Date and Quarter Updated: 1 January – 31 March 2014
Q1 2014

Participating UN Organisation: UNDP, UNESCO, UNESCWA, UNFPA , UN-Habitat, UNICEF, UNWOMEN, WHO.	Priority Area: Governance and Human Rights
Government of Iraq – Responsible Line Ministry: PMAC, COMSEC, MoP, MoH, MoE, MoHESR, MMPW, MoST and MoSPA, MoF, MoSWA both in Baghdad and KRG	

Title	Iraq Public Sector Modernization (IPSM) Programme (Phase II)				
Geographic Location	Iraq- National Coverage				
Project Cost	**US$ 17,845,412** distributed as follows: o UNDP: US$ 4,173,844[1] o UNESCO: US$ 2,227,228 o UNESCWA: US$ 677,608 o UNFPA: US$ 1,806,094 o UN-Habitat: US$ 2,078,947 o UNICEF: US$ 3,122,947 o UNWOMEN: US$ 1,081,932 o WHO: US$ 2,676,812	**First Tranche of US$ 13,410,381** received as follows: o UNDP: US$ 2,931,012 o UNESCO: US$ 1,548,009 o UNESCWA: US$ 677,608 o UNFPA: US$ 1,204,598 o UN-Habitat: US$ 2,078,947 o UNICEF: US$ 2,142,974 o UNWOMEN: US$ 1,081,932 o WHO: US$ 1,745,301				
Duration	24 Months				
Approval Date (SC)	7 Oct 2012	**Starting Date**	1 Jan 2013	**Completion Date**	31 Dec 2014
Project Description	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 also fully aligned with the UN Development Assistance Framework (UNDAF) 2011-2014. Phase II of the programme builds on lessons learned and recommendations emerging from the implementation and external evaluation of Phase I, but also on the conclusions and outcomes of the inception consultations performed, which fine-tuned and reaffirmed strategic interventions for Phase II. The Programme focuses on four developmental 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. By promoting and working on enhancing service delivery, the Government of Iraq will demonstrate to the Iraqi people that public sector modernization has concrete and tangible benefits for the population as a whole. The programme will establish synergies with existing UN and other donors programming aimed at addressing corruption, decentralization and participation, and will fully integrate cross-cutting issues in relation to poverty, gender, social exclusion and environment. The programme will be led by the GoI through its National PSM Steering Committee (NPSMSC), which provides overall strategic direction for PSM policy and coordination with particular attention to the development of the GoI's PSM vision and				

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[1] Inclusive of Joint Programme Management Unit Budget

strategy. Three sector Ministerial Advisory Committees (Health, Education and WATSAN) will assist the PSMSC in 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.

Development Goal and Immediate Objectives

Prior to featuring Programme specific Goal and Objectives, it is important to note that the IPSM programme will directly contribute to the achievement of Outcome 2 under UNDAF Priority Area 1: Improved governance, including protection of human rights, but also will indirectly contribute to the fulfilment of UNDAF Priority Area 2 - Inclusive, more equitable and sustainable economic growth, and of UNDAF Priority Area 4 - Increased access to quality essential services.

Development Goal: **The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels.**

The Joint Programme is working towards the fulfilment of the below listed four outputs, which are considered as immediate objectives:

1. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels;

2. GoI has improved public administration systems at national and sub-national levels;

3. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors;

4. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes.

Outputs, Key activities and Procurement

Outputs & Key Activities	**1. GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels**
	1.1 Developing a National PSM Strategy promoting integrity and accountability;
	1.2 Instigating and establishing institutional and operational arrangements for the management of PSM;
	1.3 Developing Knowledge Management (KM) systems;
	1.4 Supporting KRG civil service Commission for public sector modernization at regional level;
	2. GoI has improved public administration systems at national and sub-national levels
	2.1 Enhancing existing and developing policies and processes, specifically in eGov, Iraq Development Management System, Knowledge Management, Senior Executive Service & NCMDIT;
	2.2 Establishing Gender Responsive approaches & practices in public administration system, public policy, planning, budgeting & evaluation;
	2.3 Developing Gender sensitive statistics policy and human resources in line with eGov policy and systems;
	3. GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors
	3.1 Education
	3.1.1 Capacitating MOE and MoHESR with institutional mechanisms for better coordination of Education sector amongst stakeholders;
	3.1.2 MOE/MoHESR have decentralized, ICT-enabled and gender responsive organizational structures & processes for improved service delivery at central and governorate levels;
	3.1.3 Strengthening human capacity of MoE and MoHESR in planning and coordination, M&E, financial management, HRM, use of ICTs and gender mainstreaming;
	3.2 Health

