Date and Quarter Updated: 1 April – 30 June 2014
Q2 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$ 19,045,412 distributed as follows: ○ UNDP: US$ 4,673,844 ○ UNESCO: US$ 2,427,228 ○ UNESCWA: US$ 677,608 ○ UNFPA: US$ 1,956,094 ○ UN-Habitat: US$ 2,078,947 ○ UNICEF: US$ 3,122,947 ○ UNWOMEN: US$ 1,181,932 ○ WHO: US$ 2,926,812	Amount received US$ 17,965,439 as follows: ○ UNDP: US$ 4,673,844 ○ UNESCO: US$ 2,427,228 ○ UNESCWA: US$ 677,608 ○ UNFPA: US$ 1,956,094 ○ UN-Habitat: US$ 2,207,8947 ○ UNICEF: US$ 2,142,974 ○ UNWOMEN: US$ 1,081,932 ○ WHO: US$ 2,926,812			
Duration	24 Months			
Approval Date (SC)	7 Oct 2012	**Starting Date**	1 Jan 2013	**Completion Date**	31 Dec 2015
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			

	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,

Outputs, Key activities and Procurement

	M&E, financial management, HRM, use of ICTs and gender mainstreaming; **3.2 Health** 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[1].
Procurement (major items)	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: **UN-Habitat:** ▪ Contract was signed with an international consultancy company to develop a long-term development plan for Pilot Project for Water Utility in Najaf. **UN-Women:** ▪ Finalizing the recruitment process of a national project officer to support the project implementation. **UNFPA** ▪ UNFPA recruited the services of 4 national consultants and one international to conduct two assessments on women and youth structures towards participation in governance and decision making. The work covers the three governorates.

[1] 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	
	UNESCO: ▪ Two international experts were recruited to work on the Higher Education Management Information System (HEMIS), Education Management Information System (EMIS) and Literacy Education Management Information System (LEMIS) ▪ Preparatory work is underway for the recruitment of international experts to undertake 2014 AWP activities on: establishing appropriate coordination mechanisms between MoE, MoHESR and MoP in Iraq, strengthening strategic planning, leadership, communication and decision making skills for Iraqi administrative leaders.

Funds Committed	UNDP	US$ 4,623,133.26	% of approved	99%
	UNESCO	US$ 1,421,453		59%
	UNESCWA	US$ 433,257.58		64%
	UNFPA	US$ 945,682.92		48%
	UN-Habitat	US$ 2,015,263		97%
	UNICEF	US$ 1,913,000.33		89%
	UNWOMEN	US$ 587,184.77		54%
	WHO	US$ 1,457,743		50%
	Total Commitments	**US$ 13,396,717.86**		**75%**
Funds Disbursed	UNDP	US$ 3,227,418.36	% of approved	69%
	UNESCO	US$ 1,247,583		51%
	UNESCWA	US$ 421,142.30		62%
	UNFPA	US$ 944,732.24		48%
	UN-Habitat	US$ 958,670		46%
	UNICEF	US$ 1,025, 062.90		48%
	UNWOMEN	US$ 298,024.57		28%
	WHO	US$ 1,377,803		47%
	Total Disbursements	**US$ 9,500,436.37**		**53%**
Forecast final date	31 Dec 2015		**Delay Months**	NA

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
Men	UNDP	**375 (2013)** **230** **132 (eGov) + 60 (SES) + 12 (CS Mtng) + 26 (Inst'al Restruct. Wkps)** **Total: 605**	**196**	**309%**
	UNESCO		**25**	**100**
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	**39**	**500**	**7.8%**
	WHO			
Women	UNDP	**196 (2013)** **70** **43 (eGov) + 9 (SES) + 3 (CS Mtng) + 15 (Inst'al**	**84**	**317%**

Direct Beneficiaries	Agency	Number of Beneficiaries	Target	% of planned (current status)
		Restruct. Wkps) Total: 266		
	UNESCO	25	**25**	**100**
	UNESCWA	**16**	**20**	**80**
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	**31**	**500**	**6.2**
	WHO			
Children	UNDP			
	UNESCO			
	UNESCWA		**NA**	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			
IDPs	UNICEF			
Indirect beneficiaries	UNDP			
	UNESCO and UNICEF (Education)	**400,000**	**700,000**	**57**
	UNESCWA			
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	**Iraqi officials at the involved ministries**	**All Iraqi Officials**	
	WHO			
Employment generation (male/female)	UNDP			
	UNESCO			
	UNESCWA		**NA**	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			

