaluation will not only assess the results of the programme against work plans and implementation modalities, but will be a participatory process to the extent possible by conducting key informant and focus group discussions with officials, parliamentarians and the public in the case of the service delivery pilots.

8. Legal Context – One page

UNDP and UN agencies that are part of the Governance & Human Rights PWG, are members of the UNCT. The Gol and the UNCT have signed and pledged to adhere to the Iraq UNDAF document, whereby the UN agencies will work closely with the Gol towards achieving Iraq's NDP and the MDGs.

The UNDAF document, which is the basis of cooperation between the Gol and the UNCT, is a critical programming instrument for the UN System to provide coherent and harmonized response to national priorities in compliance with the underlying principles of the UN Reform Process and the Paris Declaration on Aid Effectiveness. This programme is fully aligned with internationally recognized and approved legal instruments, but also and most importantly is embedded within the UNDAF.

The eight participating UN organizations in this programme have signed the Fund's MOU in 2011 with the administrative agent (AA) setting out the terms and conditions under which the AA and the Participating UN Organizations are eligible to receive funds from the Fund.

Participating UN Organizations agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

9. Work Plans

The indicative work plan along with indicative budget for Phase II (Table 2), comprising three years of the programme from January 2013 through December 2014 is stated below. The work plan is structured around the four I-PSM Outputs. Under each joint programme output, there are several sub outputs to be delivered by respective agencies independently or jointly with other agencies.

Table 2

Work Plan for: I-PSM PHASE II

Period Covered by the Work Plan January 2013 to December 2015

UNDAF Priority Outcome: Outcome 2: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels;																
UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
JP Output 1: GoI more fully engaged in Public Sector Modernization at national, regional and governorate levels																
1.1. National PSM Strategy promoting integrity and accountability developed	<ul style="list-style-type: none"> Support GoI in revisiting/revising the Steering Committee Terms of Reference as regards its mandate, membership composition from a gender lens, functioning and relationship with GoI concerned entities and donor community; Capacity building of SC members on PSM best practices and strategy/policy formulation through exposure visit to Ministry of Public Sector Development in Jordan or other relevant country; Support the National PSM Strategy Working Group to develop draft PSM Strategy; Support the SC during the validation process of the National PSM Strategy; 	X	X											UNDP, PMAC	2.58 [UNDP – 2.28 UNWOMEN – 0.3]	1.55 [UNDP – 1.25 UNWOMEN – 0.3]

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> ▪ Develop organogram, job descriptions for this machinery; ▪ Develop standard processes, forms and procedures for carrying out reform; ▪ Develop communication processes and reporting formats for monitoring the reform implementation progress within Ministries; ▪ Train programme for staff on the topics of PSM, Human Resource Management, Financial Management, General Administration and Coordination. ▪ Strengthening of institutional arrangement for ensuring integrity and accountability mechanism ▪ Training of concerned senior officials ▪ <i>Provide gender training for all members and familiarisation of members with the national plan of action for women in Iraq along with GRB</i> 				X	X	X	X	X							
1.3. Institutional arrangement for Knowledge Management System developed	<ul style="list-style-type: none"> • Assess partner organisation(s) for Knowledge Management and enter into agreement(s) with selected organization(s) • Strategic plan and capacity building of senior level officials through trainings and exposure visits 	X	X	X	X									UNDP (IAU), MoST, MoPDC		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Support in implementation of strategic plan Develop KM Plan & establish Steering Committee and Institutional arrangement KM assessment & gathering, & establishing KM Teams & Networks at national & sub-national level Developing & operationalising a web based KM system 					X	X	X	X	X	X	X				
1.4. KRG PSM Strategy drafted and KRG Civil Service Commission supported for public sector modernization	<ul style="list-style-type: none"> Support the KRG Civil Services Commission in preparing the KRG Public Administration Strategy including Civil Services Reform Plan; Support KRG in establishing a gender-sensitive PAR Reform Steering Committee and support its operationalization; Support the establishment of Reform Implementation Monitoring Units (RIMU) in four pilot KRG ministries; Provide technical support to KRG in the operationalization of the Civil Services Commission and related RIMUs to: <ul style="list-style-type: none"> Develop organogram, job descriptions for entity and related RIMUs; Develop standard processes, forms and procedures for conducting business; 	X	X	X	X	X	X							UNDP, KRG Civil Service Commission		
				X	X	X	X	X	X	X	X	X				
				X	X	X	X	X	X	X	X	X				

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million	
		2013				2014				2015							
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12				
	<ul style="list-style-type: none"> ▪ Develop communication processes and reporting formats for monitoring reform implementation progress within KRG Ministries; ▪ <i>Train staff on gender issues</i> • Capacity development of staff of Civil Service Commission and RIMU (training on PSM, Project Management, Human Resource Management, Financial Management, General Administration, Coordination) • Support KRG Civil Service Commission to draft a comprehensive gender sensitive Civil Service Law that covers Civil Service Personnel Management, Code of Conduct, Pay and Grading, Job Classification and Performance Management • <i>Support gender mainstreaming through whole process of KRG Civil Service Reform</i> 			X	X	X	X	X	X	X	X	X	X				
				X	X	X	X	X	X	X	X	X	X				
				X	X	X	X	X	X	X	X	X	X				
				X	X	X	X	X	X	X	X	X	X	UNWOMEN			
JP Output 2: GoI has improved public administration systems at national and sub-national levels																	
2.1. Capacitated institutions and human resources with clear policies and processes including e-governance and knowledge management	<ul style="list-style-type: none"> • Support GoI/PAR Directorate in drafting gender sensitive guidelines for public administration functions and work processes, which would include among others: Planning and Coordination, M&E, Financial Management including Budgeting and Procurement, General Administration and Grievance Handling Mechanisms 	X	X	X	X	X	X	X	X						UNDP, UNWOMEN, PMAC, COMSEC	6.51 [UNDP-3.071 UNFPA – 1.723 UNWOME N –1.2	3.638 [UNDP-1.67 UNFPA – 0.905 UNWOME N- 0.7

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Support GoI/PAR Directorate and KRG in drafting/revising relevant Standard Operating Procedures on the above mentioned public administration functions. Provide technical assistance in drafting gender-sensitive Capacity Development Policy documents at national and regional levels 	X	X	X	X	X	X	X	X	X				UNWOMEN UNDP, MoST	UNESCWA - 0.516]	UNESCWA - 0.363]
	E-GOVERNANCE	X	X	X	X	X	X	X	X	X	X	X	X			
	<ul style="list-style-type: none"> Develop and deploy a number of quick-win and mid-term pilot e-services and e-administration projects Support the establishment of a focal point for knowledge and skill-building for e-governance – a 'National Academy of Excellence on e-Governance', with a key responsibility to provide and coordinate the training of relevance to e-governance across Iraq Develop the Managerial and Operational Capacities to implement e-Governance Pilot Projects Advise on conducting and analysing the e-Readiness assessment across Iraq Provide technical support on the management and operations of the community service centres Continue support to the development of the e-Governance 															

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><i>Strategy and policies including the Iraq Interoperability framework at the central, organisational and local government levels</i></p> <ul style="list-style-type: none"> <i>Foster international networking and technical cooperation</i> <i>Ensure inclusion of gender mainstreaming throughout the process of e - governance at the central and local government level.</i> <p>IDMS/KDMS</p> <ul style="list-style-type: none"> <i>Continue supporting Iraq Development Management System (IDMS) and KIDMS, including training stakeholders on its use</i> <p>GoI AND KRG TRAINING INSTITUTIONAL DEVELOPMENT</p> <ul style="list-style-type: none"> Provide technical assistance and support in reviewing and improving the NCMDIT and KIPA Strategic Plans, including consultation and validation with relevant stakeholders; Support the NCMDIT and KIPA in carrying out a training needs assessment; Support the NCMDIT and KIPA in performing resource mapping and needs identification assessment; Extend technical assistance to NCMDIT and KIPA in the design of annual training plans and calendars; <i>Provide technical assistance in identifying and guiding the</i> 	X	X	X	X	X	X	X	X	X	X	X	X	UNDP, MoPDC, KRG MoP		
		X	X	X	X									UNESCWA, DCMDIT, KIPA		
		X	X	X	X											
						X	X	X	X	X	X	X	X			
						X	X	X	X	X	X	X	X			

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><i>development and updating of training modules on relevant public administration topics as confirmed by the training needs assessment;</i></p> <ul style="list-style-type: none"> • Improve the capacity of the NCMDIT and KIPA in developing an outreach and communication strategy and relevant mechanisms; • <i>Support the establishment of regional/International linkage and twinning arrangements with prominent civil service institutes through one study mission.</i> <p>SENIOR EXECUTIVE SERVICE</p> <ul style="list-style-type: none"> • Provide technical assistance in examining options for a Senior Executive Service (SES) and pilot(s) for its launch; • Conduct gender sensitive assessment to identify the next generation of senior officials; <p>TRAINING FOR SENIOR EXECUTIVE</p> <ul style="list-style-type: none"> • Organise leadership development training programmes tailored to those involved in the launch of SES pilots, • Exposure visits to selected regional and international successful administrative models to foster interaction with senior executives on PSM, Planning and Programme 	X	X	X	X	X	X									

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>Implementation</p> <ul style="list-style-type: none"> Organise senior fellowship schemes for selected senior executives (DMs and DGs) in collaboration with international institutes to host them in government institutions for a period of four to six weeks, with the aim of acquisition of strategic knowledge and skills in the relevant sectors/focus areas 					X	X	X	X							
2.2 <i>Gol has improved Gender Responsive approaches and practices in public administration system, public policy, planning, budgeting and evaluation</i>	<ul style="list-style-type: none"> <i>Develop an action plan for the baseline study completed in I-PSM Phase I</i> <i>Assist GOI in conducting gender gap analysis</i> <i>Develop gender indicators and gender gap assessment;</i> <i>Conduct the gender gap study based on the indicators developed;</i> <i>Organize a workshop to disseminate the findings of the study and to discuss mechanisms and approaches to gender mainstreaming.</i> <i>Organize orientation program and advocacy activities (workshops, conference, and media campaign) on gender mainstreaming and GRB for improving knowledge of Gol and Parliamentarians</i> <i>Establishing the GRB Network (GRBN)</i> 	X	X	X	X										UNWOMEN, MoF, MoPDC, MoSWA	

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Develop gender guidelines and manuals Analyze the national budget of 2012 from gender perspective Capacity development of GOI to implement GRB through: <ul style="list-style-type: none"> Develop training manuals Organize training workshops TOT Establishing a Monitoring and evaluation system of GRB Develop GRB national capacity building strategy Develop and publish the GRB budget guidelines Assist GOI in establishing GRB unit at the MOF central Ministries and sub-national entities participating in pilot Develop Budget analysis from gender perspective guideline Develop gender indicators and gender gap assessment tool Assist the GOI to apply the GGAT and develop actions and interventions to bridge the gender gap Analysis of the 2012 national budget analyzed from gender perspective with formulated guidelines for intervention 2013 	X	X	X	X											
		X	X	X	X											
		X	X	X	X	X	X	X	X							
		X	X	X	X											
		X	X	X	X	X	X	X	X							
		X	X	X	X											
		X	X	X	X											
		X	X	X	X	X										