Outputs, Key activities and Procurement

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3.2.1 Instigating policies, plans and organisational framework for better health services including decentralisation, public-private partnership, health financing, ICT and gender responsive approaches;

3.2.2 Enhancing GoI's capacity for policy, planning, programme management and health care delivery, including decentralized health care based on PHC & Family practice with policy on PPP;

3.3 Watsan

3.3.1 Developing institutional, organizational and operational arrangements for a water utility;

3.3.2 Drafting legislative and regulatory instruments for modernization of water, sewerage and solid waste public service delivery and submitting them to Council of Ministers;

3.3.3 Preparing plans for improved operational management in partnership with High Council of Water (HCW);

3.3.4 Developing strategies for improved public participation and customer orientation;

3.3.5 Updating Solid Waste Management strategy, policy, national master and capital investment plans;

4. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes

4.1 Strengthening decentralization and strengthening local governance through legislative support, substantive contributions and capacity building of actors of decentralization;

4.2 Enhancing gender sensitive planning, budgeting & evaluation capacity at central and governorate levels;

4.3 Empowering civil society through participatory and inclusive governance approaches and initiatives;

4.4 Supporting the implementation of pilot participatory service delivery projects in Health, Education and WATSAN sectors in three selected governorates;

4.5 Supporting the KRG in instigating Urban Governance[2].

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Procurement (major items)

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The IPSM programme assists in the provision of technical expertise and support to the GoI in its endeavour to enhancing and modernizing its administrative structures with the aim of improving service delivery schemes at different tiers of government. Very limited equipment and materials are expected to be purchased under the IPSM Phase II programme. During this reporting period, the following procurement was recorded by implementing agencies:

UNESCO:

- One international expert was recruited to work on the reorganization of vocational education structure within MoE in Baghdad and Erbil.
- One international expert was recruited to work on internal and external evaluation for vocational schools.
- Preparatory work for the recruitment of international experts to undertake interventions of 2014 regarding Higher Education Management Information System (HEMIS), Education Management Information System (EMIS), Rules of conducts and Academic Integrity, Enhancement of the role of women in the ministries of education and higher education and in universities and restructuring the projects of the National Education Strategy (NES).

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[2] This activity is retained for the KR component of PSM only. The NPSMSC has decided on its March 4th meeting to refrain from including Urban Governance activities for 2013 interventions at federal level.

Outputs, Key activities and Procurement	
	UN-Habitat: ▪ Shortlisted two international consultancy firms to carry out the studies on Pilot Project for Water Utility in Najaf. **UNFPA** ▪ For its National Statistical System Modernization component of the I-PSM, UNFPA procured technical assistance service from GOPA worldwide consultants company specialized in Statistical System Reform. UNFPA signed a contract with GOPA of US\$ 899,669 for 2012-2013 after following a comprehensive procurement method (Request for Proposals) and then the contract was renewed for 2014 with the amount of US\$ 375,963. GOPA under this procurement is providing UNFPA high-level technical consultants in 12 components related to Statistical System Modernization in Iraq.

Funds Committed	UNDP	US\$ 4,847,577.50	% of approved	165%
	UNESCO	US\$ 1,344,426		87%
	UNESCWA	US\$ 402,296.00		59%
	UNFPA	US\$ 758,606.79		63%
	UN-Habitat	US\$ 1,412,203		68%
	UNICEF	US\$ 1,908,166.45		89%
	UNWOMEN	US\$ 448,281.42		41%
	WHO	US\$ 1,389,911		80%
	Total Commitments	**US\$ 12,511,468.16**		**93%**
Funds Disbursed	UNDP	US\$ 2,668,455.63	% of approved	91%
	UNESCO	US\$ 1,078,573		70%
	UNESCWA	US\$ 365,640.00		54%
	UNFPA	US\$ 732,182.27		61%
	UN-Habitat	US\$ 664,842		32%
	UNICEF	US\$ 756,405.64		35%
	UNWOMEN	US\$ 291,565.54		27%
	WHO	US\$ 1,277,616		73%
	Total Disbursements	**US\$ 7,835,280.08**		**58%**
Forecast final date	31 Dec 2014		Delay Months	NA