JP Output 1: GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels	• **JMT/UNDP:** Pursued work with COMSEC's IT Department on the automation of PAR Monitoring and Reporting System developed • **KRG/UNDP:** UNDP met with KRG Minster of Planning and presented the programmatic focus of KPSM Programme, but also related management arrangements with the aim of advocating for the approval of the KPSM Programme document. (7 June 2014)	**% of planned** **70%** **100%**
JP Output 2: GoI has improved public administration systems at national and sub-national levels	**UNDP - Institutional Re-Structuring and Performance Enhancement** • A technical meeting with the Specialized Committee on Reviewing Organograms was organized at COMSEC (14 May 2014) • A number of consultative meetings with Central PAR Management Committee and the Basra Local Public Administrative Reform Committee was performed (May 2014) **UNDP – SES** • Launch of an Executive Leadership Gap Assessment part of the Senior Executive Service (SES) Initiative through consultative meetings and workshops (June 2014) **UNDP - eGovernance** **Government Interoperability Framework and National Enterprise Architecture (GIF/NEA)** • Methodological approach was developed and submitted for implementation during the second half of the year 2014. **e-Governance Execution** • A survey was conducted to identify systems & services of greatest business value for the Iraqi citizen and public organizations and their implementation priority. **e-Governance Centre of Excellence** • A meeting was facilitated in Amman (21-24 April 2014) with concerned partners from MoST and eGovernance Steering Committee, resulting in an agreement on the structure and mechanism of the Centre and its embedment within the Department of Information Technology at MoST • The mandate, structure, objectives and operating mechanism for the **Centre of Excellence** were drafted and submitted to MoST together with the UNDP capacity building plan. **e-Readiness transformation assessment survey for e-governance** • Technical support was provided on a continues basis to CSO in Baghdad in their preparation for the survey guidelines	**60%** **70%** **50%**
	UNESCWA • The Training of Trainers on Tool-based Planning Approach for NCMDIT was agreed to be replaced by training on "*Facilitation*". An MoU was drafted with the European School of Governance (EUSG). The training is scheduled for mid-September 2014 in Istanbul.	**15%**

	UNFPA ▪ The Dissemination Policy was completed and approved by the President of CSO and is being printed for circulation. ▪ Ethic code for the statistical work was covered fully and detailed in the component of statistical production and component metadata.	**30%**
	UNWOMEN **At the Federal Level** ▪ A four-day TOT workshop on "*Gender Responsive Budgeting*" was held in Erbil. ▪ A three-day awareness-raising workshop on "*Gender Responsive Budgeting*" was held in Amman ▪ A five-day workshop on "*Gender concept and Gender Responsive Budgeting*" in partnership with the Ministry of Health was implemented in Erbil **At the Regional level:** ▪ The next steps have been identified as all GRB basic and raising awareness workshops have been accomplished.	**22%**
JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors	**Education: UNESCO/UNICEF/UNWOMEN** ▪ The six thematic studies for Baghdad and Kurdistan on School Based Management were finalized and translated into Arabic and Kurdish languages. ▪ A workshop to discuss the six thematic studies on school based management was held in Erbil. A workshop with EMAC Baghdad is still pending ▪ The preparatory work for the study tour of MoE to Indonesia has been completed, and waiting for the release of parallel funding to take place. ▪ The training toolkit including the training manual for the application of the School Based Management was developed. The training will be implemented once the security conditions permits. **Strategic Planning and M&E** ▪ A six-day training workshop on the "*Design and Implementation of M&E Systems and Reporting on Results*" was conducted in. **Vocational Education** ▪ A three-day workshop was held in Baghdad to discuss restructuring of the Directorate General of Vocational Education. ▪ A two-day workshop was held in Baghdad to discuss the pilot activity of implementing internal evaluation in seven selected vocational schools. **Higher Education Management Information System (HEMIS)** ▪ A three-day workshop was conducted in Baghdad to discuss the intended applications for Higher Education Management Information System (HEMIS) **Literacy Education Management Information System (LEMIS)** ▪ A two-day workshop was conducted in Baghdad to discuss the development of the Literacy Education Management Information System (LEMIS)	**42%**
	Health: WHO/UNFPA/UNICEF/UNWOMEN ▪ The Contract for developing a mechanism for licensing, accreditation,	**32%**

