**Iraq UNDAF Fund**

**Project #: P1-05**

**Date and Quarter Updated: 1 April – 30 June 2015**

**Q2 2015**

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| **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 | |

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| **Title** | **Iraq Public Sector Modernization (IPSM) Programme (Phase II)** | | | | | |
| **Geographic Location** | Iraq- National Coverage | | | | | |
| **Project Cost** | **US$ 20,645,411** distributed as follows:   * UNDP: US$ 5,413,844 * UNESCO: US$ 2,577,228 * UNESCWA: US$ 677,608 * UNFPA: US$ 2,051,094 * UN-Habitat: US$ 2,263,945 * UNICEF: US$ 3,367,947 * UNWOMEN: US$ 1,241,932 * WHO: US$ 3,051,812 | | | **US$ 20,645,411** distributed as follows:   * UNDP: US$ 5,413,844 * UNESCO: US$ 2,577,228 * UNESCWA: US$ 677,608 * UNFPA: US$ 2,051,094 * UN-Habitat: US$ 2,263,945 * UNICEF: US$ 3,367,947 * UNWOMEN: US$ 1,241,932 * WHO: US$ 3,051,812 | | |
| **Duration** | 24 Months | | | | | |
| **Approval Date (SC)** | 7 Oct 2012 | **Starting Date** | 1 Jan 2013 | | **Completion Date** | 31 Dec 2016 |
| **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. | | | | | |

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| **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** | |
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| **Outputs & Key Activities** | 1. **GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels**    1. Developing a National PSM Strategy promoting integrity and accountability;    2. Instigating and establishing institutional and operational arrangements for the management of PSM;    3. Developing Knowledge Management (KM) systems;    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**    1. Enhancing existing and developing policies and processes, specifically in eGov, Iraq Development Management System, Knowledge Management, Senior Executive Service & NCMDIT;    2. Establishing Gender Responsive approaches & practices in public administration system, public policy, planning, budgeting & evaluation;    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**    1. **Education**       1. Capacitating MOE and MoHESR with institutional mechanisms for better coordination of Education sector amongst stakeholders;       2. MOE/MoHESR have decentralized, ICT-enabled and gender responsive organizational structures & processes for improved service delivery at central and governorate levels;       3. Strengthening human capacity of MoE and MoHESR in planning and coordination, M&E, financial management, HRM, use of ICTs and gender mainstreaming;    2. **Health**       1. Instigating policies, plans and organisational framework for better health services including decentralisation, public-private partnership, health financing, ICT and gender responsive approaches;       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. **WATSAN**       1. Developing institutional, organizational and operational arrangements for a water utility;       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. Preparing plans for improved operational management in partnership with High Council of Water (HCW);       4. Developing strategies for improved public participation and customer orientation;       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**    1. Strengthening decentralization and strengthening local governance through legislative support, substantive contributions and capacity building of actors of decentralization;    2. Enhancing gender sensitive planning, budgeting & evaluation capacity at central and governorate levels;    3. Empowering civil society through participatory and inclusive governance approaches and initiatives;    4. Supporting the implementation of pilot participatory service delivery projects in Health, Education and WATSAN sectors in three selected governorates;    5. Supporting the KRG in instigating Urban Governance[[1]](#footnote-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:  **UNDP**  **ESCWA**  **UN-Habitat:**  **UN-Women:**  **UNESCO:**  **UNFPA**  **WHO**  **UNICEF** |

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| **Funds Committed** | UNDP | **US$ 5,036,731.00** | **% of approved** | **93%** |
| UNESCO | **US$ 1,927,101** | **75%** |
| UNESCWA | **US$ 665,208** | **98%** |
| UNFPA[[2]](#footnote-2) | **US$ 2,051,094** | **100%** |
| UN-Habitat | **US$ 2,195,653** | **97%** |
| UNICEF | **US$ 2,681,048.68** | **80%** |
| UNWOMEN | **US$ 1,241,932** | **100%** |
| WHO | **US$ 1,660,655** | **54%** |
| **Total Commitments** | **US$ 17,459,422.68** | **85%** |
| **Funds Disbursed** | UNDP | **US$ 4,374,425.28** | **% of approved** | **81%** |
| UNESCO | **US$ 1,752,025** | **68%** |
| UNESCWA | **US$ 563,323** | **83%** |
| UNFPA | **US$ 1,625,016.00** | **79%** |
| UN-Habitat | **US$ 1,743,201** | **77%** |
| UNICEF | **US$ 1,973,675.99** | **59%** |
| UNWOMEN | **US$ 1,020,131** | **82%** |
| WHO | **US$ 1,660,655** | **54%** |
| **Total Disbursements** | **US$ 14,712,452.27** | **71%** |
| **Forecast final date** | 31 Dec 2016 | | **Delay Months** |  |

| **Direct Beneficiaries** | **Agency** | **Number of Beneficiaries** | **Target** | **% of planned (current status)** |
| --- | --- | --- | --- | --- |
| Men | UNDP |  | 196 |  |
| UNESCO | **12** | **25** | **48%** |
| UNESCWA | **21** |  |  |