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Men	UNDP	**375 (2013)** **119** **77 (eGov) + 20 (SES) + 12 (CS Mtng)** **Total: 494**	196	**252.04%**
	UNESCO	67	25	100
	UNFPA			
	UN-Habitat			
	UNICEF		200	
	UNWOMEN		500	
	WHO			
Women	UNDP	**196 (2013)**	84	**278.57%**

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
		38 **31 (eGov) + 4 (SES) + 3 (CS Mtng)** **Total: 234**		
	UNESCO	20	25	80%
	UNESCWA	7	10	70%
	UNFPA			
	UN-Habitat			
	UNICEF		75	
	UNWOMEN		500	
	WHO			
Children	UNDP			
	UNESCO			
	UNESCWA		NA	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			
IDPs	UNICEF			
Indirect beneficiaries	UNDP			
	UNESCO and UNICEF (Education)	300,000	700,000[3]	42
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF		200	
	UNWOMEN			
	WHO			
Employment generation (male/female)	UNDP			
	UNESCO			
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			

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[3] Government employees (including teachers for MoE and MoHESR), Students enrolled in all education levels in Iraq including KRG and Parent/teachers associations

Quantitative achievements against objectives and results		
JP Output 1: GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels	▪ **JMT/UNDP:** First version of PAR Monitoring and Reporting System was developed, shared with national counterparts, and currently being automated	**% of planned 65%**
	▪ **UNDP Civil Service Reform (CSR**): Advocacy and sensitization workshop was held on the enactment of the Civil Service Law and establishment of the Civil Service Council; PMAC on 24 February 2014	**100%**
	▪ **Supporting PAR at Sub-National Level:** The first draft of 2014 AWP for PAR activities in Basra, Al Najaf and Salah El Dein governorates were developed through a series of participatory planning workshops.	**25%**
JP Output 2: GoI has improved public administration systems at national and sub-national levels	**UNDP – SES** ▪ Senior Executive Service (SES) System for Iraq was validated through consultative meetings and workshops (February 2014)	**65%**
	UNDP - eGovernance ▪ Joint MoST-UNDP Press Conference was held to launch of the 2nd eLocal Governments Conference; Baghdad -26 Feb 2014 ▪ eGovernance Guidelines for National Architecture and Public Data Policy were finalized and launched; Baghdad -26 Feb 2014 ▪ Consultative Meeting was held to support eProvince design and Roll-out in Ninewa and Missan Governorates; March 2014Knowledge Management.	**35%**
	UNESCWA ▪ The preparation for Istanbul workshop to build the capacity of NCMDIT was completed. Discussion with ILO Turin Center for the twinning arrangement has been underway. Several institutes in South Korea, India and Malaysia were considered and contacted for the capacity development and training.	**10%**

	UNFPA ▪ Information Security Practices were drafted and discussed by CSO and KRSO for finalization. ▪ Twelve policy and fourteen procedures were developed for CSO and KRSO. ▪ Standard Model Generic Statistical Business Process Model (GSBPM) is endorsed by KRSO. ▪ Four training sessions were held to promote the use of network services in statistical production in CSO ▪ Complete Documentation was made for five CSO surveys. ▪ Check-list of official statistics production requirements was developed for CSO and KRSO. ▪ An awareness raising workshop on gender statistics was held in CSO. ▪ Statistical Questionnaires compatible with the international standards in this field were reviewed, updated, released and used at MoH.	**22%**	
	UNWOMEN ▪ Gender Responsive Budget teams were established in eight ministries/ institutions, and an awareness- raising program was launched. ▪ A workshop on the "National Network for Gender Responsive Budgeting" was held and attended by Senior Iraqi Management Officials concerned with budgeting and planning. The purpose of the workshop was to introduce the concept of Gender Responsive Budgeting and develop the ToRs for the network.	**15%**	
JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors	**Education: UNESCO/UNICEF/UNWOMEN** ▪ A vision for Decentralization in Kindergarten, Primary and Secondary Education is under development. Existing school budgeting, management and expenditure processes as well as options for financing schools are being studied. Sub-committees have been formed in the DoEs, pilot schools selected and preliminary meetings were held with school administrators to create awareness of the SBM concept. ▪ Governorates (provincial & directorates) functional mandate for MoE is being developed. ▪ Requirements for the implementation of School-Based Management at central and pilot governorate levels are being prepared. ▪ National/ Regional Guidelines for School-Based Management (SBM) are being developed. The process is to consolidate all legally binding administration rules and regulations in to one document while introducing new elements into the guideline. ▪ Several consultative meetings were held and chaired by PMAC in preparation to establish an appropriate coordination mechanism between MoE, MoHESR & MoP. This has resulted in a list of recommendations and setting up a committee between MoE and MoHESR. ▪ The current education information management system in MoHESR is being reviewed to develop a proposal on an	**30%**	