	regulation and quality assurance of health care providers in Iraq was issued. The mission of the team to visit Basra, Baghdad and Erbil planned for June was postponed due to security situation.	
	▪ The plan for carrying out a health facility assessment in Duhok was finalized. The questionnaires and survey methodology was developed jointly by WHO and DG office for Health in Duhok. The assessment will be carried out in July. The exercise will then be replicated in Sulemaniya, Erbil and Basra.	
	▪ An agreement was reached amongst WHO, World Bank and MoH to jointly work on developing a three-year program budget for the MoH in Iraq. A planning workshop was planned for the 15th of June 2014, but had to be postponed due to the security situation and restrictions on access to IZ.	
	▪ The data analysis for the NHA is ongoing and will be finalized in July. The next major activity is a workshop to finalize the results. This is scheduled for August this year.	
	WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN	**20%**
	▪ The inception report for the study "*Water and Sanitation law for Iraq*" submitted by the international consultant was reviewed and then and approval by UNICEF and CMWG.	
	▪ A consultative meeting was held and chaired by PMAC with the participation of concerned line ministries to develop a joint approach to water quality management and agree on unified water quality standards rather than multiple standards being adopted by MoH and MMPW.	
	▪ An international consultant was recruited for the "*Development of a Strategy Report on Water Quality Management for Iraq*". Logistical arrangements are underway to enable the consultant to commence his mission.	
	▪ Two consultancy contracts were signed for the two pilot water projects in al-Najaf and Dohuk.	
	▪ Two consultants were recruited to:	
	o Provide TA in formulating and training a task group in MMPW to develop job description manuals, and review/ update the organizational structure of the ministry.	
	o Qualify MMPW to apply ISO system.	
	o Review MMPW laws and regulations, and submit proposals on civil service reform	
	▪ A three-day GIS training workshop was implemented for Duhok for the Directorate Surrounding Water of Duhok (DSWD).	
JP Output 4: GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	**UNDP** **Institutional Re-Structuring and Performance Enhancement at Local Level** ▪ Institutional Re-Structuring and Performance Enhancement Workshop was held in Basra under the auspices of the Local Public Administration Reform Committee (19-20 May 2014) **Government Interoperability Framework and National Enterprise Architecture (GIF/NEA) for local governments** ▪ An orientation and e-Readiness Assessment workshop for Basra Governorate was implemented on 19-21 May 2014 **e-Province Execution**	**35%**

- The e-Province architecture and the ToRs for six e-services were developed. TA was provided to Missan and Ninawa governorates in e-Province execution and enhancement of their managerial, operating and technical capacity for execution. - A consultative workshop titled "*e-Missan: Towards Iraq's Capital of Technology*" was held on 24-25 May **Develop portals for local governments** - Technical specifications for the design and development of Web Content Management and Collaboration Portal for Missan and Ninawa were drafted and submitted.	
WHO A draft work plan for the implementation of the modernized health services package was developed in close coloration with Duhok governorate.	**12%**
UNHABITAT - A consultant is recruited to develop a comprehensive model for decentralized management of WATSAN. - A consultant is recruited to review MMPW laws and regulations, and submit proposals on civil service reform while considering the decentralization approach, transparency and accountability	**12%**
UNFPA - The first draft report on assessing youth structures and participation was produced. - The first draft report on assessing women structures and participation was produced.	**60%**
UNICEF Solid ground for the application of the concept of SBM in schools in good progress	**30%**

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 technical assistance provided to the PAR Management Committee, the Unites Nations pursued its work with COMSEC's IT Department to complete the automation of the PAR Monitoring and Reporting System previously devised. The System that is based on RBM principles and intended to record achievements and progress against planned results within the PAR Roadmap.

High Level Meeting discussing the Kurdistan Public Sector Modernization Programme:
- UNDP's IPSM team held a meeting with KRG Minster of Planning on Saturday 7 June 2014 and presented the programmatic focus of KPSM Programme, but also the prospected management arrangements in the region. The meeting discussed the limitations of approving the programme under the KRG Vision 2020 Facility Fund and resulted in reconfirming the importance of the proposed interventions. UNDP will be working with H.E. the Minister of Planning and his team on reviewing the Project Document prior to its re-submission to the Facility Steering Committee for consideration.