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<i>budget.</i> <ul style="list-style-type: none"> Develop disaggregated data system and guidelines Organize training program to COIST staff Launch GRB website and ensure its sustainability 	X	X	X	X	X	X	X	X							
2.3. GoI/KRG have enhanced gender sensitive statistics policy and human resources aligned with e-governance policy and systems	<ul style="list-style-type: none"> Modernization of Database systems Installation of a national classification and coding server Support upgrading national capacity on developed statistical policies and protocols to ensure sustainability of data systems Securing the NSS modernization IT/ICT software latest technology Developing statistical policies and protocols at national , regional and sectoral level Modernization statistical Code of Practice Securing technical assistance on modernization of statistical systems Support to establish specialized gender statistics database for planning and M&E Support to produce statistical tools, manuals and guidelines 	X	X	X	X	X	X	X	X	X	X	X		UNFPA, MOPDC, COSIT		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Support upgrading capacities on administrative based databases Support study tours on modernizing of national statistical systems Support to develop the data security and confidentiality policy and protocols at national, regional and sectoral level Bridge knowledge, competency and generation gaps Support in establishment and implementation of a coordination mechanism to integrate and align the NSS with the national/local interoperability framework and national enterprise architecture Consultations with stakeholders at governorates, regional and sectoral levels Establishing a top level management board (national steering committee) Support the setting up and operational of thematic working groups Support and develop guidelines and plans for national statistical system M&E and tracking processes Setting up NSS support Units 	X	X	X	X	X	X	X	X							
					X	X	X	X								
		X	X	X	X	X	X	X								
		X	X	X	X	X	X	X								
		X	X	X	X	X	X	X		X				UNDP, COSIT		
		X	X	X	X											
				X	X	X	X	X								
		X	X	X	X											

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Provide and support technical assistance for developing statistical legal framework support modernization of civil registration system(CRS) Support continuous crosscutting with sectoral level at health, e-governance, education and WATSAN at national , regional level 	X	X	X	X	X	X	X	X							
JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors																
3.1. Education [2.675million]																
3.1.1.MoE has institutional mechanisms for coordination of Education sector amongst stakeholders	<ul style="list-style-type: none"> <i>Draft ToRs and mandate of an umbrella IPSM Education sector coordination and leadership unit with for oversight of IPSM Phase II</i> <i>Set up a gender group at all levels of policy making and implementation in MoE&MoHESR</i> <i>Produce engendered working tools for focal points in each of the MoE and MoHESR</i> <i>Support the establishment of gender-informed Sector Working Groups on thematic areas outlined in the Road Map, in line with NESI and NDP public sector priorities (decentralization of public sector administration and service delivery; curriculum development)</i> 	X	X	X	X									UNESCO, UNICEF, MoE, MoHESR	6.321 [UNICEF – 2.79 UNESCO – 3.231 UNFPA – 0.124 UNWOMEN – 0.176]	2.682 [UNICEF – 1.05 UNESCO – 1.54 UNFPA – 0.065 UNWOMEN – 0.027]

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Organize training sessions for coordination committee members on IPSM processes and procedures Organize one awareness raising workshop to enhance responsiveness of the two ministries to labour market needs in skills and competencies 	X	X	X	X	X	X	X	X	X	X	X	X			
	<ul style="list-style-type: none"> Develop and pilot mechanisms for cooperation and participation, including key stakeholders in education (private sector, parent-teaching associations, civil society) in cooperation with MoE and MoHESR Support MoE and MoHESR to develop education programs in coordination with line ministries (including MoF and MoP) and different levels of the administration within a "medium-term expenditure framework (MTEF)" 					X	X	X	X	X	X	X				
3.1.2. MoE/ MoHESR have decentralized, ICT-enabled and gender responsive organizational structures for improved service delivery at central, governorate levels	<ul style="list-style-type: none"> Finalize an updated assessment of existing organizational structures and processes based on assessments' results and new MoE and MOHESR law, including governorates and education institutions Organize awareness-raising sessions about international and 	X	X	X	X	X	X	X	X	X	X	X		UNESCO, UNICEF, UNWOMEN, UN FPA, MoE, MoHESR,		
						X	X	X	X							

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><i>regional experiences in education sector modernization within a decentralized administration model targeting MoE and MoHESR officials</i></p> <ul style="list-style-type: none"> • <i>Develop rationalization plans for functional structures and processes in MoE and MoHESR (including education policy making, planning, HRM, procurement, finance, budgeting and M&E)</i> • <i>Organize capacity building workshop targeting MoE and MoHESR key staff members to better use engendered information gathered through monitoring mechanisms and to optimize decision-making processes, using evaluation results</i> • Support the MoE and MoHESR to establish and strengthen new organizational structures in line with plans developed, such as: <ul style="list-style-type: none"> - An Examinations Council for standardization, certification, training and research; - An integrated Budget Department responsible for recurrent and capital budget preparation; - A national curriculum Board, with ToRs and guidelines for curriculum standardization - A higher education curriculum 					X	X	X	X	X	X	X				
					X	X	X	X	X							
					X	X	X	X	X	X	X	X				

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>review and development mechanism</p> <ul style="list-style-type: none"> Propose draft amendments of laws and bylaws regulating the MoE and MoHESR based on assessment results to organize strategic administration in a decentralized and participatory framework, capable to contribute to comprehensive educational policy making, establish educational strategy and making strategic decisions Assist MoE and MoHESR to develop and implement more effective communication processes and procedures, based on use of ICTs and in line with e-governance strategy 									X	X	X	X			
3.1.3. MoE and MoHESR have strengthened human capacity in planning and coordination, M&E, Financial Management, HRM, use of ICTs and Gender Mainstreaming	<ul style="list-style-type: none"> <i>Train 100 officials at central, governorate and lower levels within MoE and MoHESR on all stages of the planning process, including engendered data collection, analysis and dissemination, as well as on coordination, M&E, Financial Management, HRM and the use of ICTs</i> Train 30 administrative staff from the different units involved in budget preparation on a financing system, based on the Education programme, using the (MTEF) and (PETS); 					X	X	X	X	X	X	X	X	UNESCO, UNICEF, MoE, MoHESR		
						X	X	X	X	X	X					

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Train 70 MoE and MoHESR staff to apply the engendered, modified rules, regulations and procedures and develop new capabilities; Develop a comprehensive training program for teachers and high-level employees in the ministries on the use of modern technologies in gender equality aspects of different disciplines and e-learning Partner with units within the MoE and MoHESR responsible for training employees to carry out key functions in educational policy development, evidence-based planning, use of ICT in administration, decentralized service delivery, inter alia: <ul style="list-style-type: none"> Support the development of targeted in-service training and skills development plans. Review teachers' wages & support the development of incentive plans and packages to increase teacher motivation and empowerment; Support the development and implementation of follow-up training plan for senior and middle level officials in MOE and MOHESR on HRM; Link work of Civil service council and SES with HRM in MoE and MoHESR needs (link to overarching intervention of 					X	X	X	X	X	X					
					X	X	X	X	X	X	X	X				
									X	X	X	X				

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	USAID/UNDP). <ul style="list-style-type: none"> Develop and implement a follow-up capacity building plan on gender equality in education sector administration and management that includes; <ul style="list-style-type: none"> Encouraging capacity development of female employees within MoE and MoHESR to enhance their access to higher levels of the administration; Implement awareness-raising campaigns with help of diverse selection of stakeholders (viz. gender mechanisms at different levels, students groups & government, teachers, parents & parent associations, education NGOs, etc),. Analysis of existing legislation, regulations and guidelines, regulations that address women education and rights <ul style="list-style-type: none"> Capacity building activities to ensure enhanced participatory approaches and for the development of accountability mechanism Conduct Sectoral participatory Gender audit at central and governorate levels. Develop gender indicators for the educational system 													UNWOMEN		
					X	X	X	X	X	X	X	X				