	integrated information system for MoHESR and its affiliated institutions. ▪ A five-day training workshop on Capacity Assessment was conducted in Paris in collaboration with the International Institute for Educational Planning (IIEP). The workshop targeted seven high ranking officials from MoHESR in the Central Government and KRG. ▪ A seven-day training workshop was conducted on Effective Project Implementation in collaboration with the WB to build on the first National Education Strategy. ▪ A four-day workshop was conducted in Erbil bringing seven UNESCO consultants together with high-ranking officials from MoE and MoHESR in addition to a number of academia from universities in KRG. The aim was to discuss KRG IPSM 2014 Interventions and devise an action plan for implementing the agreed interventions. ▪ A two-day meeting was held in Erbil with KR Technical and Vocational Education and Training (TEVET) committee to discuss restructuring the Directorate of Vocational Education in addition to a pilot activity aiming at the implementation of internal evaluation of selected vocational schools.		
	Health: WHO/UNFPA/UNICEF/UNWOMEN ▪ National Health Policy (NHP) was formally launched ▪ Data collection for National Health Accounts (NHA) has been completed while the analysis of the collected data is still in the process. ▪ A Planning workshop on Medium Term Budgeting Framework (MTBF) was held in March 2014. The workshop was attended by staff from MoH, MoP and MoF. Participants from KRG also attended. A workplan for implementing MTBF in MoH was agreed. ▪ A follow up meeting to review the progress of family practice in selected governorates was held, where challenges faced by the facilities were discussed together with the plan for rolling out family practice to other governorates.	**27%**	
	WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN ▪ An international consultant was recruited to review water and sanitation service delivery and management law for Iraq. The consultant shall commence the work during the second quarter of 2014. ▪ Technical proposals to conduct water quality control study for Iraq were received and evaluated by WASH members. The awarding process is underway. ▪ TORs were developed to mobilize consultants to work on the restructuring, legislation revision and introduction of ISO for public administration of the MoMPW which should start in Q2 according to AWP 2014.	**10%**	
JP Output 4: GoI sub-national governance and decentralised	**JMT/ UNDP** ▪ PAR Agenda was initiated in Pilot Governorates through series of Induction Workshops targeting Najaf, Basra and Salahheddine in March 2014	**100%**	

service delivery systems strengthened through enhanced participatory processes			
	WHO ▪ WHO participated in visits to Najaf and Basra to discuss implementation of IPSM at the governorate level. Discussion with the governors and deputy governors took place to implement health sector reforms initiatives.	**10%**	
	UNHABITAT ▪ Two international consultants were recruited to share "Lessons Learnt from the Region on Water Management Reform" for the two pilot models on Decentralized Water Management in Najaf and Erbil. A knowledge sharing workshop will be conducted during second quarter in Erbil.	**10%**	
	▪ Specialized consultancy firm to undertake the analysis and the administrative reform of water sector in the pilot governorate of Najaf is been under contracting. Technical evaluation is done for but financial evaluation is underway.	**5%**	

Qualitative achievements against objectives and results

JP Output 1: GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels

JMT/UNDP PAR Monitoring and Reporting System
- As part of the support provided to the PAR Management Committee, the Unites Nations devised a Monitoring and Reporting System that is based on RBM principles and intended to record achievements and progress against planned results within the PAR Roadmap. The System's conceptual and procedural frameworks have been finalized and is currently been automated by the COMSEC's IT department. It is expected that Q2 reporting will be performed by implementing agencies through the web-based system.

UNDP - Civil Service Reform (CSR)
- One of the highlights of this quarter was the support provided to the PARHC through the organization of a dedicated advocacy and sensitization workshop on the enactment of the Civil Service Law and establishment of the Civil Service Council. The workshop was held at PMAC on 24 February 2014 and comprised representatives of all involved stakeholders with notable contribution of the Shura Council and COMSEC. The workshop yielded a reconfirmation of the need to mitigate the limitations faced and a clear recommendation to work more closely with the newly elected Council of Representatives (CoR) for the enactment.