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

UNDP Institutional Re-Structuring and Performance Enhancement

Qualitative achievements against objectives and results

- As part of its contribution to the enhancement of administrative systems and procedures within the Iraqi Public Sector, UNDP provided technical advisory support for the development of a new and modern methodology for Institutional Re-Structuring and Reform. This initiative stemmed from the PAR Roadmap and is expected to introduce to Iraq a new approach in reforming organizational charts and improving institutional efficiency through results and output driven reviews of business processes and relationship mapping.

- High level consultations with prominent members of the PARHC and PARMC were performed by the UNDP's international expert and staff to instigate feedback. A technical meeting with the Specialized Committee on Reviewing Organograms was organized on 14 May 2014, during which the methodology was presented and discussed. The series of consultations culminated in the endorsement of the proposed methodological approach and reinforced the need to address institutional strengthening as an entry point for administrative reform in Iraq. The output of this activity will be the development of a Toolkit on Institutional Re-Structuring and Reform, which would provide the Government of Iraq with an innovative methodological tool for reviewing Organizational Charts and enhance the efficiency of work processes and outputs of the public sectors. The provision of a toolkit would ensure the sustainability of the intervention and high ownership of the process through a collaborative design of the tool.

UNDP Senior Executive Service (SES)

- UNDP initiated with support from the Canadian Institute on Governance (IoG) a leadership gap assessment intended to inform the development and contextualization of a Senior Executive Service (SES) System for the Government of Iraq and the Kurdistan Regional Government (KRG). To this end, a series of high level consultations and interviews aimed at assessing the current existing gap in leadership competencies and skills of the senior executive cadre were performed and targeted a representative sample of Deputy Ministers and Director Generals in Baghdad and Erbil.

- This exercise allowed to set the needed benchmarking for the current status of leadership competencies and skills, which will ultimately support the central and regional governments in devising a training and development component for the SES System, but also to validate the set of selection criteria that would be used in the identification of the SES candidates. It is to note that the gap assessment will also comprise a Survey targeting the whole of the Directors General (DGs) population within the GoI and KRG, and is expected to complement the interview process and results.

- A series of consultative meetings with senior leadership in the executive branch of government were performed and addressed issues related to the governance of the SES System and to its overall contribution to the political slogans that had been promoted by all political parties and movements, and which emphasized the principles of meritocracy, non-partisanship, fairness, inclusiveness and representativeness. GoI Senior leadership re-emphasized the timeliness of this initiative and expressed keen interest in seeing the System activated and their strong conviction that it might be a first step towards a technocratic culture within the institutions.

UNDP e-Governance:
Government Interoperability Framework and National Enterprise Architecture (GIF/NEA)

- Methodological approach for the National and institutional training plan to enhance skills of Iraqi institution on developing, designing and implementing the enterprise architecture was developed and agreed upon. The training plan adopted two approaches for provision of the required capacity building: the first based on direct implementation from GoI through a specialized international training institute for conducted the specialized TOGAF training; the second relying on the technical support of UNDP for providing the training within Iraqi context.

e-Governance Execution

- Conducted a survey for identifying the systems/services the of greatest business value for the Iraqi citizen and public organizations and identify their priority consequences for implementation.

Qualitative achievements against objectives and results

e-Governance Centre of Excellence
- A meeting has been facilitated in Amman (21-24 April 2014) with concerned partners from MoST and the eGovernance Steering Committee, which yielded agreement on the effective structure mechanism of the center within the Department of information technology at MoST; this followed by drafted and submitted to MoST the center's effective objectives, structure of the center units; including a clear mandate and operating mechanism, and UNDP capacity building plan support.

e-Readiness transformation assessment survey for e-governance
- Providing technical support on continues basis to CSO in Baghdad and the technical committee in their preparation for the survey guidelines

UNESCWA
- **The follow up workshop for NCMDIT on tool-based planning approach**

  In collaboration with the European School of Governance (EUSG) the workshop was rescheduled to 14 to 18 September in Istanbul. Upon agreement with NCMDIT, the focus of the workshop was changed from training of trainers to facilitation, to reflect the current update of knowledge and skills among NCMDIT trainees. The agenda was agreed upon by EUSG and NCMDIT and included M&E as a focus area. Licensing of the software and MOU were further discussed with all parties.

  As the project duration was extended to the end of 2015, the remaining activities were rescheduled towards the end of 2014 and early 2015 upon consultation with UNDP and discussion with NCMDIT.