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Organize awareness-raising campaigns on the importance of women's empowerment and participation in the public sector, including upper levels of the administration within MoE and MoHESR 					X	X	X						UNFPA		
3.2.Health [3.085 million]																
<ul style="list-style-type: none"> 3.2.1. GoI has policies, plans and organisational framework for better health services, including decentralisation, public private partnership, health financing, ICT and gender responsive approaches 	<ul style="list-style-type: none"> Development of a national gender sensitive health policy, and thematic policies, through workshops and advocacy events and TA Establishing a regulatory framework for the entire pharmaceutical sector (all the main functions of pharmacy, based on the national medicine policy) including conditions of practice for pharmacy related activities in various settings such as pharmacies open to the public, hospital/clinical pharmacy, pharmaceutical industry, etc. Development of new guidelines for redesigning and piloting a new logistical system and procurement modalities of FP contraceptives 	X	X	X	X									WHO, MOH, UNWOMEN	5.504 [UNICEF – 0.302 UNFPA – 0.689 UNWOMEN – 0.176 WHO-4.337]	3.089 [UNICEF – 0.16 UNFPA – 0.362 UNWOMEN – 0.027 WHO-2.54]
		X	X	X	X	X	X	X	X					UNFPA/MOH Private Sector UNFPA/MOH		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million	
		2013				2014				2015							
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12				
	<ul style="list-style-type: none"> • Training of managers on a new FP logistical system • <i>Development of institutional arrangements for registration, licensing, and accreditation of health care organisations</i> • <i>Finalise future role and functions of Central Ministry of Health, KRG Ministry of Health, Governorate Health Departments, and District Health Offices based on an analysis of the gap between the new legal framework (under new constitution) and the field practice, and the main implementation challenges</i> • <i>Support to MTEF development through improved inter-ministerial arrangements including MoH, MoF, MoP, medical syndicate and the investment board for financing for health</i> 	X	X	X	X	X	X	X	X						Kimadia		
	<ul style="list-style-type: none"> • <i>Study of international experience of combination of decentralised financial authority and autonomous provider organisations</i> 	X	X	X	X										WHO, MOH		
	<ul style="list-style-type: none"> • <i>Development of a Human Resources Strategic Plan on long term human resource requirements for health sector including a health sector driven plan for human resource preparation and the institutional requirements for education and training</i> 	X	X	X	X	X	X								WHO		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Review/develop job descriptions for all cadres 									X	X	X	X	WHO, MOH, Institute of Public Administration		
	<ul style="list-style-type: none"> <i>Develop agreed model for Family Medicine Organisations</i> Develop models for public private partnership (PPP) and support implementation of pilots, based on various options including: <ul style="list-style-type: none"> - Private investment in public health facilities - Contracting-out of services - Contracting-in of management and selected services - Selective encouragement of private sector development - Support to the development of detailed contracts including the specification of hospital outputs and pilot testing and refinement 	X	X	X	X	X	X							WHO, MOH, MOHE WHO, MOH, MOF, Bureau of Investment, Syndicates of doctors, Nurses, Pharmacists, Private hospitals		
	<ul style="list-style-type: none"> <i>Development of financial scenarios with the Finance Department of the MoH (using the NHA as a basis) to develop detailed costing of the different arrangements (contracting in, out, raising private sector funds for part of the services...) and estimate the financial consequences of the changes</i> 	X	X	X	X									WHO, MOH, MOF,		
	<ul style="list-style-type: none"> <i>Support the development of guidelines to strengthen</i> 	X	X	X	X	X	X							WHO, MOH, ICRC		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><i>emergency medical services, trauma care and disaster management</i></p> <ul style="list-style-type: none"> Develop pilots on e-health/telemedicine 									X	X	X	X	MOH, WHO		
	<ul style="list-style-type: none"> <i>Analysis & Review of existing policies, legislations & regulations governing service delivery of RH package at PHC levels & district hospitals, promoting women RH</i> <i>Develop new guidelines for redesigning and piloting a new logistical system and procurement modalities of FP contraceptives</i> Train RH managers (Governorates & district levels) on a new FP logistical system <i>Develop a National Youth health Strategy & Plan of Action, to secure adequate integration of Adolescents & Youth health concerns into national health policies</i> Assess efficiency and impact of Social & private health Insurance systems on access of women & mothers to RH services Support Iraq midwives association & membership in Int. Confederation of Midwives, and Advocacy for higher midwives involvement in RH Service delivery 	X	X	X	X									UNFPA, MoH, Academia		
		X	X	X	X									UNFPA/MOH private sector		
		X	X	X	X	X	X	X	X					UNFPA/MOH, KIMADIA		
						X	X	X	X					UNFPA, MoH, MoE, MoY		
						X	X	X	X					MoH, UNFPA, Academia		
		X	X	X	X	X	X	X	X					UNFPA, Nursing Association, ICM		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Conduct Impact & efficiency assessment of negotiated Public-Private Oartnership related to access / utilisation of Women to RH services, including clientele survey 					X	X	X	X					UNFPA, Academia, Women NGOs		
3.2.2. Gol has enhanced capacity for policy, planning , programme management and health care delivery including decentralized health care based on PHC and Family Practice with policy on PPP	<ul style="list-style-type: none"> Implement Family Practice model in selected governorates with a clear plan and feasibility for future expansion. 					X	X	X	X	X	X	X	X	WHO, MOH		
	<ul style="list-style-type: none"> Develop and pilot test preferred model for organisational arrangements between different levels of providers including description of provider organisation structures 									X	X	X	X	WHO, MOH		
	<ul style="list-style-type: none"> Review of HIS and develop a HIS plan based on ICD 10 classification and linked to Output Based Budget 									X	X	X	X	WHO, MOH		
	<ul style="list-style-type: none"> Training of staff in use of information for decision making 									X	X	X	X	WHO, MOH		
	<ul style="list-style-type: none"> Establishing arrangements for the large scale training of family medicine practitioners. This would include training of 5 FPs, who would later establish Family medicine training in country. 	X	X	X	X	X	X	X						WHO, MOH, MOHE,		
	<ul style="list-style-type: none"> Strengthen female doctors/specialists & nursing cadres of human resources for improving access of women and children 	X	X	X	X	X	X							WHO, MOH, MOHE and UK based Training Institute		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Introduction of modern professional health service management and health service financial management through service standard, SOPs, norms & capacity building Conduct assessment of Service Delivery of RH package as stipulated in the BHSP, with development of Action plan to ensure increased access <i>Develop RBM guidelines for RH managers at national & Governorates level, to develop a Rolling Multi-year Action Plan, including budgeting & monitoring</i> Pilot the developed guidelines, including training of managers, in selected governorates <i>RH indicators & Health Information System (HIS): Analyse & review data collection tools to secure integration of RH Indicators, including (VAW/GBV)</i> <i>Review midwives curricula and propose a new curricula based on competencies and ICM international standards</i> <i>Review job description of midwives and harmonize with a new curricula</i> <i>Review Continuing Education strategy & Career development for</i> 							X	X	X	X	X	X	WHO, MOH, MOHESR		
					X	X	X	X						UNFPA, MoH, Ob/Gyn Association		
		X	X	X	X	X	X	X	X	X	X	X	X	UNFPA, MoH, Academia		
		X	X	X	X	X	X	X	X	X	X	X	X	UNFPA, MoH, Academia		
		X	X	X	X	X	X	X	X	X	X	X	X	UNFPA, MOH		
		X	X	X	X	X	X	X	X	X	X	X	X	UNFPA/MOH/MOHE / Nursing syndicate / ICM		
		X	X	X	X	X	X	X	X	X	X	X	X	UNFPA/MOH/MOHE / Nursing syndicate / ICM		
		X	X	X	X									UNFPA/MOH/ Nursing		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><i>midwives and female nurses in RH issues</i></p> <ul style="list-style-type: none"> Strengthen skills of staff faculties of nursing institutes and faculties on new midwives curricula Development of plan of action to implement a new curricula and modalities of evaluation/certification <i>Review the midwives curricula and propose a new curricula based on competencies and ICM international standards</i> <i>Review job description of midwives and harmonize with a new curricula</i> Support Iraq midwives association and membership in the ICM and reviewing continuing training strategies for midwives and female nurses in RH issues. Trainings of teachers of nursing institutes and faculty of nursing on the new midwives curricula <i>Development of plan of action to implement a new curricula and modalities of evaluation/certification</i> Hold a brainstorming workshop on the C4D concept and process for government counterparts to write TORs for the C4D units and C4D 													<p><i>syndicate / ICM</i></p> <p>UNFPA/MOH/ MOHE / Nursing syndicate / ICM</p> <p>UNFPA/MOH/ MOHE / Nursing syndicate / ICM</p> <p>UNFPA/MOH/ MOHESR/ Syndicate of nurses/ICM</p> <p>UNICEF</p>		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> staff • Hold trainings to build the capacity of government staff on the concept and process of C4D • Conduct a desk review of all related publications and write the literature review report. • Conduct an assessment of how C4D works in UNICEF Iraq Country Office. • Hold meetings with the Communications section • Hold meetings with government counterparts 	X	X	X	X	X	X	X	X	X	X			UNICEF		
	<ul style="list-style-type: none"> • <i>Field visits and study tours to selected countries with relevant experience and areas of demonstration for various options for implementation in Iraq</i> • <i>Participation in conferences, short term courses</i> • Undertake survey of decision makers in the health sector to map the degree of involvement of men & women in the design and implementation of health policies & programmes; • Organize training on gender mainstreaming in health for the 	X	X	X	X	X	X							WHO, MOH		
		X	X	X	X	X	X	X	X	X	X	X	X	WHO, MOH, MOHESR		
		X	X	X	X									UNWOMEN		
		X	X	X	X	X	X	X	X							

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		2013				2014				2015							
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12				
	<p>men & women involved in formulation of policy & design of programmes in health at the national and sub-national levels</p> <ul style="list-style-type: none"> Assess HNIS from gender perspective Build capacity to collate & generate gender disaggregated data and research Organize training for health statisticians in analysis from gender perspective Train health NGOs and other stakeholders in parliament & various health professional groups on gender mainstreaming in health policies and programmes; Set up network of these gender-aware stakeholders and their counterparts in government at national & sub-national level to promote gender equality in health 	X	X	X	X												
3.3 WATSAN [3.082 million]																	
3.3.1 Institutional, organisational and operational arrangements for water Utility developed	<p>Utility preparation</p> <ul style="list-style-type: none"> <i>Study of physical demarcation of optimal pilot utility.</i> Assessment of costs and benefits of Corporatisation Model <i>'Fast track' implementation through structured learning exchange visits with operating utilities in region</i> 	X	X	X	X										UN-Habitat, UNWOMEN, MoMPW	6.209 [UNICEF – 3.11 UNFPA – 0.123 HABITAT – 2.8 UNWOME	3.076 [UNICEF – 1.612 UNFPA – 0.065 HABITAT – 1.372 UNWOME

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Setting up a gender group at all levels of policy making and implementation Develop and agree organisational arrangements and institutional structures for Corporate Model <i>Develop ToR for Management Contract and support procurement process for management company</i> <i>Develop Key Performance Indicators</i> Develop methodology and concrete procedure for water utility asset revaluation based on depreciation and modern equivalent asset valuations Differential User Charges and Tariffs Establish private sector participation and differential user charges and tariffs Define technical requirements and financial conditions for the implementation of BOT. Prepare model for all stakeholders' involvement including risk, exchange rate mechanisms, guarantees, risk sharing, ownership etc. Develop and implement policy and procedures for differential restructuring non-payment arrears 	X	X	X	X										N – 0.176]	N – 0.027]

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>from utility customers and suppliers.</p> <p>E-services</p> <ul style="list-style-type: none"> • Design and implement pilot E-services in billing and complaint management • Develop applications for connecting new subscribers, arrange for billing, administer revenue and organise complaint management • Review e-services from a gender perspective also taking into account illiterate consumers <p>National Training Programme</p> <ul style="list-style-type: none"> • Prepare Development Plan for a National WATSAN Sector Training Programme • <i>Investigate international experience in implementing large scale training programmes</i> • <i>Identify local and international training providers, facilities and resources.</i> • Revisit training and skills needs assessment done in IPSM-P1 and include gender aspects • Provide fast track critical skills training 															

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Develop training material and train trainees reflecting gender assessment Analysis of secondary data on water practices at household level for a selected sample size / target area in coordination with, and deliver a report serving as "gender WATSAN baseline information" 	X	X	X	X									UNFPA, UN-Habitat, MMPW		
3.3.2 Legislative and regulatory instruments for modernization of water, sewerage and solid waste public service delivery drafted and submitted to Council of Ministries (CoM)	<ul style="list-style-type: none"> Support CoM draft and submit legislation to the CoR concerning the formation of the I&KWA's to the CoR. Assist the CoM in the standing up of the new regulatory authorities Support the GoI and the KRG (to local level and include full gender and environmental perspectives) to conduct a national consultation process on sector reform. Support the I&KWA's to develop and submit new public service legislation to the CoM and CoR concerning drinking water supply and wastewater disposal. Assist the GoI and KRG determine water and wastewater charges applicable to domestic, commercial and industrial customers to inform and feed into legislation. 	X	X	X	X	X	X	X	X					UNICEF, MoMPW, MoWR, MoB		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Ensure that Gol and KRG include gender and environmental protection strategies in all new legislation. 	X	X	X	X	X	X	X	X							
3.3.3 Plans for improved operational management prepared and submitted by High Council of Water (HCW)	<ul style="list-style-type: none"> Support the Gol and KRG analyse domestic, commercial, industrial consumption and unaccounted for water to feed into national water conservation policy and water demand management (WDM) strategy Support the Gol and KRG develop terms of reference and guidelines for demand and water quality management 	X	X	X	X									UNICEF, MoMPW MoWR MoB		
3.3.4 Strategies for improved public participation and customer orientation developed.	<ul style="list-style-type: none"> Define methodology and facilitate preparation of women's household water diaries. Undertake sociological surveys & awareness campaigns at household level Analysis of water use practices at household level, and findings on water practices Support outreach campaign for women to join citizen advisory committees on water Facilitate process of forming consumer committees Launch awareness raising neighbourhood initiative on water issues 	X	X	X	X									UN-Habitat, UNWOMEN, UNFPA, MoMPW		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<ul style="list-style-type: none"> Information campaign on reform and service standards Customer call centre, outreach and complaint management Billing information design improvement 															
3.3.5. Updated Solid Waste Management Strategy, policy, national master and capital investment plans drafted	<ul style="list-style-type: none"> Analyse given legislative and policy framework Assist completion of the legal and regulatory framework Provide technical assistance in forming an inter-ministerial task force Elaborate reform options for fiscal policies and practices Update and complete the existing National Solid Waste Management Plan Prepare a National Land Management Plan Restructure and refine the given service delivery model Provide technical assistance in defining and drafting a ISWM strategy Develop a handbook for a model improving the service delivery in ISWM Include children and women to improve ISWM practices on 	X	X	X	X									UN-Habitat, UNWOMEN, MoMP		