| UNFPA |  |  |  |
| UN-Habitat |  |  |  |
| UNICEF |  |  |  |
| UNWOMEN |  | **500** |  |
| WHO |  |  |  |
| Women | UNDP |  | 84 |  |
| UNESCO | **13** | **25** | **52%** |
| UNESCWA | **36** | **20** |  |
| UNFPA |  |  |  |
| UN-Habitat |  |  |  |
| UNICEF |  |  |  |
| UNWOMEN |  | **500** |  |
| WHO |  |  |  |
| Children | UNDP |  |  |  |
|  | UNESCO |  |  |  |
|  | UNESCWA |  | **NA** |  |
|  | UNFPA |  |  |  |
|  | UN-Habitat |  |  |  |
|  | UNICEF |  |  |  |
|  | UNWOMEN |  |  |  |
|  | WHO |  |  |  |
| IDPs | UNICEF |  |  |  |
| Indirect beneficiaries | UNDP |  |  |  |
| UNESCO and UNICEF (Educ.) | **530,000** | **700,000[[3]](#footnote-3)** | **75%** |
| UNESCWA |  |  |  |
| UNFPA |  |  |  |
| UN-Habitat |  |  |  |
| UNICEF |  |  |  |
| UNWOMEN |  | **All Iraqi Officials** |  |
| WHO |  |  |  |
| Employment generation (male/female) | UNDP |  |  |  |
| UNESCO |  |  |  |
| UNESCWA |  | **NA** |  |
| UNFPA |  |  |  |
| UN-Habitat |  |  |  |
| UNICEF |  |  |  |
| UNWOMEN |  |  |  |
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| **JP Output 1:** GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels | **JMT/UNDP:**   * The web-based PAR M&E tool was released and currently being used by national counterparts. * A meeting was held in Erbil at the request of KRG Minister of Planning to reinitiate the discussion on K-PSM. | **% of planned**  **98%** |
| **JP Output 2:** GoI has improved public administration systems at national and sub-national levels | **UNDP - eGovernance**   * Technical support was provided to CoMSEC and Ministry of Planning to develop e-HR and e-Procurement systems and also simplify “*Damage Compensation*” service delivery. * A three-day workshop was concluded to present and discuss the 1st draft of e-HR as-is and to-be processes involving HR staff from CoMSEC, MoP and MoST.   **UNDP: IDMS**   * Three workshops were conducted in Armenia on “*Advanced Technical Training on the Use and Operation of Iraq Development Management System*” (IDMS)   **UNDP: SES**   * With support provided by UNDP, “*SES Higher Committee*” was formed by CoMSEC to oversee the implementation of SES system, and similarly “SES Secretariat” * Senior Executive Service System gap survey was launched to identify the existing capacities of a sample Director Generals in Iraq to inform the design of the respective capacity develop program. * One-week follow-up mission was conducted by Institute on Governance - Canada (IoG) on the operationalization of SES system in Baghdad and the launching of the first wave of training program. * A high-level meeting was organized on “*Senior Executive Service System*” (SES) and attended by the three Deputies of the Iraqi Prime Minister, the SES Higher Committee Members, UNDP CD, IoG team of Experts, and IPSM representative. * A Request for Proposal (RFP) for “*Launching and Implementing the Senior Executive Service (SES) Pilot Project for the Government of Iraq*” was drafted and being revised for advertisement. | **35%**  **100%**  **20%** |
| **UNESCWA**   * The first “*Knowledge Management Familiarization Seminar*” was organized in Baghdad at National Centre for Management Development and Information Technology (NCMDIT) in collaboration with JAU- UNAMI. * The second “*Knowledge Management Familiarization Seminar*” was held in Erbil for KIPA in close collaboration with JAU/UNAMI. * An eight-day capacity development workshop was organized in Istanbul on “*Change Management in Public Sector Reform*”, targeting NCMDIT in Baghdad and KIPA in Erbil * Two draft documents were developed on the “*Change Management Roadmaps*” for NCMDIT and KIPA. * A meeting was held with KRG Minister of Planning to discuss the implementation of KIPA roadmap for Change Management developed during Istanbul workshop, and also the funding arrangements for K-PSM. | **40%** |
| **UNFPA**   * Three consultancy missions were planned by AUB on “*Decentralization and Youth Participation in Decision Making Process*” to take place right after the Holy Month of Ramadan. * One mission was conducted to KRSO in Erbil by GOPA to develop data centre that meets the needs of statistical production and data dissemination * One mission was conducted to KRSO in Erbil by GOPA on “*Dissemination*” | **25%** |
| **UNWOMEN**   * A three-day workshop on “*Gender Responsive Budgeting*” was conducted targeting the Ministry of Finance (MoF) staff. * A Second workshop was organized for Diwaniya officials on GRB implementation tools and mechanisms. * A meeting was held with MoWA on advancing the work of the National Network on GRB and means of collaboration with the Higher Committee of Financial Reform * A series of meetings were held with the Inter-Agency Information and Analysis Unit (IAU) and MoP to establish Knowledge Management Capacity Building Programme to strengthen Gender-Responsive Budgeting with the ministries of Education and Health on a pilot basis**.** | **25%** |
| **JP Output 3:** GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors | **Education: UNESCO/UNICEF/UNWOMEN** | **38%** |