UNFPA
In support to the National Statistical System Modernization component of I-PSM, UNFPA has managed during the second quarter of 2014 to achieve the followings in close collaboration with CSO and KRSO:
- Dissemination policy has been completed and approved by the President of the CSO and it is being printed and will be circulated later
- Ethic code for the statistical work has been covered fully and detailed in the component of statistical production and component metadata

UNWOMEN
- A four-day TOT workshop was held in Erbil on "Gender Responsive Budgeting". The workshop was attended by 23 Iraqi Officials who are concerned with budgeting and planning from the involved miniseries (SMWA, MoH, MoP, MoM, MoE, MoHE, MoBR). The training aimed at developing profound knowledge on Gender Responsive Budgeting for the concerned officials to be able replicate the process with their own staff.
- A three-day awareness-raising workshop was held in Amman on "Gender Responsive Budgeting". The workshop was attended by Iraqi Senior Management Officials from the General Secretariat for the Council of Ministers, Prime Minister Office, and IPSM involved miniseries. The workshop aimed at introducing the concept of Gender Responsive Budgeting, discussing the current situation of the budgeting system used in Iraq and researching the best approaches on how to proceed ahead.
- In partnership with the MoH, UN-Women held a five-day workshop in Erbil on "Gender concept and Gender Responsive Budgeting". The workshop targeted 25 participants from the MoH, and aimed at introducing gender and gender equity concepts as well as the gender responsive budgeting.

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

Education: UNESCO/UNICEF
- UNICEF's assistance to MoE in implementing reform has been progressing very well during the reporting period. Two work streams are being undertaken on a school financing study as well as work

on school budgeting. The other stream includes developing a vision for education decentralization, a school based management guideline and a change management plan for both ministries in federal Iraq, Baghdad and Kurdistan region, Erbil.

- In the interim, main findings on first work stream indicate the concerns and shortcomings of existing school financing structure and why it is necessary to have a more decentralized model for school financing. A recommendation is being made for 'block school grants' as practiced in many parts of the world. On school budgeting study that aims to establish how ' school block grants' are to be utilized, it is being recommended that a ministry-level Bylaw be developed to overcome the structural constraints that will be involved in trying to reform the whole upstream system, which will take many years and strong political commitment.

- On the second work stream, a draft 'vision' and 'commitment' statement for School Based Management is proposed for the Ministry of Education. The draft is based on preliminary discussions with members of both Education Ministerial Advisory Committees (EMAC) in Baghdad and Erbil. A structure for the School Based Management Guideline is being established. It will in effect be like a 'School Administration Guide', which will provide the School Management Committee with the rules and regulations, roles and responsibilities for the school level. This guideline will be piloted and improved upon based on results on the ground. Finally, the Change Management Plan focuses on 'how' to make the School based Management to become a reality on the ground. The plan is split into two sections: (1) Change Management at the school level and (2) Change Management at the Ministry of Education.

- As part of UNESCO's support to strengthen the capacity of the administrative leaders of MoE and MoHESR at both central and KR-I levels, which contributes to improving education service delivery and fosters education reform, a six-day training workshop on Effective Project Implementation was conducted in Erbil from 13 to 18 April 2014 in collaboration with the World Bank. The training focused on the Design and Implementation of M&E Systems and Reporting on Results. The training was conducted as part of UNESCO's efforts to support the Iraqi Government in implementing the National Education Strategy (NES) through capacity building of 35 officials from MoEs and MoHESR in the Central Government and KRG.

- In an effort to assist the MoE at the Central Government to establish an organizational structure and efficient processes for improved services, the following events were conducted:

  o UNESCO IPSM team held a series of preparatory meetings with two UNESCO experts with regards to restructuring Vocational Education in Iraq, including performing an advanced internal evaluation of selected vocational schools to better assess weaknesses and advantages of this sector. As a result, an agreement was reached on the work methodology, the structure of the Directorate General of Vocational Education that will be proposed to the MoE, evaluation criteria and workshops materials.

  o A three-day workshop was held in Baghdad from 11 to 13 May 2014 targeting 11 high officials from the Directorate General of Vocational Education including the Director of Vocational Education to discuss restructuring of the Directorate General of Vocational Education complementing the pilot activity on the implementation of internal evaluation of seven selected vocational schools. The workshop involved the identification of a clear vision of the service delivery standards that the Directorate General of Vocational Education aspires to achieve. In addition, the mission and key goals of the Directorate were identified towards setting a new structure. The workshop represents a major and significant step in improving quality of Technical and Vocational Education and Training (TVET) in Iraq.