JP Output 2: GoI has improved public administration systems at national and sub-national levels

UNDP - Senior Executive Service (SES)
- Within the framework of supporting Civil Service enhancement in Iraq, UNDP organized a series of consultative meetings and workshops with senior officials at federal and Kurdistan regional levels to reach a consensual agreement on the Senior Executive Service system scope and institutional arrangements. The mission, supported by the Canadian Institute of Governance (IoG), culminated in the organization of a senior level workshop in Baghdad under the chairmanship of the PM Chief of Staff on 27 February 2014, during which the SES components were discussed and endorsed. In KR, meetings with the Minister of Planning and senior level officials from the PM Office, Diwan of the Council of Ministers and from the Ministry of Finance (MOF) resulting in securing political endorsement of a

Qualitative achievements against objectives and results

dedicated system for KRG. UNDP and IOG experts are currently endeavoring in a participatory approach with SES Committees established in Baghdad and Erbil in the development of the SES System components.

UNDP - e-Governance:

- **Joint MoST-UNDP Press Conference to launch of the 2nd eLocal Governments Conference; Baghdad-26 Feb 2014**

  The Ministry of Science and Technology (MoST) and UNDP organized a joint press conference on 26 February to launch the 2nd eLocal Governments Conference under the motto "Digital Local Agenda: The Bridge to the Future", planned to take place in Baghdad end of May 2014. The conference falls within the support provided by UNDP to the National eGovernance Steering Committee in support of governorates and it is anticipated that the prime outcome will be the development and validation of a roadmap for eLocal government agenda to enhance the effectiveness and efficiency of the public sector in the provision of services and enhance citizen participation.

- **Finalization and Launch of the eGovernance Guidelines for National Architecture and Public Data Policy; Baghdad-26 Feb 2014**

  During the same Press Conference on 26 Feb 2014, the Government of Iraq, represented by the Minister of Science and Technology, launched the first series of eGovernance guidelines that provide practical methodologies and tools in support of Iraqi public institutions to better understand and deliver the organizational and technological changes needed for instating successful e-Governance architecture systems, public websites and service transformation at both central and local levels.

- **Consultative Meeting to support eProvince design and Roll-out in Ninewa and Missan Governorates; 1-3 March 2014**

  A Consultative meeting was under the auspices of the eGovernance National Steering Committee with the eGovernance Committees of the Governorates of Missan and Ninewa, represented by the Deputy Governors to elaborate on the scope and anticipated outcomes of introducing the eProvince model within those two pilots and raising the readiness of the local administrations to support the change. The eProvince initiative is embedded within the eGovernance Strategy and has been fully endorsed by the Governorates of Missan and Ninewa, which have pledged human and financial resources for the roll-out planned to take place in 2014.

UNESCWA

- **Follow up workshop for NCMDIT of training of trainers on tool-based planning approach**

  In collaboration with the European School of Governance (EUSG) the workshop was scheduled originally in February 2014 as a follow up to the 2013 activities. As a joint activity with GoI, it was postponed to June/July, awaiting the budget approval. Discussion with EUSG regarding the new date, venue and format is in progress.

- **International twinning arrangements**

  The delay also affected the implementation of this component, as the travel and accommodation of the NCMDIT and KIPA officials were supposed to be financed by GoI: however, the discussion on the date, content and format of the arrangement was already initiated with the ILO Turin center.

- **Institutional capacity development**

  Related to the above two activities, the planning of capacity development training has been ongoing for NCMDIT and KIPA in the area of strategic planning, development of national and regional training plans and outreach/communication plans. Potential partner organizations in Singapore, Malaysia, India or South Korea have been contacted, considered and reviewed; comparative analysis on the capacity of each public administration training institutes was conducted.

UNFPA

In support to the National Statistical System Modernization component of I-PSM, UNFPA has managed during the first quarter of 2014 to achieve the followings in close collaboration with CSO and KRSO:

- o Information Security Practices were drafted and discussed in both CSO and KRSO for finalization at a

Qualitative achievements against objectives and results

later stage in 2014. Two international consultations were provided to CSO and KRSO for this purpose.

- o 12 policy and 14 procedures, including policies and procedures for software packages in the Networks Component, were developed and adapted to suit the CSO and KRSO. They are also being printed for circulation to all units of Information Technology in CSO and the other ministries.

- o Standard Model Generic Statistical Business Process Model (GSBPM) is endorsed by the head of KRSO. This is an international model that efficiently facilitates the official statistics production plan.

- o 4 training sessions were held to promote the use of network services in statistical production in CSO

- o Complete Documentation, both paper and electronic, was made for a number of surveys, namely Poultry survey (CSO – 213), Internal and external trade survey (CSO 2011/ 12/ 13), Hotels Survey (CSO 2011/ 2012), Labour Force Surveys (KRSO 2012/ 2013), and MIX Survey (KRSO)

- o Check-list of official statistics production requirements was developed to be used by CSO and KRSO. This important check-list was not available before and it is very essential to produce accurate data.