| * A three-day training workshop on the development of job description was conducted in Baghdad targeting 17 officials from MoHESR. * The roadmap for the roll-out of EMIS across Iraq was developed, identifying activities and deliverables including training, system administration, application administration, and staff and hardware requirements * A number of meetings were held with EMAC in Baghdad and Erbil to follow-up on the implementation of PAR-IPSM 2015 AWP and advise on actions needed to speed up implementation rate * Three consultative meetings were held with the EMAC members in Baghdad to discuss the preparations for the Aug, 2015 School-Based Management conference, the parallel funding, and the re-scheduling of some training activities to take place right after the Holy Month of Ramadan * The “*Guidelines for the Implementation of School-Based Management*” were reviewed and currently being printed for distribution to pilot schools, SBM Committees, Parent Teacher Association members and other concerned bodies. * Preparatory work was completed for the SBM Conference expected to take place during August, 2015 |
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| **Health: WHO/UNFPA/UNICEF/UNWOMEN**   * A specialized company “Larsa” is being contracted to establish “*Heath Management Information System*” (HMIS) as part of the accreditation and e-governance activities. * Preparations were finalized to hold a training workshop on “*The International Classification of Disease tenth revision*” (ICD-10). * The “National Heath Accounts” (NHA) document for MoH is under printing as part of Health Reform activities and Medium Term Budget Framework in MOH. * The final draft of “*National Health Policy*” was developed and currently subject to MoH approval. * As part of “National Health Policy Strengthening” Australian National University (ANU) is being contracted to conduct several workshops to build the capacity of MoH on “*Decentralization*”. * A discussion was initiated with Harvard University team on the provision of technical support on the decentralization and improving the performance of health services. | **22%** |
| **WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN**   * A one-day workshop was held in Baghdad by UNICEF-WASH team to present the final draft of “*Water and Sanitation Law*”. * The final draft of “Water and Sanitation Law for Iraq” was finalized and being translated into English languages. * A meeting was held with CMWG to discuss the final draft of “*Development of a Strategy Report on Water Quality Management for Iraq*”, and an agreement was reached in this regards on organizing a one-day workshop in Baghdad to present the final report both in English and Arabic languages. * Two capacity building workshops on “*Knowledge Management*” (KM) were conducted by UNICEF-Iraq in collaboration with Joint Analysis Unit (JAU) in Baghdad, targeting MMPW staff in different departments, and Mayoralty of Baghdad (MOB) * RFP on “*Development of an Environmental Management Drought Plan Guidelines for Iraq*” was finalized, and invitations were sent to potentially qualified firms. * Technical and financial proposals were received from bidders on “*Consultancy Services for the Development of an Environmental Management Drought Plan Guidelines for Iraq*” * A two-day workshop was organized at MMPW and MoB by the KM consultant on “*Intranet System for Knowledge Management*” targeting participants from both institutions. * A kick-off meeting was held with MMPW to discuss implementation of “*Land Inventory System*”. * A demo on “*Land Inventory System*” was developed by the consultant and presented to MMPW for discussion. * A legal expert is being contracted to work on the “*Development of Government Contracts*”. * A workshop was conducted on “*Strategic Business Planning*”, targeting the general manager and departmental heads of NWD * A workshop was conducted on “*Unified Accounting System and Financial Statements*”, targeting MMPW accounts and audit sections and other departmental heads. | **35%** |
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| **JP Output 4:** GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes | **UNDP**   * An assessment mission on “*Public Financial Management*” (PFM) was conducted for Basra Governorate by the international consultant, where a number of officials from PC and Diwan Governorate was interviewed.   **UNDP - eGovernance**   * A mission was carried out to Basra and Missan Governorates by UNDP e-gov. consultant to follow up on the execution of e-province and the new paradigm of integrated e-Service platform and delivery * A 6-day workshop was implemented in Basra on “*Basra Citizen Portal*” involving concerned participants from Basra local institutions. * Under UNDP e-gov component, a mission was conducted to Missan Province to discuss the establishment of pilot “*Community Service Centres*” as a one-stop service delivery shop. * A number of site visits were conducted to the targeted directorates in Missan Governorate to follow up on the executing of pilot e-services, and to discuss the requirements for enhanced administrative capacity and technological e-readiness of the targeted directorates and also the respective transformation plan. * Technical support was provided to Missan Governorate on the technical evaluation of the e-Province bidding. * A meeting was conducted with senior representatives from Karbala Province to provide an orientation session for introducing the e‑Province model and how it can be adopted in the governorate in line with Karbala e-governance initiative | **32%** |