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><u>Communication,</u></p> <ul style="list-style-type: none"> • Study Missions to successful models fostering federal-provincial relations (Malaysia, India) • Conduct study on current institutional arrangements, including administrative structures, at provincial level and suggest changes • Capacity development of pilot governorate offices and provincial councils on planning, programme and financial management, M&E and participatory governance • Conduct study to review existing fiscal arrangements and develop options to enhance fiscal decentralization • Organize training programmes on fiscal decentralization for local officials • Pilot fiscal decentralization in the pilot governorates with due attention to accountability measures in decentralized fiscal systems 					X	X	X	X							
		X	X	X	X	X	X	X	X	X	X	X	X	UNDP, MoSPA, MoF		
4.2 Enhanced gender sensitive planning, budgeting & evaluation capacity at central and governorate levels	<ul style="list-style-type: none"> • Institutionalize gender mainstreaming and GRB in 3 pilot governorates applied to planning, budgeting & evaluation • Establish Equal opportunity Units (EOU) at the departments of 	X	X	X	X	X	X	X	X	X	X	X	X			
		X	X	X	X											

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		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	finance in 3 governorates. <ul style="list-style-type: none"> Assist the 3 local governorates in conducting gender gap analysis Organize orientation program and advocacy activities (workshops, conference, and media campaign) on gender mainstreaming and GRB for improving knowledge of local staff in the pilot governorates. Analyse the 2012 budgets for the 3 pilot governorates from gender perspective. Establishing a gender sensitive Monitoring and evaluation system in the 3 pilot governorates. 	X	X	X	X											
4.3.1 Participatory and inclusive governance approaches enhanced through partnerships with CSOs	<ul style="list-style-type: none"> Support MoSPA in expanding/deepening national debate/dialogue on Law 21 and relevant federal-provincial legislation related to and regulating participation issues, including specific PPP laws, through: <ul style="list-style-type: none"> Legal reviews and Studies; Technical advisory missions to concerned ministries and local level institutions; Organization of roundtables and workshops on participation and inclusiveness thematic and approaches; Organization of fora and conferences for public-private partnerships and civil society involvement. 	X	X	X	X	X	X	X	X	X	X	X	X	ESCWA, bait al Hikma, NCMDIT, MoP, CSO, KRISO, MoF, Council of Representatives (Federal and KRG), Governorates, CSOs.		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
4.3.2 Government and Partners are supported to enhance youth & women leadership skills for local governance	<p>UNFPA</p> <ul style="list-style-type: none"> Develop Leadership Life Skills programmes targeting youth & women (based on UNFPA / UNESCO programme on Promoting Civic Values and Life Skills, with focus on Advocacy/Participation Skills, Democratic & decentralized governance Support identification & training of Youth Leaders/Peer Educators at local level using the developed Leadership Life Skills/Programmes; jointly with Universities and CSOs Support setup of Local Youth Participatory/Advocacy structures in youth centers, secondary schools and universities, among trained Youth Leaders in 6 governorates Support setup of youth Councils at district, governorate and regional levels based on trained Youth Leaders & local Youth Participatory structures, in 6 governorates Support implementation of "Youth Friendly Municipalities" initiatives in selected governorates Support identification & training of Women Leaders/Volunteers at 	X	X	X	X	X	X	X	X	X	X	X	X	UNFPA, UNESCO, Academia, CSOs, NGOs		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>local level using Leadership Life Skills Programmes, jointly with Universities and CSOs</p> <ul style="list-style-type: none"> Support local women NGOs/CBOs to establish advocacy networks, covering good governance aspects & pre-requisites, in 6 selected governorates Support local authorities to setup regular Tri-partite Dialogue mechanisms with women networks & Youth councils, with participation of Elected Councils to <p>UNESCO</p> <ul style="list-style-type: none"> Develop and produce curricular development tools with MOE BAG and KRG for mainstreaming civic and political literacy and engagement across national curricula Train and support 3 national curriculum committees on curriculum development tools for mainstreaming civic and political literacy and engagement from MOE BAG and KRG <p>UNESCWA</p> <ul style="list-style-type: none"> Provide technical expertise and support to MoP, MoF, CoR and governorates to instigate the "localization" of MDGs and national development targets through capacity building and policy development advisory services at 	X	X	X	X	X	X	X	X					UNESCO, MoHESR, Universities		
		X	X	X	X	X	X	X	X					ESCWA, bait al Hikma, NCMDIT, MoP, CSO, KRSO, MoF, Council of Representatives (Federal and KRG), Governorates,		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
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		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p><i>federal and local levels;</i></p> <ul style="list-style-type: none"> • <i>Legal review and appraisal of the legislative and procedural framework of civil society organizations participation in public life in Iraq and issuance of policy recommendations;</i> • <i>Perform comparative survey to measure change in public perception of peoples' engagement/participation in local governance.</i> 					X	X	X	X					CSOs.		
4.4 Government is able to implement pilot participatory service delivery projects in Health, Education and WATSAN sectors in three governorates	<ul style="list-style-type: none"> • Education • Complete a needs assessment of the situation of local governance and participation in education in 3 governorates • Design pilot models on local governance and participation School-Based Management • Support the development of enabling policies and procedures to implement school-based management • Design participatory approach guidelines that identify the role of stakeholders in education service delivery in educational institutions • Form implementation committees integrating selected universities, technical institutes and vocational schools to collaborate in the 					X	X	X	X					UNICEF UNESCO		
						X	X	X	X	X	X	X	X	UNICEF		
						X	X	X	X	X	X	X	X	UNICEF		
						X	X	X	X	X	X	X	X	UNICEF		
						X	X	X	X	X	X	X	X	UNESCO		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>preparation and follow up of pilot training programs on management skills in educational institutions</p> <ul style="list-style-type: none"> Roll-out pilot models in governance and participation (School-Based Management (SBM)) Roll-out pilot participatory mechanism identified in selected vocational centres, technical institutes and universities 									X	X	X	X	UNICEF		
	<p>Health</p> <ul style="list-style-type: none"> Finalise future role and functions of Central Ministry of Health, KRG Ministry of Health, Governorate Health Departments, and District Health Offices based on an analysis of the gap between the new legal framework (under new constitution) and the field practice, and the main implementation challenges. Preparation of a comprehensive master plan for health facilities informed by an integrated financial and human resource planning in 3 pilot Governorates Implement Family Practice model in selected governorates with a clear plan and feasibility for future expansion. Develop and pilot test preferred model for organisational arrangements between different levels of providers including 	X	X	X	X									WHO, MoH, Pilot Governorates		
										X	X	X	X			
										X	X	X	X			
										X	X	X	X			

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>description of provider organisation structures (e.g. how will primary and secondary care be integrated?)</p> <ul style="list-style-type: none"> Health promotion activities through inter sectoral collaboration particularly in partnership with NGOs for supporting health promotion activities in the community Field visits on decentralization 									X	X	X	X			
	<p>WATSAN</p> <ul style="list-style-type: none"> Diagnose the capacity of the Gol-system for participatory service delivery, identify gaps and define mechanisms for it Develop the capacity of Gol in participatory service delivery Sensitize civil society for assuming a participatory role in designing WATSAN service delivery modes, including NGOs Develop the capacity of the Civil Society in participatory service delivery 	X	X	X	X											
4.5.1 Government partners undertake study on the scope of urban local governance including recommended options	<ul style="list-style-type: none"> <i>Commissioning of study on Urban Local Governance (ULG) in Iraq</i> <i>Study tour of senior functionaries for exposure and experience sharing of best practices on urban local governance</i> <i>Completing and sharing of DRAFT report with concerned government</i> 	X	X	X	X									UN-Habitat, MoMPW, MoSPA, ILGA		

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million
		2013				2014				2015						
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12			
	<p>agencies at different levels including UN and other relevant partners. Sharing could take place through workshops both at federal and governorate level.</p> <ul style="list-style-type: none"> Finalization of report incorporating comments received on DRAFT report from different groups and from different levels. Organizing workshop for dissemination of ULG study report including option for piloting its recommendations. Support GOI in forming ULG Committee to secure government endorsement of study report recommendations. 	X	X	X	X											
4.5.2 Local government able to support public sector modernization at provincial/local levels	<ul style="list-style-type: none"> Support GOI in establishing a national institute for training and research in local governance and urban development Conduct Training Needs Assessment (TNA) of both elected local bodies and deconcentrated line departments in I-PSM pilot governorates and cities Support faculty development programme (TOT) for the proposed institute to conduct training to representatives of elected council members and staff of line departments Development of training modules 	X	X	X	X	X	X	X	X							

UN Organization-specific Annual targets	Key Activities	Time Frame (by activity)												Implementing Partner	Planned Budget (by output) US \$ Million	Iraq UNDAF Fund Budget US \$ Million	
		2013				2014				2015							
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12				
	<p><i>(every year few new courses) as per the priority set by the TNA and in close coordination of MMPW, ILGA and pilot governorates</i></p> <ul style="list-style-type: none"> • <i>Delivery of training to both elected local bodies and selected staff of deconcentrated line departments and staff of central ministries and departments as required</i> • Conduct TOT for implementation of leadership training using UN-Habitat manual on Leader Training for Elected LG Representatives • Conduct leadership training (UN-Habitat module) to elected council members in pilot governorates • Assess impact of training conducted in pilot governorates 	X	X	X	X												
		X	X	X	X												
						X	X	X	X								
						X	X	X	X								
Total of UNDP																7,640,539 ⁷	4,173,844 ⁸
Total of UNICEF																6,702,806	3,122,947
Total of UNESCO																4,546,793	2,227,228
Total of UNESCWA																1,116,825	677,608
Total of UNFPA																3,438,180	1,806,094
Total of UN-Habitat																4,243,387	2,078,947
Total of UNWOMEN																2,128,460	1,081,932
Total of WHO																5,231,947	2,676,812
Total Planned Budget																35,048,937	17,845,412

⁷ This figure includes US\$ 2,622,870 allocated to the JPMU.

⁸ This figure includes US\$ 1,302,000 allocated to the JPMU.

