United Nations Development Group Iraq Trust Fund
Project #63968 (C9-24)
Date and Quarter Updated: 1 October – 31 December 2012; 4th Quarter
Operationally Closed

Participating UN Organisations: UNDP   **Priority Area: Governance and Human Rights**
                                                            Sector: Governance
Government of Iraq – Responsible Line Ministry: Ministry of Planning and Development Coordination, The Central Statistical Organizations, Ministry of Municipalities and Public Works, National Center for Consultancy Management Development

Title	Support to Decentralisation and Local Governance for Service Delivery-Preparatory Phase
Geographic Location	Three governorates for pilot implementation in the north, center and south of Iraq (Erbil, Baghdad and Basra)
Project Cost	USD 6,118,704
Duration	18 months + 31 months extension

Approval Date (SC)	04.12.2008	**Starting Date**	08.12.2008	**Completion Date**	08.06.2010 extended to 31.12.2012

Project Description	The project entails a UN and Government of Iraq effort to begin to realise decentralized governance in Iraq, as envisioned in the Constitution, NDS 2007-2010 and the ICI. The project proposed covers an 18 month period and is structured around four pillars: (i) legal, policy and institutional frameworks for decentralized governance, (ii) local government systems and capacities, (iii) civic education and participation strategies in three governorates, and (iv) inter-governmental relations and local government networks. Through these four pillars with their inputs, the project aims to: i) prepare the groundwork on institutional structures, policy dialogue and development and possibly further legislations and will clarify and enable decentralization and local governance; ii) revise systems and processes for local authorities to make them more modern and efficient; iii) put in place and initiate a comprehensive capacity development strategy; iv) develop civic education and participation and e-government strategies; v) pilot improved business processes for increasing service delivery in selected municipalities and vi) support structured dialogue on government and municipal affairs.

Development Goal and Immediate Objectives

This preparatory project is aligned to the UN Governance Sector Team Outcome of 'Strengthened regulatory frameworks, institutions and processes of national and local governance'. The goals are:

NDS: Goal 6.1: Improve the quality of life: Human Development; Goal7.2: Regions and governorates development: Annual allocations and distributions to governorates; Goal 7.3: Development management in regions and governorates;

ICI: 4.1.2: Develop framework for inter-governmental fiscal relations to ensure efficiency, transparency and equity while maintaining national fiscal integrity. 4.2.1: Engaging with civil society –adopt and carry out policies to stipulate civil society engagement in reforms.4.4.1: Delivering basic services.

MDG: The project contributes directly towards MDG 3 – Promote gender equality and empower women, and indirectly to the achievement of all the MDGs, through support to improved social service delivery at the Governorate level.

Outputs, Key activities and Procurement	
Outputs	<u>Output 1</u>: Framework, legislation and policies for decentralisation and local governance developed through multi-stakeholder process. <u>Output 2</u>: Generic systems in policy-making, participatory planning and budgeting, data collection, human resources management and organisational management developed and core competencies of decentralised governance stakeholders improved in selected governorates. <u>Output 3</u>: *The scope of the current project has been changed, and the following output has been introduced which replace the original outputs 3:* GoI has improved capacities to provide citizens with e-services in pilot sectors. <u>Output 4</u>: Vertical and horizontal inter-government relations formalised with discussion forums in place and partnerships with international/regional municipalities created in selected governorates. (This output has been shifted to the I-PSM) however, some activities remain to be implanted.
Activities	1.1: Develop a baseline study on local governance covering the Iraqi governorates with data disaggregated by gender (UNESCWA under IAA with UNDP) 1.2 Define and develop a decentralisation framework, with active government leadership and multi-stakeholder process (UNESCWA under IAA with UNDP) 1.3 Produce 'decentralisation toolkit', and key discussion papers and disseminate (UNHABITAT under IAA with UNDP) 1.4. Undertake scoping studies and prepare reports on decentralising key public and planning functions 1.5 Support of Decentralisation and Local Governance Task Force and Municipal Association. (incl. meetings, roundtables and stakeholder consultations in at least 3 governorates); prepare for 4-day national visioning exercise (Jointly by UNDP and UNHABITAT) 1.6 Organise a National conference platforms for action on decentralisation and LoG (with public sector reform project) UNDP/UNESCWA 1.7 Support drafting of e-government strategy and action plan. UNDP 1.8 Implementation of key components of the e-governance action plan. UNDP 1.9 Establish Dec and LoG Task Forces in targeted governorates 1.10 Support the development of mandates, role and responsibilities for local authorities as a result of findings of the in-depth assessment. UNDP/UNESCWA 1.11 Provide TA to the TF at the governorates level when established 2.1 Develop and introduce comprehensive capacity development strategy that addresses short- and medium-term requirements 2.3 Feasibility study for establishing a dedicated training institute for local government 2.4 Pilot urban service delivery initiatives in 3 municipalities in 3 governorates (review business processes, training 160 staff introduce e-services and Private-Public Partnership (PPP). 3.1 Establish community services (2 sub-activities) 3.1.1 Organize a study tour to enable government entities across Iraq to absorb international experiences and best practices on implementation of e-governance strategies, delivering citizen services and establishing citizen services centers (CSCs). 3.1.2 Locate and Support the Community Services Centers and develop the e-governorate one-stop portal.