| **UNHABITAT**   * A Study Tour was organized for Najaf Water Directorate in Turkey on “*Current Legal/ Administrative Structure of Water Sector, Private Sector Participation Options, Budgeting and Strategic Planning, Meter Reading, Billing and Collection Systems, Commercialization and Revenue Improvement programs, etc.”* * A workshop was conducted on “*Revenue System Enhancement*”, targeting the heads of revenue in provinces and heads of departments in NWD. | **40%** |
| **UNICEF**   * Preparations were completed to implement training program to build capacity of concerned school cadres, community representatives and school management committees (SMC) on School-Based Management for Basra, Najaf and Dahuk. | **39%** |
| **UNWOMEN**   * A four-day in-depth workshop was initiated for Basra Governorate officials on “*Main policy gaps in gender mainstreaming and gender indictors*”. | **20%** |
| **UNFPA**   * Four ToRs were drafted for international experts over the area of youth participation in decision making process. * Three consultative meetings were conducted with concerned partners to identify the most relevant youth structures under MOYs. * Three missions were planned to take place by the American University in Beirut. | **35%** |

| **Qualitative achievements against objectives and results** |
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| **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, IPSM-JMU 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. In this regards, The system has been fully automated and is currently under use by the national counterparts * At a request of KRG Minister of Planning, a meeting was conducted in Erbil in June to reinitiate the discussion on K-PSM. In which meeting a brief presentation was delivered by IPSM JMU on IPSM achievements, challenges and past submitting of a full-fledged project document on K-PSM and K-PAR Roadmap. KRG MoP has expressed his willingness to start K-PSM, but due the prevailing political and security conditions, KRG can currently spare no money for the implementation of K-PSM. However, he will seek the financial support of the Canadian and Japanese funding in this regards. |
| **JP Output 2: GoI has improved public administration systems at national and sub-national levels** |
| **UNDP**   * **eGovernance**  1. **e-HR System**  * UNDP provided support to GoI in developing, restructuring and coordinating common business processes and Administrative System Enterprise Architecture to simplify service delivery procedures and enhance the government efficiency, effectiveness and transparency. A three-day workshop was successfully conducted with participation of specialized HR staff from CoMSEC, MoP and MoST to discuss the 1st draft of e-HR as-is and to-be processes. Following the meeting, an updated version was submitted during last half of May, and another workshop was planned to settle the requirement of National e-HR. CoMSEC is expected to provide final feedback during August 2015 to proceed with next steps on work implementation of the e-HR system. * A comprehensive discussion also took place on the e-Procurement concept note submitted earlier to MoP on e‑Procurement development and implementation phases. An agreement was reached on the 1st implementation phase of the system requested the support on identifying the technical specifications of the 1st phase, as well as proceed in providing the technical support and coordinate the efforts with the available international best practices for system further development phases.  1. **e-Readiness transformation survey**   One-day meeting was conducted with representatives of National e-Governance Steering Committee and Steering Committee of the e-readiness survey to discuss and finalise the framework survey, that need to be submitted to various public organisations in order to specify the list of organisation for conducting the detailed survey. Accordingly, the questionnaire was finalized.   * **IDMS**   Three training workshops were conducted in Armenia on “Advanced Technical Training on the Use and Operation of Iraq Development Management System” (IDMS). The workshops were conducted at the request of the Ministry of Planning. These workshops aimed at further developing the capacity of GoI officials to ensure sustainable operations of IDMS. The three workshops were held in Synergy’s Armenian branch office, started on Friday March 27, 2015, and ended on Wednesday April 15, 2015.   1. The **first training course** named **“Oracle administration for IDMS database”** aimed to build MoP staff capacities in working with IDMS Oracle database in practical aspects of IDMS operations, including installation, troubleshooting, backup and maintenance. The participants also learned and reinforced their knowledge in data import/export from IDMS database and managing database fields. During this phase, the trainees participated in creating the necessary environment on their local machines to install both the application and the database servers and learned of the foundations of all the technologies used in this process (Apache Tomcat, Firewall, Apache Jakarta, IIS, Oracle Database/instance and Synergy’s KBB, Knowledge-Base-Builder) 2. The **second training course** named “**Capital Investment Projects Life Cycle in IDMS”** aimed to build capacities of staff responsible for project creation and entry into IDMS and facilitated participants’ understanding of the project life cycle in IDMS and project data model. It provided essential knowledge on creation of projects, updating information and entering data at different phases of the project business process. The course focused also on complex functionalities developed for reallocation of project funds and the various aspects of the logic embedded for these functionalities, depending on fund source, project type and its workflow status. During this week’s hands on training, the trainees examined and experienced the Capital Investment project life cycle and functionalities fully. 