1. Budget:

**Table 3:
I-PSM PROGRAMME BUDGET (Iraq UNDAF Funds only)**

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	9,345,862	6,833,307	2,512,555	-
2. Supplies, commodities, Materials	25,629	25,629	0	-
3. Equipment, Vehicles and Furniture including Depreciation	121,000	97,500	23,500	-
4. Contractual Services	5,583,411	4,338,795	1,244,616	-
5. Travel	577,658	418,458	159,200	-
6. Transfers and Grants Counterparts	316,813	286,813	30,000	-
7. General operating and Other Direct Costs	707,596	532,575	175,021	-
Total Programme Costs	16,677,969	12,533,077	4,144,892	-
8. Indirect Support Costs	1,167,443	877,304	290,139	-
TOTAL	17,845,412	13,410,381	4,435,031	-

ANNEX A: Detailed Budget per Agency

UNDP Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	3,359,603	2,266,888	1,092,715	-
2. Supplies, commodities, Materials	15,629	15,629	-	-
3. Equipment, Vehicles and Furniture including Depreciation	51,000	37,500	13,500	-
4. Contractual Services	229,807	229,807	-	-
5. Travel	59,000	59,000	-	-
6. Transfers and Grants Counterparts	-	-	-	-
7. General operating and Other Direct Costs	185,752	130,441	55,311	-
Total Programme Costs	3,900,791	2,739,265	1,161,526	-
8. Indirect Support Costs	273,053	191,747	81,306	-
TOTAL	4,173,844	2,931,012	1,242,832	-

UNDP Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
				Year 1	Year 2	Year 3
1. Staff and other personnel costs						
National Programme Personnel						
Project Officer (SC-9) - Baghdad	4,076.71	24 months	97,841	48,921	48,921	
Project Officer (SC-9) - Erbil	4,484.4	20 months	89,688	48,921	40,767	
Project Associates (SC7) - Baghdad	3,147	20 months	62,940	37,764	25,176	
e-Gov Specialist (SC10) Amman	2,966	20 months	59,320	35,592	23,728	
Programme Associate, SC7 Baghdad	JPMU 3,163.83	24 months	75,932	37,966	37,966	
Interpreter/Translator, SC6 Baghdad	JPMU 2,691.75	20 months	53,835	32,301	21,534	
Knowledge Analyst, NOC Baghdad (IAU)	IAU 4,154	8 months	33,232	33,232		
KM System Developer, NOB Baghdad (IAU)	IAU 3,753.75	8 months	30,030	30,030		
Sub-Total			502,818	304,726	198,092	
International Programme Personnel						
Project Manager P4- Baghdad	23,609	20 months	472,180	283,308	188,872	
Programme Manager, P-6 Baghdad	JPMU 29,709	24 months	713,016	356,508	356,508	
M&E Specialist, P-4 Amman	JPMU 17,480.2	9 months	157,322	157,322		
Baghdad	JPMU 23,609	10 months	236,090	70,827	165,263	

Communication/Advocacy Officer P-2 Baghdad	JPMU	18,788.35	18 months	338,190	225,460	112,730	
KM Project Coordinator P-4 (IAU)							
	IAU	23,609	8 months	188,872	188,872		
Sub-Total				2,105,670	1,282,297	823,373	
TOTAL STAFF				2,608,488	1,587,023	1,021,465	
National Consultants							
Consultant for PSM Strategy		250	30 days	7,500	7,500		
Consultant to support PARD, develop manuals, guidelines and SOPs		250	60 days	15,000	15,000		
Consultant to develop PSM and Civil Service Reform Strategy in KRG		250	60 days	15,000	15,000		
Public Management Consultants for drafting Guidelines and manuals for public administration functions (2)		250	75 days	18,750	18,750		
Consultant - IDMS		250	75 days	18,750	18,750		
Consultant Administrative and Financial Accountability		250	75 days	18,750	11,250	7,500	
Consultant for Institutional Development for Fiscal Decentralization and local Governance		250	75 days	18,750	11,250	7,500	
Database/Web Developer SC10 Amman (IAU)	IAU	135	274 days	36,990	36,990		
Sub-Total				149,490	134,490	15,000	
International Consultants							
Consultant for PSM Strategy		850	45 days	38,250	38,250		
Consultant to support PARD, develop manuals, guidelines and SOPs		950	60 days	57,000	28,500	28,500	
Consultant to develop Civil Service Reform Strategy in KRG		950	45 days	42,750	28,500	14,250	
Consultant to draft Civil Service Law for KRG		850	45 days	38,250	38,250		
e-Strategy, Interoperability and data policy	e-gov	875	30 days	26,250	26,250		
e-Governance Centre of Excellence consultant	e-gov	875	20 days	17,500	17,500		
Community Service Centre	e-gov	875	20 days	17,500	17,500		
Capacity Building Consultant on e-Governance	e-gov	875	75 days	65,625	65,625		
Public Management Consultants for drafting Guidelines and manuals for public administration functions (4)		900	35 days	31,500	18,000	13,500	
Consultant - IDMS (2)		800	75 days	60,000	60,000		
Consultant for drafting SES Policy		800	60 days	48,000	48,000		
Consultant -Anti Corruption (2)		800	75 days	60,000	60,000		

Consultant for Institutional Development for Decentralization and Local Governance		800	60 days	48,000	48,000		
Consultants for Fiscal Decentralization		850	60 days	51,000	51,000		
Sub-Total				601,625	545,375	56,250	
Sub-Total"1"				3,359,603	2,266,888	1,092,715	
2. Supplies, commodities, Materials							
Supply & Commodities	UNDP	LS	1	5,055	5,055		
Supply & Commodities	JPMU	LS	2	5,000	5,000		
Supplies, commodities, & equipment for offices & staff	IAU	LS	1	5,574	5,574		
Sub-Total"2"				15,629	15,629	0	
3. Equipment, Vehicles and Furniture including Depreciation							
Equipment for offices and staff -PAR, KRG Civil Services, KM, Anti Corruption and Decentralization	KRG	LS	1	30,000	30,000	0	
Equipment	UNDP	LS	1	21,000	7,500	13,500	
Sub-Total"3"				51,000	37,500	13,500	
4. Contractual Services							
IDMS roll out 15 Governorates	IDMS	LS	1	50,000	50,000		
IDMS roll out line Ministries	IDMS	LS	1	30,000	30,000		
Internal and external Meetings and Conferences including high level national conference on PSM		LS	1	35,000	35,000		
Contribution to the Cost of Phase II Evaluation		LS	1	34,807	34,807		
Training of counterparts		LS	1	25,000	25,000		
Training (IAU)	IAU	LS	1	5,000	5,000		
Provision of e-services and e-governance portal and CRS	e-gov	LS	1	50,000	50,000		
Sub-Total"4"				229,807	229,807	0	
5.Travel							
Travel		LS	1	15,000	15,000		
Travel (JPMU)	JPMU	LS	1	23,000	23,000		
Travel (IAU)	IAU	LS	1	21,000	21,000		
Sub-Total"5"				59,000	59,000	0	
						0	
6.Transfers and Grants Counterparts							
Sub-Total"6"				0	0	0	

Sub -Total: 1 - 6			3,715,039	2,608,824	1,106,215	
7- General operating and Other Direct Costs						
Miscellaneous (2%)			74,301	52,177	22,124	
Communications (1%)			37,150	26,088	11,062	
Security (2%)			74,301	52,176	22,125	
Total Programme Costs (1-7)			3,900,791	2,739,265	1,161,526	
8- Indirect Support costs						
Agency Management Support Cost (7%)			273,053	191,747	81,306	
GRAND TOTAL			4,173,844	2,931,012	1,242,832	

UNESCO Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	984,500	682,000	302,500	-
2. Supplies, commodities, Materials	-	-	-	-
3. Equipment, Vehicles and Furniture including Depreciation	30,000	20,000	10,000	-
4. Contractual Services	835,511	579,067	256,444	-
5. Travel	172,589	126,389	46,200	-
6. Transfers and Grants Counterparts	-	-	-	-
7. General operating and Other Direct Costs	58,922	39,281	19,641	-
Total Programme Costs	2,081,522	1,446,737	634,785	-
8. Indirect Support Costs	145,706	101,272	44,434	-
TOTAL	2,227,228	1,548,009	679,219	-

UNESCO Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
				Year 1	Year 2	Year 3
1- Staff and other personnel cost						
National Programme Personnel						
National Project Officer (Baghdad)	3,000	18 months	54,000	36,000	18,000	
Liaison Officer (NPO 1/4 of its time)	3,000	6 months	18,000	9,000	9,000	
Programme Assistant (Erbil)	3,000	18 months	54,000	36,000	18,000	
Administration and finance support	3,000	18 months	54,000	36,000	18,000	
Sub-Total			180,000	117,000	63,000	-
International Programme Personnel						
Programme Coordinator	16,000	18 months	288,000	192,000	96,000	
Project Officer	12,000	18 months	216,000	144,000	72,000	
Project Officer Public Participation Component (PPC)	10,000	7 months	70,000	70,000		
Sub-Total			574,000	406,000	168,000	-
TOTAL STAFF			754,000	523,000	231,000	-
National Consultants						
National Consultancies (7 Consultants)	10,500	10 months	105,000	73,500	31,500	
National Consultancies (2 Consultants) Public participation component	3,500	3 months	10,500	10,500		
Sub-Total			115,500	84,000	31,500	-
International Consultants						
Senior Consultancies (2 consultants, P4/P5)	20,000	5 months	100,000	60,000	40,000	
Senior Consultancies (1 consultants, P3/P4): Public participation component	5,000	3 months	15,000	15,000		
Sub-Total			115,000	75,000	40,000	-
Sub-Total"1"			984,500	682,000	302,500	-
2- SUPPLIES, COMMODITIES AND MATERIALS						
Printing Material, Software, Training Material	15,000	1	15,000	10,000	5,000	
Sub-Total"2"						
3- EQUIPMENT, VEHICLES AND FURNITURE						
Furniture and IT Equipment project management team	15,000	1	15,000	10,000	5,000	
Sub-Total"3"			30,000	20,000	10,000	

4- CONTRACTUAL SERVICES						
Institutional mechanisms for coordination of Education sector amongst stakeholders developed	90,000	1	90,000	60,000	30,000	
Comprehensive plans developed to rationalize and streamline organizational structures and processes of the MoE and MoHESR at central, governorate and educational institutions level within a decentralized, ICT-enabled and gender responsive framework for improved service delivery	180,000	1	180,000	120,000	60,000	
Strengthened human capacity within MoE and MoHESR for Planning and Coordination, M&E, Financial Mgt, including budgeting and Procurement, HRM, General Administration (logistics), use of ICTs and Gender Mainstreaming	115,000	1	115,000	76,667	38,333	-
Management of local education governance institutions enhanced for improved service delivery	120,000	1	120,000	80,000	40,000	
Curriculum developers training (PPC)	35,000	2	70,000	70,000		
Develop curriculum guidelines (PPC)	50,000	1	50,000	50,000		
Life support (UNESCO staff based in Baghdad)	170	1080 days	183,600	122,400	61,200	
Evaluation Project	26,911	1	26,911		26,911	-
Sub-Total"4"			835,511	579,067	256,444	-
5- TRAVEL						
DSA for Project staff and consultants (4 missions per year, each 5 days, roughly 6 people each time)	270	80 days	21,600	14,400	7,200	-
Tickets for Project staff and consultants (4 missions per year, each 5 days, roughly 6 people each time)	1,000	15 tickets	15,000	10,000	5,000	
DSA (25 participants, 3 days, 4 workshops per year)	25,500	4 days	102,000	68,000	34,000	
DSA (15 participants, 3 days, 3 workshops) (PPC)	11,329.7	3 days	33,989	33,989		
Sub-Total"5"			172,589	126,389	46,200	-
6- TRANSFER AND GRANTS COUNTERPARTS						
Sub-Total"6"						
Sub -Total: 1 - 6			2,022,600	1,407,456	615,144	-