- o Statistical Questionnaires were reviewed, updated, released and used at MoH. The revised questionnaires are now compatible with the international standards in this field.

UNWOMEN
- ▪ Iraqi Senior Management Officials who are concerned with budgeting and planning were given introductory training on the concept of Gender Responsive Budgeting. In addition, the TOR for a network to support GRB moving forward was agreed.   Senior officials began to understand the value of reform to the budget.

JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors

WHO/UNFPA/UNICEF/UNWOMEN (Health Sector)
- ▪ The National Health Policy was launched during the first quarter of the year 2014
- ▪ The National Health Policy (NHP) document was launched during the first quarter of the year 2014. WHO has technically assisted MoH in drafting the NHP through a series of consultation workshops. The launch took place in February 2014 after the Iraqi parliament has passed the document through the health and environment committee.
- ▪ The activities related to the National Health Accounts (NHA) are continuing, data collection has been completed and analysis of the collected data is in process. Visits of the international consultants are also planned to take place in Q2 of 2014.
- ▪ A Planning workshop on Medium Term Budgeting Framework (MTBF) was held in March 2014 to assist in giving an overall understanding of the improved budget preparation process which is proposed to be introduced in the Ministry of Health, this was also a chance to make Ministries of Finance, Planning and Health to sit together and develop a strategic plan and budget for the health sector.
- ▪ WHO paid a visit to the local governments of Najaf and Basra to discuss how IPSM activities can be implemented in the governorate level, discussion with the governors and deputy governors took place to implement health sector reforms initiatives.
- ▪ A meeting to review the progress of family practice in selected governorates, Baghdad, Erbil, Kirkul, Misan (10 pilot facilities), to discuss the challenges faced by the facilities, and plan for rolling out of family practice to the rest of the sector, circle and then to other governorates. The meeting was held in Erbil.

UNESCO/UNICEF (Education Sector)
- ▪ As part of UNESCO's support to provide technical assistance to strengthen the capacity of the Ministry of Education (MoE) and the Ministry of Higher Education and Scientific Research (MoHESR) administrative leaders in strategic planning and M&E which contributes into improving the education service delivery and leads into modernized education reform, the following trainings were conducted:

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Qualitative achievements against objectives and results

o A seven-day training workshop on Effective Project Implementation was conducted in Amman on 26 January – 1 February 2014 in collaboration with the World Bank. The training on Planning and M&E was conducted as part of UNESCO's efforts to support the Iraqi Government in implementing the National Education Strategy (NES) through capacity building of relevant staff from MoE and MoHESR in the Central Government and Kurdistan Regional Government (KRG). 30 officials participated in the training.

o A five-day training workshop on Capacity Assessment was conducted in Paris on 10-14 February 2014 in collaboration with the International Institute for Educational Planning (IIEP). The training targeted seven high ranking officials from MoHESR in the Central Government and KRG. The training equipped MoHESR officials with the knowledge and tools in the field of Educational Planning and Capacity Building that will enable them to develop an analytical framework for assessing capacity development needs and areas for higher education in Iraq.

▪ In an effort to assist MoE to have responsive organizational structures and processes for improved service, a two-day workshop was held in Erbil on 9-10 March 2014 with KRG Technical and Vocational Education and Training (TEVET) committee including the Director of Vocational Education in KRG MoE to discuss restructuring of the Directorate of Vocational Education complementing the pilot activity on the implementation of internal evaluation of selected vocational schools. A proposed structure of the Directorate General of Vocational Education was presented and discussed in detail between the TEVET committee and UNESCO consultants. The proposed new structure represents a significant step towards improving quality of TEVET in Kurdistan Region. UNESCO will continue working with the MoE on the two TEVET interventions to help achieve the outlined goals and objectives.

▪ A four-day workshop was conducted in Erbil on 10-13 March 2014 that brought together seven UNESCO consultants with high-ranking officials from MoE and MoHESR along a representative number of academia from universities in KRG to discuss KRG IPSM 2014 interventions and devise an action plan for implementing the agreed interventions. The interventions discussed during the workshop included HEMIS, EMIS, code of conduct and academic integrity, strengthening women's role in administrative leadership in MoE, MoHESR and universities, capacity building in strategic planning and M&E, introduction of Bologna process in Technical Universities, and internal and external evaluation of selected technical universities. The action plan included a roadmap for the improvement of the educational system in KRG.