3. The **third training course** named “**Financial Management and Reporting”** built MoP staff capacities for financial management of capital investment plans, with a focus on distributing annual allocations to projects; developing financial reports of cumulative and annual expenditures; and monitoring capital investment budgets of regional bodies and contractors using IDMS. The course has also focused on new highly advanced reporting tools, using the complex expression builder to allow for creation user specific measures by the users themselves. The trainees examined and experienced the Capital Investment Projects financial data behavior and received the information needed on how the budget is monitored through IDMS   At the end of each training course MOP trainees, UNDP officials and Synergy’s trainers voiced their satisfaction of the positive environment in which the trainings were conducted. It should be noted that although all the participants were willing and very eager to learn and adapt to the system, there was a gap of knowledge between the trainees. Some were acquainted with IDMS and had the required knowledge, but some were not aware of the system and did not possess the necessary background. Both the trainees and the trainers believe that knowledge sharing between the participants should have been organized prior to trainings.     * **Senior Executive Service (SES)** * After forming the “SES Higher Committee” by COMSEC to oversee the implementation of Senior Executive Service (SES) system, and similarly “SES Secretariat”, Canadian experts from the Institute on Governance (IoG) have conducted a field visit to Baghdad to receive final high-level approval to move forward with implementation of the SES pilot group. The mission concluded with the IOG briefing the Secretary General of the Council of Ministers Secretariat and the Deputy Prime Ministers (DPMs) on the SES. A go ahead and support to move forward on the SES was received. It was agreed that GoI shall identify 20 – 25 senior executives to participate in SES system that shall provide demanding learning and development opportunity on the leadership competencies to empower those executives as future leaders in their positions. The SES High Committee was aiming to conduct 1st class of SES very soon and for a period of six months, due to expectation of opening 6 senior positions at the Deputy Minister/Head of Commission level in the near future. The committee would like the training to be done in Iraq. * A new Request for Proposal (RFP) for “Launching and Implementing the Senior Executive Service (SES) Pilot Project for the Government of Iraq” was drafted and being revised for advertisement which is expected to put a new contractor in place after Eid Holiday to implement the roll out of the 1st class of SES.   **UNESCWA**   * Istanbul workshop was successful in bringing NCMDIT and KIPA participants together and developing their respective roadmaps for change management in support of the ongoing public sector reform initiatives. In addition to the substantive knowledge on change management acquired, the workshop provided an opportunity for collaboration between the two institutes. The outcomes of the workshop led to a follow up discussion with Dr. Ali Sindi, Minister of Planning, KRG, to reinvigorate the discussion of KPSM as well as implementation of the roadmap. NCMDIT also decided to set up a committee to follow up on and implement the roadmap. Furthermore, the Istanbul workshop helped fine tune and clarify the requirements by NCMDIT and KIPA for future seminars and capacity development activities until the end of the project implementation. The report of the Istanbul workshop is being finalized and will be shared. * The needs assessment and the seminar feedback conducted for KIPA before and after the familiarization seminar on Knowledge Management illustrated the challenges and opportunities in promoting knowledge management at KIPA. * The report of the Knowledge Management seminar is being finalized.   **UNFPA**   * The internationally recruited company GOPA has conducted two missions to Iraq during the reporting period, as per the endorsed 2015 AWP). The first mission targeted the Central Statistical Organization (CSO) to develop data centre that meets the needs of statistical production and data dissemination, while the second one targeted Kurdistan Regional Statistical Office (KRSO) in Erbil on “*Dissemination*”. However, and due the difficulties encountered in obtaining the Entry Visa to Baghdad for internationally recruited consultants, Baghdad missions will be held in Erbil instead. As such a number of missions mostly on “Statistical Governance” targeting CSO in Baghdad will be cancelled and their fund will be used to cover the entailing cost of conducting Baghdad missions of CSO in Erbil. * On a different note, two youth structures inside the Ministry of Youth and Sports (MoYS) were identified to be engaging in the process of good governance and decentralization. Additional two structures will be created at the governorate level. In addition, three consultancy missions were planned by American University in Beirut (AUB) on “*Decentralization and Youth Participation in Decision Making Process*” to take place right after the Holy Month of Ramadan.   **UNWOMEN**   * In May 2015, UNW organised a workshop on GRB, targeting MoF staff.    In this sense, the workshop allowed to introduce the GRB concept for participants and give an overview on different adaptations of the approach within the Iraqi context. On the conclusion of the workshop, participants had the knowledge about GRB and its relevance in programming and budgeting. They are also now having the capacity to introduce GRB in the budget law of Iraq once there is a political commitment. * A second workshop was organized for Diwaniya Officials in May 2015. It came to capitalize on the achievements of the first workshop, to consolidate and deepen the participant’s knowledge and capacities through a focus on key GRB steps mainly: **(1)** Gender-based public policies monitoring and evaluation, and gender-based statistics, **(2)** Fiscal reforms and public finances management, and **(3)** Accountability mechanisms and the role of the Parliament |
| **JP Output 3: GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors** |
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| **Education: UNESCO/UNICEF/UNWOMEN**   * In an effort to assist MoE to develop and implement more effective ICT-supported communication processes and procedures, UNESCO held a workshop with senior officials from MoE in which the needs and requirements for implementing a new comprehensive Education Management Information System (EMIS) were identified jointly with national counterparts. Accordingly, UNESCO-IPSM team held series of meetings with EMIS international expert aimed at incorporating feedback received from MoE officials. As a result, a 2015 roadmap for the roll-out of EMIS across Iraq was developed identifying activities and deliverables covering the following areas: * Training, * System administration, * Application administration, * Staff requirements, and * Hardware requirements. * In an effort to assist MoHESR at the central level in establishing an adequate organizational structure and efficient processes for improved services, in addition to strengthening MoHESR capacity in Human Resources Management (HRM), the following meetings and workshops were conducted: * A series of preparatory meetings were held between UNESCO-IPSM team and the international experts with regards to conducting a training workshop on developing job description. As a result, an agreement was reached on the training objectives and expected results, contents, training methodology, agenda and training material which were developed in line with UNESCO’s guideline produced in 2014 for developing job description, and * A three-day training workshop on developing job description was conducted in Baghdad from 19 to 21 May 2015. The training benefited 17 officials from the committee in charge of job description in MoHESR. * UNICEF has agreed with EMAC to review the contents of the SBM training manual to be consistent with the sixth studies prepared by Geopolicity. Members of the Committee that will review the manuals were identified. In addition, an aagreement was reached with EMAC to hold two workshops in Basra and Najaf, targeting representatives of the provincial and local governments, representatives of DoEs and number of MoE leaders before engaging with the selected pilot schools. * Another agreement was reached with K-EMAC on the implementation of the first phase of training of members of the school development committees in selected schools in Dahuk. Two training sessions will target 65 participants (13 principals, 39 teachers and accountant in addition to 13 PTA’s Chairman). The training will be held in Dahuk during summer school recess, and will be carried out by the lead trainers who have been trained for this purpose. * Face-to-face meetings was conducted with school administrators selected for applying the SBM approach to determine the required financial grants for the implementation of the concept in their respective schools. * The Committee charged with reviewing and checking the contents of the SBM Guideline concluded the review, the report is currently in print and distribution will follow as soon as printing is concluded. In addition, a Committee in the Ministry of Education in Kurdistan was formed to review the Kurdish version of the SBM Guideline before printing it by UNICEF. |