  o A two-day workshop was held in Baghdad from 14 to 15 May 2014 targeting high officials from the Directorate General of Vocational Education to discuss the pilot activity of implementing internal evaluation of seven selected vocational schools. The workshop was attended by schools' representatives from Baghdad, Basra, Najaf and Salah Ad-Din, in addition to the head of vocational supervision department. By the end of the workshop, the 14 participants agreed on the elements and criteria to be applied during the evaluation process. Furthermore, the participants were divided into working groups and agreed to present detailed information in the subsequent workshop regarding the elements of each evaluation criteria. The workshop represents an essential step to re-

establish an adequate organizational structure and efficient processes for improved services in TVET.

- UNESCO IPSM team held a series of preparatory meetings with UNESCO experts with regards to assisting the ministries of education and higher education at the central level in developing more effective ICT-supported communication processes and procedures. The meetings resulted in having an action plan for 2014 as the first year of implementation. In addition, workshops materials were reviewed and agreed upon.
- In an effort to assist MoHESR to develop and implement more effective ICT-supported communication processes and procedures, a workshop was held in Baghdad from 11 to 13 May 2014 targeting 14 senior officials of MoHESR. The workshop aimed to discuss the shortcomings/ gaps of current applications at MoHESR. As a result, the intended applications for Higher Education Management Information System (HEMIS) at MOHESR were determined and prioritized.
- Through a similar approach to assist MoEs to develop and implement more effective ICT-supported communication processes and procedures, UNESCO conducted a workshop in Baghdad from 14 to 15 May 2014 with three senior officials at MoE. The workshop aimed to discuss the development of the Literacy Education Management Information System (LEMIS). As a result, an agreement was reached on all the reports, charts, and statistics for the LEMIS.

Health: WHO/UNFPA/UNICEF/UNWOMEN

- The plan for carrying out a health facility assessment in Dohuk has been finalized. The questionnaires and survey methodology was developed jointly by WHO and DG office for Health in Dohuk. The assessment will be carried out in July. The exercise will then be replicated in Sulemaniya, Erbil and Basra.
- In June WHO reached an agreement with World Bank and the Ministry of Health to work jointly in developing a three year program budget for the Ministry of Health in Iraq. A planning workshop was planned for 15th June 2014 at the office of the World Bank in Baghdad; however this had to be postponed due to the security situation and restrictions on access to IZ.
- A team of experts from Australia, USA & UK had planned a mission to Baghdad, Basra and Erbil to provide technical assistance to the MoH in developing mechanisms for licensing, registration, accreditation of health care providers in Iraq. The team of experts would also review the situation and propose strategies for addressing the issue of the "dual practice" in health sector, i.e. government employed staff working in the private sector also. The mission was postponed due to security situation.
- The developed National Health Policy was the first to be adopted in 30 years.
- Ministry of Health has now plans for adopting the program budget approach, linking budgets to plans and policies over a three year period.
- The data analysis for the NHA is ongoing and will be finalized in July. The next major activity is a workshop to finalize the results. This is scheduled for August this year.

WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN

UNICEF

- The international consultant on "Water and Sanitation Law for Iraq" has met with both CMWG and MMT-KRG to brief them on the work plan and time schedule.
- UNICEF reviewed the scope of work and the methodology for establishing the water and sanitation law. In the same note, CMWG has nominated technical group to technically follow up and supervise the implementation of the study.
- A consultative planning workshop was conducted for the Pilot governorates, similarly to the Basra initiative on 16-17 April 2014.

UNHABITAT

- Regarding Duhok's Water Utility Pilot Project, a specialized institutional legal consultant in water sector

reform was mobilized. This is to assess the legal situation of "Dohuk Outskirts Water Department" and come up with recommendations for improving performance of the directorate. The consultant has started the assessment of the current situation. The consultant also developed forms to be completed by employees expressing their views on constraints hampers their performance. The consultant is currently reviewing/ studying related laws and bylaws for preparing the recommendations and the final report.

- As for Najaf Water Utility Pilot project, a contract was signed with an international specialized consultancy firm to provide "Najaf Water Directorate" with recommendations for achieving the intended reform agenda. The firm shall conduct assessments for the financial performance, institutional framework, operational efficiency and technical evaluation, and identify key socio-economic data. The final stage would result in developing a strategic plan for water supply for Najaf.