▪ In an effort to assist MoHESR to develop and implement more effective ICT-supported communication processes and procedures, UNESCO held a meeting in Baghdad on 26 March 2014 with senior officials of MoHESR. The meeting aimed at discussing the development of the Higher Education Management Information System (HEMIS) and other ICT interventions. As a result, a multi-year action plan was developed with 2014 as the first year of implementation.

▪ As part of its efforts to assist MoE to develop and implement more effective ICT-supported communication processes and procedures UNESCO held a meeting at the PMAC premises in Baghdad on 27 March 2014 with 15 representatives from the IT and Statistics Departments in the MoE. The meeting aimed at discussing further developments of the current Education Management Information System (EMIS) and UNESCO's technical assistance in 2014. A multi-year action plan was developed with 2014 as the first year of implementation.

▪ As part of UNICEF's effort to enhance administrative decentralisation, one of the planned result is to develop Governorate functional mandates; preliminary results of this study show that despite the revisions to Law 21, Governorate Councils functional assignments regarding education service delivery remains poorly defined. Recommendations will be made on how functions will be rationalised at all governance levels. In addition, the existing school budgeting, management and expenditure process is being studied as well as the available options for financing schools. When completed, these outputs will contribute to the development of bottom-up Expenditure framework for MoE in preparation for the introduction of SBM. Meanwhile, sub-committees have been formed in four DoEs in Dohuk, Basrah, Salahaddin and Najaf to work in collaboration with the E-MACS and SBM focal points at the national level. In addition, 83 pilot schools have been selected (Dohuk 13, Basrah 29, Salahaddin23, and Najaf 18) and preliminary meetings have been held with sub-committees and schools administrators at Governorate levels to create awareness of the SBM concept in preparation for the pilot projects.

Qualitative achievements against objectives and results

- A School-Based Management Guidelines is currently being developed and involves consolidating all legally binding administration rules and regulations in to one document while introducing new elements into the guideline. Piloting is estimated to commence in September 2014 and would typically be implemented for between 18 to 24 months. During this period, regular monitoring and oversight will lead to the progressive strengthening of the SBM approach, to meet the particular needs of modernizing education in Iraq.

UNICEF/UN-Habitat/UNFPA/UNWOMEN (WATSAN Sector)

- Development for Water and Sanitation Law for Iraq study awarded to an international consultant. The study will cover drafting of a bill for the parliament in Kurdistan suited to the purpose of the sector reform regulation as a pilot project in Dohuk governorate. 1st meeting scheduled on 14 April 2014 in Erbil and 2nd meeting with CMWG scheduled on 17 April 2014.
- The General Directorate of Water has instructed all Water directorates in 15 governorates to coordinate, support and cooperate with the consultant to facilitate data collection
- Technical proposals submitted by international firms in terms of the Development of a Strategy Report on Water Quality Management for Iraq, awarding is under process.
- Two international specialists have been recruited to share "Lessons Learnt from the Region on Water Management Reform" for the two pilot models (on Decentralized Water Management) in Najaf and Erbil. A knowledge sharing workshop will be conducted (14-15 April) in Erbil
- TORs for study visit for delegation from MoMPW, Najaf and Duhok (water departments) had been developed. Awaiting for budget approval as this activities should be implemented under the cost sharing component
- Specialized consultancy firm to undertake the analysis and the administrative reform in water sector in the pilot of Najaf is been under contracting. (Technical evaluation is done and financial evaluation is underway in HQ. Should be done by the end of the week).
- New Urban services officer who will manage the IPSM from UNHABITAT side is appointed.
- UN-HABITAT developed TORs to mobilize consultants to work on the restructuring, legislation revision and introduction of ISO for public administration of the MoMPW which should start in Q2 according to AWP 2014.

JP Output 4: GoI sub-national governance and decentralized service delivery systems strengthened through enhanced participatory processes

JMT/UNDP: Initiating of PAR Agenda in pilot Governorates through series of Induction Workshops targeting Najaf, Basra and Salahheddine in March 2014

- **Najaf Induction Workshop; Najaf-16 March 2014**

  The Iraq Public Sector Modernization programme conducted a one day workshop in Najaf on 16 March 2014 to initiate the Public Administrative Reform (PAR) committee in the Governorate and agree on the reform scope and agenda. The workshop resulted in the agreement on the framework and preliminary workplan of administrative reform in Najaf based on local needs and priorities confirmed by the Committee. The work plan focused on reform activities in education, health and WATSAN sectors as well as e-governance and administrative reform for the governorate as well as simplification of procedures to increase efficiency and effectiveness and promote quality of public services. The Deputy Governor, in his capacity of Head of the Nakaf PAR Committee, confirmed financial commitment from the Governorate amounting to 4,5 Million USD.