| **Health: WHO/UNFPA/UNICEF/UNWOMEN**   * Preparation is still underway to contract Health Care Accreditation Council-Jordan (HCAC) for accrediting 4 Iraqi Primary Health Care Centres (PHCC). The Council which is an external Recognized Accrediting Body is to be contracted to start the process of Accrediting PHCC for the 1st time in Iraq. The process will take approximately 6 months to conclude and will include 4 areas of interventions as follows: * Initial Mock survey and Gap Analysis for 4 PHC Centres, * Capacity Building of Surveyors, * Standards Review, and * Final Assessment of the 4 PHC Centres. * Discussing with ANU (Australian National University team & Harvard University team) the way forward to support Iraqi Government about decentralization, its advantages and challenges that may associate. * Support Establishing the National council for accreditation for Higher education and MoH to support accrediting medical and institutional colleges.   **WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN**   * A meeting with CMWG was held on 22 June 2015 and discussion on AWP 2015 and to overcome all constrains during implementation. * The international consultant for Knowledge Management (KM) has conducted a two-day workshop on Intranet system for Knowledge Management project held on 09 and 10 June 2015 at MMPW and MoB, respectively.  Twenty five participants (champions in addition to other concerned staff members from different departments in BWA and BWS were participated in addition to participation of designer for intranet page. Inputs from both entities MMPW and MoB received and matrix forms disseminated to participants, to be filled and finalized soon. * RFP documents on Environmental Management Drought Plan Guidelines submitted, invitations sent to potential firms, both technical and financial offers received and currently under evaluation process. * The international consultant who conducted Development of a Strategy Report on Water Quality Management for Iraq will organize 1st workshop at national level through introduction of the National Framework for Water Quality Management after Ramadhan, initially in Baghdad. |
| **JP Output 4: GoI sub-national governance and decentralized service delivery systems strengthened through enhanced participatory processes**  **UNDP**   * **eGovernance:**  1. **Community Service Centres in Missan**   Discussion was made on the moving ahead in establishing the pilot Community Service Centres as a one‑stop service delivery shop. Though, it was agreed earlier that the service centres will be hosted within existing structures throughout Iraq of Youth Centres as a point of entry. The discussion was made with senior participants of Missan Diwan Governorate and the Ministry of Youth and Sport (MoYS) on the management structure, sustainability and operation plan. A joint committee was established for this regards and a check list was submitted to the committee for checking the preparation required for each youth centre to host the one-stop shop.   1. **Migration plan for target directorate in Missan**   A site visit was conducted for the targeted directorates (Municipalities, Water, Agriculture, Education, Health and Governorate) assigned for executing the pilot e-services at the first stage. It was found that some actions by the local government need to be taken for enhancing the capacity of the administrative and technological e-readiness of the targeted sectorial directorates and the transformation plan.   1. **Missan Citizen Portal**   Enhance the Governorate capacity by conducting managing and design a citizen portal workshop and developing of the portal content and information architecture required by citizen. This is another step to determine the content and information requirement for the citizen portal and enhance the team capacity that is assigned to portal operation prior to the e-Province automation and deployment. Though, a seven days’ workshop was conducted with 35 participants of various local directories. To this context a content architecture and classification was determined, along with tasks and responsibilities assigned to each directorate representatives. An online technical support is conducting for developing the portal content.   1. **e-Province tender technical evaluation - Missan**   Support on technical evaluation was made on the e-Province bidding in Missan and support in drafted the evaluation criteria and technical evaluation document.   1. **E-Province team - Missan**   Support was provided to Missan Governorate in setting the e-Province team in the Diwan of Governorate. This was based on the discussion and agreement made during the first mission and the submitted detail team structure and mandates. A technical advice was provided in identifying and establishing the citizen portal and provided the direction for the team on how conducting the required tasks, as well as another technical advice was provided for establishing the e-services team for following up the e-services execution.   1. **Basra Citizen Portal Workshop**   The first activity of 2015 Basra e-Gov. work plan was implemented by conducting six-day workshop on Basra Citizen Portal with 30 participation of various Basra local organisations. The workshop enhanced the participants’ capacity on how to develop Basra Citizen Portal and its information architecture, the portal content and responsibilities of various organisation was identified. Furthermore the portal technical specification was drafted and submitted to Basra for their bidding process. Follow up work was continued remotely online with Basra participants to develop the context of the portal content.   