- An agreement with the National Centre for Management Development of Information and Technology (NCMDIT) was reached to conduct the training sessions addressing the Inspector Generals and internal audit staff funded by UNHABITAT

- A consultant was recruited to provide TA in formulating and training a task group in MMPW to develop job description manuals and review/ update the organizational structure of MMPW.

- A consultant was recruited to qualify MMPW to apply ISO system as part of the 2014 AWP activities.

- A GIS Training workshop was conducted for the Directorate Surrounding Water of Duhok (DSWD) from 26 to 29 May 2014 where the fundamentals of GIS technique and guidance on how to deal with ArcGIS software were introduced.

- During the reporting period, CMWG held a meeting in MMWR in presence of UNICEF observers to track the progress made towards the implementation of approved roadmap activities and discussed the potential challenges that may emerge during the remaining period of activity implementation.

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

JMT/UNDP:

- **Institutional Re-Structuring and Performance Enhancement**
  o UNDP supported the Governorate of Basra, and more specifically its PAR Committee, in the organization of an Institutional Re-Structuring and Performance Enhancement Workshop that was held in Basra on 19-20 May 2014. The Workshop is the first of a series of capacity building and mentoring endeavors that UNDP Iraq will be extending to Basra Governorate in the review of its internal structures and organizational chart, through the application of the IPSM Institutional Re-Structuring and Reform Toolkit.
  o Under the chairmanship of Deputy Governor and President of Basra PAR Committee, 16 elected officials and decision makers from Provincial, District and Sub-District levels and senior representatives from sectoral departments actively participated in the exercise of applying the new methodology on the Governorate Organogram and succeeded through extensive discussions in pinpointing enhancement requirements and modifications to the structure. Basra Organogram Re-Structuring Committee had also a prime role in this training workshop and is also expected to apply the acquired methodology in reviewing the organizational structure and finalizing it.

- **Government Interoperability Framework and National Enterprise Architecture (GIF/NEA) for local governments**
  o UNDP conducted an orientation and e-Readiness Assessment workshop for Basra Governorate on 19-21 May 2014. The workshop was held under the auspices of the Deputy Governor in his capacity of President of the PAR Committee in Basra and witnessed the participation of elected Provincial Council Members, alongside 30 participants from the Governorate and sectoral departments. The broad objective of this workshop is to introduce the roadmap for planning and designing the e-Province

architecture and service periodization to the Basra governorate, governorate council and local service directorate at Basra province. The workshop also supported the establishment of a baseline for e-Readiness Transformation through a rapid assessment undergone in a participatory manner, as well as identifying the criteria to be applied for e-Service prioritization in light of Basra's specificities and particularities. The workshop resulted in identifying the major to be taken to enhance e-readiness transformation for Basra governorate, and the most suitable direction for introduce Information Management and Technology and Service Excellence in the Governorate of Basra through the e-Province initiative.

- **e-Province Execution**
  o UNDP developed the e-Province architecture and the first six e-services' technical ToRs and providing assistant on continues basis for Missan and Ninawa governorates in e-Province execution and enhancing their managerial, operational and technical capacity for execution. Part of this technical support a Consultative workshop titled "*e-Missan: Towards Iraq's Capital of Technology*" was held on 24-25 May in partnership with UNDP Iraq under the high auspices and with the participation of the Governor of Missan. The workshop discussed and explained all aspects related to moving forward in the execution of e-Province, including measures needed to further enhancing the governorate e-readiness transformation and service delivery channels. The workshop concluded on a commitment from the Governor and the Missan e-Governance Steering Committee to move ahead with the execution of the e-Missan project through issuing a formal bidding process from the Governorate based on the provided terms of reference from UNDP that has been submitted later.
  o By adopting and moving forward in the execution of the e-province model and automation of priority services, Missan will be singled out on the Iraqi Map as the Capital of Technology, which will add to Missan's various achievements. Furthermore, it will introduce best practices to Iraq on service excellence delivery to citizens. It is expected that by the end of this year, Missan will operate successfully its citizens' portal, which will feature a minimum of five e-Transaction Services, and where citizen would be able to submit their applications and track them inside various directorates online.

- **Develop portals for local governments**
  o Drafted, submitted and clarified the technical specification for designing and developing Web Content Management and Collaboration Portal for Missan and Ninawa.

UNDP/UNESCWA:
  o It has been discussed with UNDP that the "Development of Strategy Document on Participatory Governance" would be reprogrammed and funds to be redeployed for other activities.