	3.2 Support the Implementation of the e-Governance Strategic Plan (4sub-activties). 3.2.1 Support the development of Inter-operability Standards. 3.2.2 Support the establishing of the E-Governance Centers for Excellence. 3.2.3 Enhance the services provided by the e-governance portal and the e-governance national training modules. 3.2.4 Monitoring, Evaluation and Reporting. 4.1 Provide TA and facilitation to support inter-government relations e.g. discussion forums, roundtable meetings, and partnership with international/ regional municipalities, including study tour to interview local government modernization and reform efforts. 4.2 Establish city-to- city cooperation for 1-2 cities/ towns, including at least 1 exchange visit, and support Iraq's' membership in 2 international networks for local governments
Procurement:	Contract was awarded to Geopolicity in December 2009 to carry out the Functional Assessment (USD 1.4 million), and no cost extension made to the contract.

Total Project	6,118,704 USD	**% of approved**	100 %
Funds Disbursed	$ 5,992,897.45 USD	**% of approved**	98%
Forecast final date	31st Dec 2012	**Delay (months)**	31

Direct Beneficiaries	**Number of Beneficiaries**	**% of planned (current status)**
Men	**625**	**100%**
Women	**90**	**90%**
Children	NA	
IDPs	NA	
Others	NA	
Employment generation (men/women)	The project is not directly concerned with employment generation but with the human resources of local councils and the gradual decentralising of the public service which would entail re-profiling in line with overall civil service reform.	

Quantitative Achievements Against Objectives and Results		
Output1: 100% of planned Framework, legislation and policies for decentralisation and local governance developed through multi-stakeholder process.	UNDP/ESCWA Activities: 100% completed.	**100%**
	UNDP/ UNAHBITAT Activities: 100% completed	**100%**
Output 2: 95% of planned Generic systems in policy-making, participatory planning and budgeting, data collection, human resources management and	UNDP/ ESCWA Activities: 100% completed	**100%**
	UNDP/UNESCO Activities: 100% completed	**100%**

organisational management developed and core competencies of decentralised governance stakeholders improved in selected governorates.	UNDP/ UNICEF Activity: 100% completed	**100%**
	UNDP/ HABITAT Activities: 85% completed Security issues meant that TOT project to other elected leaders had to be halted	**85%**
Output 3: 85% of planned GoI has improved capacities to provide citizens with e-services in pilot sectors.	UNDP The only shortfall in this output was having to halt the e-governance Training of Trainers session in KRG due to the participants not having the correct profile or skill set to continue too deeply into the course. The selection error was on the part of KRG despite profile guidance having been provided	**85%**
Output 4: 95% as planned: Vertical and horizontal inter-government relations formalised with discussion forums in place and partnerships with international/ regional municipalities created in selected governorates. (This output has been largely transferred to the I-PSM)	95% completed through follow up work undertaken through the I-PSM II programme and all the consultative work that took place in December between central and local authorities and subsequent agreements which also informed the work plan after the Inception phase of IPSMII	**95%**

Qualitative Achievements Against Objectives and Results
Output 2, Activity - UNDP: Although UNDP had fulfilled its obligations under Output 2 earlier in 2012, an additional activity was undertaken in partnership with the Local Area Development Programme (LADP). This consisted of undertaking a functional review of two Provincial Councils in the Governorates of Muthanna and Quedessyia. The focus of this technical assistance was to examine the critical interface between the Governor's office and Provincial Councils and vertical line Ministry departments across legislative and executive mandates. In particular, the review assessed the interpretation and practices of functional assignments in the light of effective service delivery. This assignment will inform the LADP and IPSM projects on the reform agenda of local administrations which will be tackled from different angles by the future activities of those initiatives.

Main Implementation contraints & challenges (2-3 sentences)
None