7- GENERAL OPERATING AND DIRECT COST						
Miscellaneous (3%)	2149.75	18	38,696	25,797	12,899	-
Security (2%)	1123.67	18	20,226	13,484	6,742	-
TOTAL OPERATING AND DIRECT COST			2,081,522	1,446,737	634,785	-
8- INDIRECT SUPPORT COST						
Agency Management Support Cost (7%)			145,706	101,272	44,434	-
PROJECT TOTAL			2,227,228	1,548,009	679,219	-

UNICEF Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	1,016,628	654,378	362,250	-
2. Supplies, commodities, Materials	-	-	-	-
3. Equipment, Vehicles and Furniture including Depreciation	-	-	-	-
4. Contractual Services	1,668,031	1,203,031	465,000	-
5. Travel	95,000	50,000	45,000	-
6. Transfers and Grants Counterparts	-	-	-	-
7. General operating and Other Direct Costs	138,983	95,370	43,613	-
Total Programme Costs	2,918,642	2,002,779	915,863	-
8. Indirect Support Costs	204,305	140,195	64,110	-
TOTAL	3,122,947	2,142,974	979,973	-

UNICEF Budget Narrative

Activity		Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
					Year 1	Year 2	Year 3
1- Staff and other personnel cost							
National Programme Personnel							
Programme Officer (NOB)	Education	1,813	6 months	10,878	10,878		
Programme Officer (NOC)	WASH	2,500	24 months	60,000	30,000	30,000	
Programme Assistant	WASH	1,250	24 months	30,000	15,000	15,000	
Sub-Total				100,878	55,878	45,000	-
International Programme Personnel							
Chief Education Section (P5)	Education	35,000	6 months	210,000	210,000		
Chief WASH Section (P5)	WASH	35,000	12 months	420,000	210,000	210,000	
Sub-Total				630,000	420,000	210,000	-
TOTAL STAFF				730,878	475,878	255,000	-
National Consultants							
Facilitators	Education	1,875	18 months	33,750	22,500	11,250	
Technical Experts	WASH	3,000	24 months	72,000	36,000	36,000	
Sub-Total				105,750	58,500	47,250	-
International Consultants							
Technical Advisor (Education)	Education	10,000	18 months	180,000	120,000	60,000	
				0	0		
Sub-Total				180,000	120,000	60,000	-
Sub-Total"1"				1,016,628	654,378	362,250	-
2- SUPPLIES, COMMODITIES AND MATERIALS							
Sub-Total"2"							
3- EQUIPMENT, VEHICLES AND FURNITURE							
				0			
Sub-Total"3"				0	0	0	
4- CONTRACTUAL SERVICES							
Technical Assistance in Work Plan design	Education	350,297	LS	350,297	350,297	0	
Legislative & Institutional Reform Support	WASH	900,000	LS	900,000	585,000	315,000	
Training:				0			-

Planning, coordination, M&E and financial management	Education	75,000	2	150,000	75,000	75,000	
C4D Strategy	Health	135,000	LS	135,000	75,000	60,000	
MEETINGS and CONFERENCES:				0			
Meetings and conferences	Education	95,000	LS	95,000	80,000	15,000	
				0			
Joint Programme Evaluation	WASH	18,000	LS	18,000	18,000		
Joint Programme Evaluation	Education	18,000	LS	18,000	18,000		
Joint Programme Evaluation	Health	1,734	LS	1,734	1,734		
Sub-Total"4"				1,668,031	1,203,031	465,000	-
5- TRAVEL							
Staff travel	Education	95,000	LS	95,000	50,000	45,000	
Sub-Total"5"				95,000	50,000	45,000	-
6- TRANSFER AND GRANTS COUNTERPARTS							
Sub-Total"6"							
Sub -Total: 1 - 6				2,779,659	1,907,409	872,250	-
7- GENERAL OPERATING AND DIRECT COST							
Miscellaneous (3%)				83,390	57,222	26,168	-
Security (2%)				55,593	38,148	17,445	-
Sub-Total"7"				2,918,642	2,002,779	915,863	-
8- INDIRECT SUPPORT COST							
Agency Management Support Cost (7%)				204,305	140,195	64,110	
PROJECT TOTAL				3,122,947	2,142,974	979,973	-

UNESCWA Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	272,250	272,250		
2. Supplies, commodities, Materials	-	-		
3. Equipment, Vehicles and Furniture including Depreciation	-	-		
4. Contractual Services	8,187	8,187		
5. Travel	71,040	71,040		
6. Transfers and Grants Counterparts	256,813	256,813		
7. General operating and Other Direct Costs	24,999	24,999		
Total Programme Costs	633,289	633,289	-	-
8. Indirect Support Costs	44,319	44,319		
TOTAL	677,608	677,608	-	-

UNESCWA Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
				Year 1	Year 2	Year 3
1. Staff and other personnel costs						
1.1 Programme Staff						
National Project Coordinator (Baghdad)	4,000	12 months	48,000	48,000		
Project Manager (P3)	11,000	12 months	132,000	132,000		
Project Associate (G-6)	5,500	12 months	66,000	66,000		
1.2 Individual Consultants						
Study on Legal and procedural frameworks governing advocacy and participation of CSOs in public life	500	30 days	15,000	15,000		
Support of legal and procedural frameworks Study	750	15 days	11,250	11,250		
Sub-Total"1"			272,250	272,250		
2. Supplies, commodities, Materials						
	-	-	-	-		
Sub-Total"2"			0	0		
3. Equipment, Vehicles and Furniture including Depreciation						
	-	-	-	-		
Sub-Total"3"			0	0		

4. Contractual Services						
ESCWA's contribution to the overall GP Evaluation			8,187	8,187		
	-	-	-	-		
Sub-Total"4"			8,187	8,187		
5.Travel						
Travel of Staff	LS	1	15,000	15,000		
Travel of participants - International Twinning visits (NCMDIT+KIPA)	3,102	10	31,020	31,020		
Travel of participants - Regional Twinning visit (NCMDIT+KIPA)	2,502	10	25,020	25,020		
Sub-Total"5"			71,040	71,040		
6.Transfers and Grants Counterparts						
Technical assistance and expertise for the design/development, coaching and testing of institutional development training modules.	91,813	1	91,813	91,813		
Twinning visits for NCMDIT and KIPA	15,000	2	30,000	30,000		
Support capacity building of the Ministry of State for Provincial Affairs to enhance federal-provincial cooperation	35,000	1	35,000	35,000		
Technical Assistance in reviewing the Law 21 and PPP related legislation, inclusive of travel to Iraq and consultation with national stakeholders	100,000	1	100,000	100,000		
Sub-Total"6"			256,813	256,813		
Sub - Total (1-6)			608,290	608,290		
7. General operating and Other Direct Costs						
Miscellaneous (3%)	LS	1	18,249	18,249		
Security	LS	1	6,750	6,750		
Sub-Total"7"			24,999	24,999		
Total Programme Costs (1-7)			633,289	633,289		
8.Indirect Support costs (7%)	LS	1	44,319	44,319		
GRAND TOTAL			677,608	677,608		

UNFPA Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	599,122	359,976	239,146	-
2. Supplies, commodities, Materials	0	0	0	-
3. Equipment, Vehicles and Furniture including Depreciation	0	0	0	-
4. Contractual Services	921,823	671,823	250,000	-
5. Travel	66,994	38,994	28,000	-
6. Transfers and Grants Counterparts	60,000	30,000	30,000	-
7. General operating and Other Direct Costs	40,000	25,000	15,000	-
Total Programme Costs	1,687,939	1,125,793	562,146	-
8. Indirect Support Costs	118,155	78,805	39,350	-
TOTAL	1,806,094	1,204,598	601,496	-

UNFPA Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
				Year 1	Year 2	Year 3
1. Staff and other personnel costs						
National Programme Personnel						
Project Officer - Baghdad	4,166	19 months	79,154	49,992	29,162	
Project Officer- NSS -Baghdad	4,166	24 months	99,984	49,992	49,992	
Project Officer Youth - Baghdad	4,166	24 months	99,984	49,992	49,992	
Sub-Total			279,122	149,976	129,146	
International Programme Personnel						
CTA	15,000	18 months	270,000	180,000	90,000	
Sub-Total			270,000	180,000	90,000	
TOTAL STAFF			549,122	329,976	219,146	
National Consultants						
local consultants	200	250 days	50,000	30,000	20,000	
Sub-Total			50,000	30,000	20,000	
International Consultants						
Sub-Total			0	0	0	
Sub-Total"1"			599,122	359,976	239,146	
2. Supplies, commodities, Materials						

Sub-Total"2"			0	0	0	
3. Equipment, Vehicles and Furniture including Depreciation						
Sub-Total"3"			0			
4. Contractual Services						
NSS contract	LS	1	700,000	550,000	150,000	
RH Contract	LS	1	200,000	100,000	100,000	
Evaluation cost of Phase II	LS	1	21,823	21,823		
Sub-Total"4"			921,823	671,823	250,000	
5.Travel						
Travel	LS	1	66,994	38,994	28,000	
Sub-Total"5"			66,994	38,994	28,000	
6.Transfers and Grants Counterparts						
Transfers and Grants Counterparts	LS	1	60,000	30,000	30,000	
Sub-Total"6"			60,000	30,000	30,000	-
Sub - Total (1-6)			1,647,939	1,100,793	547,146	
7- General operating and Other Direct Costs						
			40,000	25,000	15,000	
Total Programme Costs (1-7)			1,687,939	1,125,793	562,146	
Agency Management Support Cost (7%)			118,155	78,805	39,350	
PROJECT TOTAL			1,806,094	1,204,598	601,496	

UN-Habitat Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RE-SOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	1,236,000	1,236,000	-	-
2. Supplies, commodities, Materials	4,000	4,000	-	-
3. Equipment, Vehicles and Furniture including Depreciation	40,000	40,000	-	-
4. Contractual Services	561,938	561,938	-	-
5. Travel	8,482	8,482	-	-
6. Transfers and Grants Counterparts	-	-	-	-
7. General operating and Other Direct Costs	92,521	92,521	-	-
Total Programme Costs	1,942,941	1,942,941	-	-
8. Indirect Support Costs	136,006	136,006	-	-
TOTAL	2,078,947	2,078,947	-	-