UNHABITAT
  o A consultant is recruited to develop a comprehensive model for the decentralized management of WATSAN.
  o A consultant is recruited to review MMPW laws and regulations, and submit proposals on civil service reform while considering the decentralization approach, transparency and accountability

UNFPA
  o A team of national consultants covering the three governorates of Basrah, Najaf and Salahadin in addition to Baghdad were recruited to conduct assessments of the structures in the governments regarding women and youth. An international consultant from the American University in Beirut (AUB) was also recruited to provide guidance and quality assurance. Moreover, the international

Qualitative achievements against objectives and results

consultant will provide regional and international experience for implementation on the ground to ensure that women and youth are properly guided and supported to assume their roles in governance, reform and decision making in addition to monitoring government performance. The first draft was finalized in June. Further work is expected to completed next quarter followed by validation meetings with concerned governing bodies, mainly provincial councils, community and academia hopefully in august if security situation permits. Salahaddin was challenging. The team could not complete the study due to the crisis.

- o The study on Youth and Women in the three target governorates was completed. All other subsequent activities were postponed due to the prevailing security conditions.

UNCEF
- o UNICEF received an interim report on the consultancy to support sub-national governance and decentralized service delivery systems. The report covers progress and findings in all 6 deliverables and will provide a solid ground for the application of the concept of School-Based Management.
- o Overall progress has been good and visits to over 30 schools have been concluded. Workshops and consultations have been undertaken to build consensus on key issues, from the vision to school block grant framework in Erbil. The EMAC in Erbil has formally approved the SBM Vision and Commitment framework for piloting. The EMAC in Baghdad will meet after the month of Ramadan to discuss the interim results and changes may be made based on the outcomes of discussion.
- o In order to have a successful School Based Management pilot, it was proposed that the training of head teachers on Financial Management and School Administration be necessary to ensure that the School Block Grants will be well managed. The two EMACs have set up a Task Force to develop the training manual required to teach those skills. Upon completion, the training manual will be pre-tested before the actual training. It was also agreed to start the training of the school principals on the SBM concept before the commencement of the next academic year.
- o A pamphlet describing the School-Based Management concept was developed and circulated. The content is largely drawn from the concept manual developed at the beginning of the project. This is being circulated to all departments covered by the project through the expanded conference that will be held for this purpose.

Main implementation Constraints and Challenges

- ▪ **UNDP:**
  - o The abrupt deterioration of the security situation coupled with the relocation of international project staff has directly impacted the implementation of planned activities and slowed down programmatic activity;
  - o At regional level, and despite the most recent initiative led by UNDP and aiming at advocating the importance of the KPSM with the Minister of Planning, the project document is still pending approval and a clear political endorsement.

- ▪ **UNICEF:**
  - o The delay in approving the budget law of Iraq has led to subsequent delays in implementing the planned activities through the cost sharing mechanism
  - o The recently deteriorated security situation in Iraq has significantly prolonged the process of obtaining the Iraqi visa for the international consultant recruited to conduct the study "Development of a Strategy Report on Water Quality Management for Iraq".
  - o Lack of funding due to the delayed release of MoE to cost sharing allocation until an MoU is signed with UNICEF.
  - o The limitation of available budget to implement AWP planned education activities
  - o On the KRG side programme implementation is being delayed due to non-activation at the request of the K-PMAC

- **UNESCO:**
  - The delay in receiving the second tranche of funding has led to a subsequent delay in the commencement of the planned activities as per the approved work plan. Delays were reported in all areas of work, inclusive of consultancy contracts, 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 National budget
  - Deteriorated security situation after a significant period of a steady improvement in the past years.

- **UNESCWA**
  - The delayed approval of budget law of Iraq has led to a subsequent delay in implementing activities through cost sharing mechanism.

- **UNWOMEN**
  - The delay in passing the draft budget law for Iraq constrained the implementation cost sharing activities
  - The latest development of the security circumstances in Iraq resulted in postponing the implementation of many activities.

- **UNFPA:**
  - 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.
  - The security situation and political developments in Iraq have caused a major obstacle to the implementation of the plan in 2014 and led to the postponement of two international consultations addition to postpone the interim progress meeting. It also caused challenges in the assessment on youth and women in the governorates. Salahadin in particular where work was not completed.

- **UNHABITAT**
  - The unknown risk incurred by the current security situation.
  - The delay in forming the new Iraqi government.