- **Basra Induction Workshop; Basra-18 March 2014**

  The Public Sector Modernization programme supported the Governorate of Basra in organizing a one-day awareness raising and induction workshop on Public Administration Reform (PAR) aimed at initiating a dedicated reform agenda for the Province. The workshop tackled the requirements of the reform agenda in light of the Governorate's needs and priority areas and succeeded in devising a comprehensive PAR

Qualitative achievements against objectives and results

plan that focused on business process re-engineering, systems and procedural enhancement, basic services improvement in education, health, municipalities and water and sanitation as well as public participation. The preliminary plan of action agreed upon received unanimous endorsement and is expected to be further enhanced through a broader consultative workshop that would take place in Basra mid-April. In closing, the Deputy Governor informed participants of the Governorate's endorsement of the plan and the decision to allocate financial investments at the level of 8 Million US Dollars in support of its implementation.

- **Salaheddine Induction Workshop; Baghdad-19 March 2014**

  COMSEC hosted an orientation workshop for the local public sector reform committee in Salahiddien Governorate. The meeting took place under the chairmanship of the deputy Governor, Dr. Mohammed Abdul-Wahed, in his capacity as Head of the Salaheddine Public Administration Reform Committee, with participation of all concerned stakeholders. The workshop tackled the requirements of the reform agenda in light of the Governorate's needs and priority areas and succeeded in devising a comprehensive PAR plan that focused on business process re-engineering, systems and procedural enhancement, basic services improvement in education, health, municipalities and water and sanitation as well as public participation. It was agreed that the committee will convene local consultation process and come back to the steering committee with full endorsed work plan along with the endorsement of the Governorate council.

Main implementation Constraints and Challenges

- **UNDP:**
  - At regional level, the KRG PSM initiative is still pending the formation of the new KRG cabinet and a clear political endorsement;
  - The delay incurred in the passing of the Budget Law of 2014 has hindered the execution of joint activities with the GoI, thus resulting in a slow-down of some activities.
- **UNICEF:**
  - Bureaucratic process with regard to utilization of the allocated amount to organize workshops affected on time schedule and delay in endorsement of budget for year 2014 where the allocated amount transferred in the investment budget rather than operational budget.
  - Bureaucratic process and difficulties in getting VISA entry for the international consultant affected on time frame.
  - The main challenge impeding implementation is lack of funding resulting from MOE demand that there should be an MoU Agreement between it and UNICEF before government contributed funds may be accessed.
- **UNESCO:**
  - Commencement of the project activities as per the workplan has been delayed due to not receiving the second tranche of funding. Delays were reported in all areas of work, inclusive of consultancy sub-contracting, which has disproportionately high effect on the overall achievement of results due to knowledge-intensive nature of the services required;
  - Inability of national counterparts to utilize the remaining 2013 parallel funding due to the delay in endorsing Iraq's 2014 budget law;
  - Deteriorated security situation after a significant period of the reported steady improvement in the past years;
  - Facilitating technical expertise sharing: During the course of the project implementation, UNESCO had to contend with difficulties in facilitating technical expertise sharing process by staff of the UNESCO specialized institutes such as the International Institute For Educational Planning (IIEP). The challenge was overcome through reconsideration of the initially planned knowledge-sharing scheme and through organizing a training activity for the MoHESR representatives at the IIEP premises in Paris.
- **UNESCWA**
  - The delayed approval of budget law of Iraq has led to a subsequent delay in implementing activities through cost sharing mechanism.

- **UNWOMEN**
  - Ongoing discussions during the period for next phases of training and for creation of support network, always take longer than expected. Problems because very senior key officials are not committed to budgetary reform.
- **UNFPA:**
  - Poor coordination between CSO and KRSO (the main procures of official statistics) from one side and between them and the ministries involved in statistical production from the other side.
  - Poor coordination between CSO and KRSO in the fields of manuals preparation, training of staff, awareness-raising, and policies and procedures of work.
  - Although the project is providing CSO and KRSO with high level recommendations on statistical system modernization, there is still lack of a clear plan by both bodies to do capacity building for their staff in all the project's components which is delaying the implementation progress.