UN-Habitat Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RE-SOURCES (US\$)		
				Year 1	Year 2	Year 3
1- Staff and other personnel cost						
National Programme Personnel						
WATSAN National Officer	3,000	12 months	36,000	36,000		
Local Governance National Officer	2,500	12 months	30,000	30,000		
Local Governorate Officer	2,500	6 months	15,000	15,000		
Training Institute Officer	2,500	6 months	15,000	15,000		
Admin Support Staff Baghdad	2,500	12 months	30,000	30,000		
Finance Assistant	2,000	7 months	14,000	14,000		
Monitoring and Reporting Officer	3,500	5 months	17,500	17,500		
Logistic Assistant and Driver	1,000	12 months	12,000	12,000		
Sub-Total			169,500	169,500		-

International Programme Personnel						
Chief Technical Adviser - Iraq	33,500	12 months	402,000	402,000		
WATSAN Senior Adviser - Iraq	33,500	12 months	402,000	402,000		
Programme Management Officer	14,000	6 months	84,000	84,000		
Sub-Total			888,000	888,000		-
TOTAL STAFF			1,057,500	1,057,500		-
National Consultants						
Integrated Solid Waste Management	3,000	4 months	12,000	12,000		
Urban Level Local Government	3,000	3 months	9,000	9,000		
National Consultant Pilot Scoping Study	3,500	4 months	14,000	14,000		
Sub-Total			35,000	35,000		-
International Consultants						
Integrated Solid Waste Management Consultant	9,500	3 months	28,500	28,500		
Key Performance Indicator and Mgt Contract Dvpt Consultant	9,500	3 months	28,500	28,500		
Consultant Urban level Local Government	9,500	3 months	28,500	28,500		
Consultant Training Institute Establishment	8,000	3 months	24,000	24,000		
Consultant Development of Training Courses (4 courses)	8,000	2 months	16,000	16,000		
Consultant - Training (for 3 pilot projects)	9,000	2 months	18,000	18,000		
Sub-Total			143,500	143,500		-
Sub-Total"1"			1,236,000	1,236,000		-
2- SUPPLIES, COMMODITIES AND MATERIALS						
Supplies and materials	4,000	LS	4,000	4,000		
Sub-Total"2"			4,000	4,000		
3- EQUIPMENT, VEHICLES AND FURNITURE						
Portable Computers	5,000	LS	5,000	5,000		
Training Institute Equipment	25,000	LS	25,000	25,000		
Transport (vehicle hire and fuel)	10,000	LS	10,000	10,000		
Sub-Total"3"			40,000	40,000		

4- CONTRACTUAL SERVICES						
Utility Dvpt Consultancy	100,000	LS	100,000	100,000		
Evaluation cost of Phase II (UN-Habitat share)	25,120	LS	25,120	25,120		
Urban Governance	116,818	LS	116,818	116,818		-
Capacity Building Strategy	75,000	LS	75,000	75,000		
Printing	5,000	LS	5,000	5,000		
Visibility Campaign /translation	5,000	LS	5,000	5,000		
WATSAN training	60,000	LS	60,000	60,000		
Study Tour – 2 no. @12 persons	25,000	2	50,000	50,000		
Training – 2 nos @12 persons per training	25,000	4	100,000	100,000		
Participation of ILGA and others in the World Urban Forum and other relevant conferences	25,000	LS	25,000	25,000		
Sub-Total"4"			561,938	561,938		-
5- TRAVEL						
Travel of staff	8,482	LS	8,482	8,482		-
Sub-Total"5"			8,482	8,482		-
6- TRANSFER AND GRANTS COUNTERPARTS						
Sub-Total"6"						
Sub -Total: 1 - 6			1,850,419	1,850,419		-
7- GENERAL OPERATING AND DIRECT COST						
Miscellaneous (3%)			55,513	55,513		-
Security (2%)			37,008	37,008		
TOTAL OPERATING AND DIRECT COST			1,942,941	1,942,941		-
8- INDIRECT SUPPORT COST						
Agency Management Support Cost (7%)			136,006	136,006		
PROJECT TOTAL			2,078,947	2,078,947		-

UNWOMEN Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	391,928	391,928	-	-
2. Supplies, Commodities, Materials	6,000	6,000	-	-
3. Equipment, Vehicles and Furniture including Depreciation	-	-	-	-
4. Contractual Services	535,932	535,932	-	-
5.travel	30,000	30,000	-	-
6. Transfers and Grants to Counterparts:	-	-	-	-
7. General Operating and Other Direct Costs:	47,291	47,291	-	-
Total Programme Costs	1,011,151	1,011,151	-	-
8. Indirect Support Costs	70,781	70,781	-	-
TOTAL	1,081,932	1,081,932	-	-

UNWOMEN Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
				Year 1	Year 2	Year 3
1. Staff and other personnel costs						
National Programme Personnel						
Programme Manager	5,000	12 months	60,000	60,000		
50%Programme Officer NOC (FTA)(Erbil)	2,666.5	12 months	31,998	31,998		
50%Programme Officer NOA (FTA)(Baghdad)	2,250	12 months	27,000	27,000		
Sub-Total			118,998	118,998	-	-
International Programme Personnel						
Sub-Total			0	0	-	-
TOTAL STAFF			118,998	118,998	-	-
National Consultants						
consultant to set up programme in ministries of Finance and Planning	250	60 days	15,000	15,000		

Consultant for implementing capacity building plan in the education and health sector (Daily rate 150*120)	150	100 days	15,000	15,000		
consultant to work in water sector on drawing up participatory plans and ensure resultant changes in delivery to support women's needs	150	120 days	18,000	18,000		
Sub-Total			48,000	48,000	-	-
International Consultants						
GRB expert	76,930	1 consultant (lump sum)	76,930	76,930		
Consultant to develop and implement a follow-up capacity building plan on gender equality in education and health sector	88,000	1 consultant (lump sum)	88,000	88,000		
consultant to draft a gender gap study	750	40 days	30,000	30,000		
Consultant to work with KRG on engendering civil service law	750	40 days	30,000	30,000		
Sub-Total			224,930	224,930	-	-
Sub-Total"1"			391,928	391,928	-	-
2. Supplies, commodities, Materials						
Supplies and Materials	LS	1	6,000	6,000		
Sub-Total"2"			6,000	6,000		
3. Equipment, Vehicles and Furniture including Depreciation						
Sub-Total"3"			0	0		
4. Contractual Services						
Design and implementation media campaigns on gender mainstreaming and GRB for improving knowledge of GOI, including printed and audio visual material and distribution.	60,000	2	120,000	120,000		
Establishing the GRB network, including engendering road maps and possible visits for best practice	52,862	1	52,862	52,862	-	-
Establish EOU at the departments of finance in 3 governorates	100,000	1	100,000	100,000	-	-
Develop gender guidelines and a gender manual to develop the capacity of GOI to implement GRB.	50,000	2	100,000	100,000		-

Establish a Monitoring and evaluation system of GRB	30,000	1	0	0	-	-
Evaluation of Phase II	18,070	1	18,070	18,070		
Organize a workshop for 50 stakeholders at the local and national levels to disseminate the findings of the gender gap study	25,000	1	25,000	25,000		
Organize a TOT training for 50 participants on GRB implementation (DSA ,ticket, hall rental and trainers)	60,000	1	60,000	60,000		
Organizing 6 training workshops by trained trainers for 300 participants on GRB implementation (hall rental, lunch and trainers)	15,000	4	60,000	60,000		
Sub-Total"4"			535,932	535,932		
5.Travel						
Travel of staff	30,000	LS	30,000	30,000		
Sub-Total"5"			30,000	30,000		
6.Transfers and Grants Counterparts						
Sub-Total"6"			0	0	-	-
Sub -Total: 1 - 6			963,860	963,860		
Miscellaneous (2%)			20,000	20,000		
Communications (1%)			7,291	7,291		
Security (2%)			20,000	20,000		
Total Programme Cost			1,011,151	1,011,151		
Agency Management Support Cost (7%)			70,781	70,781		
PROJECT TOTAL			1,081,932	1,081,932		

WHO Budget

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	1,485,831	969,887	515,944	-
2. Supplies, commodities, Materials	0	0	0	-
3. Equipment, Vehicles and Furniture including Depreciation	0	0	0	-
4. Contractual Services	822,182	549,010	273,172	-
5. Travel	74,553	34,553	40,000	-
6. Transfers and Grants Counterparts	0	0	0	-
7. General operating and Other Direct Costs	119,128	77,672	41,456	-
Total Programme Costs	2,501,694	1,631,122	870,572	-
8. Indirect Support Costs	175,118	114,179	60,939	-
TOTAL	2,676,812	1,745,301	931,511	-

WHO Budget Narrative

Activity	Unit Cost (USD)	Qty	TOTAL USD	ESTIMATED UTILIZATION OF RESOURCES (US\$)		
				Year 1	Year 2	Year 3
1- Staff and other personnel cost						
National Programme Personnel						
National coordinator Baghdad	7,200	18 months	129,600	86,400	43,200	
National coordinator Erbil	7,200	18 months	129,600	86,400	43,200	
National Officer Baghdad	6,530	18 months	117,540	78,360	39,180	
Project assistant Baghdad	3,885	18 months	69,930	46,620	23,310	
Admin Finance assistant Baghdad	3,592.25	18 months	64,661	43,107	21,554	
Sub-Total			511,331	340,887	170,444	-
International Programme Personnel						
Project Manager P5-Baghdad (WHO)	39,250	18 months	706,500	471,000	235,500	
Sub-Total			706,500	471,000	235,500	-
TOTAL STAFF			1,217,831	811,887	405,944	-
National Consultants						
National Csts output 3.2.1 (man days)	330	400 days	132,000	66,000	66,000	
National Csts output 3.2.2 (man days)	210	350 days	73,500	42,000	31,500	

International csts (Man/days)	500	125 days	62,500	50,000	12,500	
Sub-Total			268,000	158,000	110,000	-
International Consultants						
Sub-Total			0	0		-
Sub-Total"1"			1,485,831	969,887	515,944	-
2- SUPPLIES, COMMODITIES AND MATERIALS						
Sub-Total"2"			0	0		
3- EQUIPMENT, VEHICLES AND FURNITURE						
Sub-Total"3"			0	0		
4- CONTRACTUAL SERVICES						
Development of policies, plans and organizational framework	LS	1	260,000	223,000	37,000	
Capacity building policy, planning , programme management and health care delivery	LS	1	50,000	0	50,000	
Evaluation of Phase II			32,344	16,172	16,172	-
Training of counterparts & meetings output 3.2.1	LS	1	125,000	50,000	75,000	
Training of counterparts & meetings output 3.2.2	LS	1	104,838	44,838	60,000	
Meetings and Conferences	LS	1	250,000	215,000	35,000	
Sub-Total"4"			822,182	549,010	273,172	-
5- TRAVEL						
Travel of consultants , staff and facilitators to support project implementation	2,485.1	30	74,553	34,553	40,000	-
Sub-Total"5"			74,553	34,553	40,000	-
6- TRANSFER AND GRANTS COUNTERPARTS						
Sub-Total"6"						
Sub -Total: 1 - 6			2,382,565	1,553,450	829,116	-

7- GENERAL OPERATING AND DIRECT COST						
Miscellaneous (3%)			71,477	46,603	24,874	-
Security (2%)			47,651	31,069	16,582	-
TOTAL OPERATING AND DIRECT COST			2,501,694	1,631,122	870,572	-
8- INDIRECT SUPPORT COST						
Agency Management Support Cost (7%)			175,118	114,179	60,939	-
PROJECT TOTAL			2,676,812	1,745,301	931,511	-

Annex B: UN Organization Project Status Profile

UNDP

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31March 2012)	Disbursements (% as of 31March 2012)	Remarks
1	G11-20(63969)	IHEC TA Phase II	5,479,950	93.1	93.1	87.97	
2	C9-29a (75178)	Iraqi Public Sector Modernization	5,000,000	94	100.00	69.88	
3	C9-34(73569)	Support to the human right commission	500,000	87.2	3.6	83.6	
4	G11-23(76645)	Institutional Development Support	13,947,279	19.28	19.28	15.23	
		TOTAL	24,927,229				

UNICEF

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31May 2012)	Disbursements (% as of 31May 2012)	Remarks
1	SSA/IRQA/2011/00000013-2	Sulimaniyah Gov. - Development of Solid Waste Master plan	410,000.00	100	100	70	Water and Sanitation Master Planning and Capacity Building Programme (E3-17)
2	SSA/IRQA/2011/00000014-1	Water and Sanitation Master Planning and Capacity Building Programme (E3-17)	422,535.00	100	100	85	Anbar Gov. - Development of Solid Waste Master plan
3	SSA/IRQA/2011/00000015-1	Water and Sanitation Master Planning and Capacity Building Programme (E3-17)	430,000.00	100	100	85	Thiqar Gov. - Development of Solid Waste Master plan
4	SSA/IRQA/2011/00001403-0	Water and Sanitation Master Planning and Capacity Building Programme (E3-17)	127,525.00	100	100	57	Erbil-Development of solid waste management master plan for Erbil governorate, Kurdistan regional Government, republic of Iraq
5	SSA/IRQA/2011/00001081-0	Water Security and Safety for the Vulnerable Communities in Sulimanyah City (E3-16)	715,142.45	100	100	88	Rehabilitation of Serchinar WTP in Sulimaniyah city/Sulimaniyah governorate
TOTAL			2,105,202.45				

UNESCO

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31 May 2012)	Disbursements (% as of 31 May 2012)	Remarks
1	B1-34b	Promoting civic values and life skills for adolescents (12 to 19 years old) through education	1,227,205.00	50	86.54	48.07	
2	C9-29	Iraq Public Sector Modernisation Programme	2,000,000.00	98	98.41	96.37	
3	B1-35	Completion of a Comprehensive Assessment of Education Sector in Iraq	881,801.00	70	73.53	69.33	
4	B1-36	Improving Quality of Technical and Vocational Education and Training in Kurdistan Region	1,000,000.00	30	59.92	38.13	
5	C9-30	Assisting the Government of Iraq to Develop a National Tourism Strategy	1,000,000.00	50	54.00	53.74	
6	G11-22a	Support for Enhanced Media Coverage and Monitoring of Electoral Processes	3,000,000.00	35	68.41	35.57	
7	F8-13	Protection of Media Professionals, Human Rights Defenders and Members of the Academic Community in Iraq	589,452.00	70	88.20	41.65	
		TOTAL	9,698,458.00				

UNFPA

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31 December 2011)	Disbursements (% as of 31 December 2011)	Remarks
1	C9-23	Capacity Development in Census and Surveys	5,064,268	83	80	79	
2	F8-10b	Strengthening Protection and Justice for Children and Young People in Iraq	1,000,000	65	32	32	
3	F8-11a	Combating Violence Against Women in Iraq	2,278,000	70	55	50	
4	B1-34b	Promoting Civic Values and Life Skills for Adolescents Through Education	1,159,134	75	70	62	
5	D2-30	Adolescents and Youth Friendly Health Services at Primary Health Care Level	1,000,716	73	59	48	
6	D2-31a	Women's Health and Social Status Survey	800,000	75	69	69	
7	C9-33	Capacity Development to Establish a Socioeconomic Monitoring System in Iraq	700,000	25	6	4	
8	C9-29	IPSM-Statistical system modernization(phase 1)	883,575	100	89	83	
9	D2-26	HIV-AIDS Policy Support and Capacity Building Programme	170,646	20	0	0	
		TOTAL	13,056,339				

UN ESCWA

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 30 April 2012)	Disbursements (% as of 30 April 2012)	Remarks
1	C9-29	Iraq Public Sector Modernization Programme (Phase I)	1,385,662	78	77.71	74.06	Subcontract from UNDP Iraq within the Iraq Public Sector Modernization Programme
2	B1-34	Promoting civic values and life skills for adolescents (12 to 19 years old) through education	1,448,695	76	76.71	58.50	
		TOTAL	2,834,357				

UN-Habitat

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31 December 2011)	Disbursements (% as of 31 December 2011)	Remarks
3	C10-11f	Private Sector Development Programme for Iraq	2,000,000	88	80	59	
6	E4-11	Strengthening Urban Sector through Building Capacities in Municipal Planning and Management	2,550,216	100	100	100	
7	C9-29	Iraq Public Sector Modernization Programme	2,000,000	98	97	56	
		TOTAL	6,550,216				

UN WOMEN

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 30 April 2012)	Disbursements (% as of 30 April 2012)	Remarks
1	C10-11	Private Sector Development Programme	1,220,000	47.2	52	47.2	Economic Recovery sector
2	F8-11	Combating Violence against Women in Iraq	1,500,000	24.30	24.61	24.30	Protection sector
4	C9-29	Iraq Public Sector Modernization Programme- Phase1(GRB)	757,560	39.86	39.86	39.86	Governance
TOTAL			3,477,560				

WHO

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31March 2012)	Disbursements (% as of 31March 2012)	Remarks
1	D2-25a	Strengthening of the Primary Health Care System in Iraq - Phase II	5,930,368	99.60	92.9	87	
2	E3-17d	Water and Sanitation Master Planning and Capacity Building Programme	1,163,597	99.50	99.5	94.7	
3	F8-11c	Combating Violence Against Women in Iraq	722,000	80.00	55	49	
4	D2-26	Preparatory Phase: HIV/AIDS Policy Support and Capacity Building Programme	1,000,000	92.00	91	81	
5	D2-27a	Addressing Micronutrient Deficiencies in Iraq: Assessment and Responses	1,827,394	89.00	85	68	
6	D2-28a	Support to the Government of Iraq's National Measles and Polio Vaccination Campaign	1,488,748	99.00	98.2	94.9	
7	D2-29	Support to improving Management and Safe Use of Medical Equipment	2,540,683	78.30	75	69	
8	C9-29c	Iraq Public Sector Modernisation (I-PSM) Programme PHASE I	2,000,000	99.50	98.01	95.3	
9	D2-31b	Adolescents and Youth Friendly Health Services at Primary Health Care Level	384,891	91.00	58	33	
10	D2-31b	Pilot Assessment of Congenital Birth Defects in Six Governorates in Iraq	336,650	95.00	51	44	
		TOTAL	17,394,331				

List of Acronyms

BHSP:	Basic Health Service Package
BSA:	Board of Supreme Audit
C4D:	Communication for Development
CBO:	Community-Based Organization
Col:	Commission of Integrity
COMSEC:	Council of Ministers Secretariat
CoR:	Council of Representatives
CSO:	Central Statistics Office/Civil Society Organization
CTA:	Chief Technical Advisor
DG:	Director-General
DM:	Deputy Minister
EOU:	Equal Opportunity Unit
EU:	European Union
FP:	Family Planning
FPSC:	Federal Civil Service Commission
Gol:	Government of Iraq
GRB:	gender-responsive budgeting
GSP:	Governance Strengthening Project of USAID
HIS:	Health Information System
HMIS:	Health Management Information System
HRD:	Human Resource Development
HRM:	Human Resource Management
ICD:	International Classification of Diseases
ICM:	International Confederation of Midwives
ICT:	Information Communication Technology
IDMS:	Iraq Development Management System
I-PSM:	Iraq Public Sector Modernisation Programme
IT:	Information Technology
ITF:	Iraq Trust Fund
ITFSC:	Iraq Trust Fund Steering Committee
JACC:	Joint Anti Corruption Council
JANS:	Joint Assessment of National Strategies
JPMU:	Joint Programme Management Unit
KDMS:	Kurdistan Development Management System
KIMADIA:	Organization that procures drugs, medicines and supplies for Iraq's Ministry of Health
KIPA:	Kurdistan Institute for Public Administration
KM:	Knowledge Management

KRG:	Kurdistan Regional Government
KRSO:	Kurdistan Regional Statistics Office
LADP:	Local Area Development Programme
M&E:	Monitoring and Evaluation
MAC:	Ministerial Advisory Committee
MMPW:	Ministry of Municipalities and Public Works
MMT:	Ministry of Municipality and Tourism of the KRG
MoB:	Mayoralty of Baghdad
MoE:	Ministry of Education
MoEnv:	Ministry of Environment
MoF:	Ministry of Finance
MoH:	Ministry of Health
MoHESR:	Ministry of Higher Education and Scientific Research
MoHR:	Ministry of Human Rights
MoPDC:	Ministry of Planning (and Development Cooperation)
MoSPA:	Ministry of State for Provincial Affairs
MoST:	Ministry of Science and Technology
MTEF:	Mid-Term Expenditure Framework
NCD:	Non-communicable Diseases
NCMDIT:	National Centre for Management Development and Information Technology
NDP:	National Development Plan
NGO:	non-governmental organisation
NHA:	National Health Accounts
NHP:	National Health Policy
NSS:	National Statistics System
OECD:	Organization for Economic Cooperation & Development
OIGs:	Office of Inspector Generals
PAR:	Public Administration Reform
PCM:	Project Management Cycle
PFM:	Public Finance Management project of the World Bank
PHC:	Primary Health Care
PM:	Project Manager
PMAC:	Prime Minister's Advisory Commission
PMC:	Project Management Cycle
PMO:	Prime Minister's Office
PMT:	Project Management Team
PPP:	Public Private Partnership
PSDP-I:	Private Sector Development Programme in Iraq
PSMSC:	Public Sector Modernisation Steering Committee

PTA:	Parent Teacher Association
PWG:	Priority Working Group
RC:	Resident Coordinator
RH:	Reproductive Health
RIMU:	Reform Implementation Monitoring Units
SES:	Senior Executive Service
SIDA:	Swedish International Development Agency
SOE:	State-owned enterprise
TA:	Technical Assistance
TRI:	Training & Research Institute for local governance
UNCT:	United Nations Country Team
UNDAF:	United Nations Development Assistance Framework for Iraq
UNDG ITF:	United Nations Development Group Iraq Trust Fund
UNDP:	United Nations Development Programme
UNESCO:	United Nations Educational, Scientific and Cultural Organisation
UNESCWA:	United Nations Economic and Social Commission for Western Asia
UNFPA:	United Nations Population Fund
UN-Habitat:	United Nations Agency for Human Settlements
UNHCR:	United Nations High Commission for Refugees
UNICEF:	United Nations Children's Fund
UNWOMEN:	United Nations Entity for Gender Equality and the Empowerment of Women
USAID:	United States Agency for International Development
WATSAN:	Water and Sanitation
WHO:	World Health Organisation