1. **Project Management tracking system in Basra**   A site visit was conducted in Basra Diwan Governorate for analysing as –is system aiming to identify the problems and bottlenecks in the Department of Projects Management to enhance the performance of this department. A follow up visit need to be conducted to capture more details on the processes, in order to draw a map of relations and possible re-engineering for business processes.   1. **Karbala e-Province meeting**   A meeting was conducted with senior representatives of Karbala Governorate to provide an orientation session for introducing the e-Province model and how it can be adopted in the governorate in line with Karbala e-governance initiative. The meeting resulted on the agreement of technical support work-plan to support Karbala e-Province initiative on the basis of Karbala contribution to logistic and hardware and software cost. A field mission is planned in August 2015 by e-governance expert to the governorate to identify the e-readiness and the next steps toward the implementation of the e-Province initiative.  **UNHABITAT**   * Study Tour of Najaf Water Directorate took place in Turkey (Istanbul and Bursa). Participants of the Study Tour included the general manager of MMPW, general manager of Najaf water directorate, heads of technical, financial and planning departments. The concepts of the tour were focusing on the fooling topics, Current legal/administrative structure of water sector, Private sector participation options, Budgeting and Strategic Planning, Meter reading, billing and collection systems, Commercialization and revenue improvement programs, Customer support and public awareness ...etc.   **UNICEF**   * A meeting with CMWG was held on 22 June 2015 and discussion on AWP 2015 and to overcome all constrains during implementation. * An MoU was signed between UNICEF-WASH program and Inter-Agency and Analysis Joint Unit (JAU) to conduct the Knowledge Management (KM) to build the capacity of MMPW and MoB entities. The KM international consultant has conducted in this regards a two-day workshop on Intranet system for Knowledge Management project held in Baghdad at MMPW and MoB, respectively.  Twenty five participants representing KM Champions, concerned staff members from different departments in BWA and BWS, and Ministry web designer have all participated in the workshop. Participants were requested at the end of the workshop to complete some KM forms within two weeks. * RFP documents on Environmental Management Drought Plan Guidelines submitted, invitations sent to potential firms, both technical and financial offers received and currently under evaluation process. * The international consultant who conducted Development of a Strategy Report on Water Quality Management for Iraq will organize 1st workshop at national level through introduction of the National Framework for Water Quality Management after Ramadhan, initially in Baghdad.   **UNWOMEN**   * With the framework of supporting local governance, a four-day in-depth workshop was initiated for Basra Governorate officials on “Main policy gaps in gender mainstreaming and gender indictors”. |

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| **Main implementation Constraints and Challenges** |
| * Prevailing security conditions and the collapse of some Iraqi cities in the hands of ISIS restricted the movement of international staff outside the Green zone that limited the possibility of engagement with Government counterparts, in addition to the mobilization of all national and international resources to encounter that danger. It also negatively impacted on the willingness of some international consultants to work in Iraq. * Unavailability of the parallel funding/ cost sharing has been still an issue that impeded UN Participating Organizations from implementing 2015 PAR AWP joint activities as planned. * As highlighted in the previous reports, Entry Visa to Iraq for internationally recruited consultants has been still an issue that resulted in further delaying if not cancelling missions to Baghdad. * K-PSM has been still on hold by KRG and also challenged by absence of the financial resources needed for implementation. * The implementation of IPSM activities at the local level is adversely impacted by the prevailing security conditions on the ground. * KRG is still hesitant in pushing K-PSM into approval process * Scarcity of resources has already interrupted rolling out the models developed by the UN Participating Organizations; “School-Based Management”, “Gender Responsive Budgeting”, “Decentralized Water Management”, “Knowledge Management in CSO”, “Simplification of Service Delivery”, etc. * The delay in receiving the feedback and comments from the governmental side on draft reports (UNICEF) * Very limited number of available accommodation slots in Baghdad (UNESCO) * The existence of two parallel committees, I-PSM & PAR, in MoH is still impeding the efficient implementation of 2015 AWP activists. (WHO) * Taking GRB to the decision-making level is still a challenge for UNW. Budgeting, like anywhere, is a political exercise and in order for GRB interventions to be included in the policy cycle, there must be political will for that. (UNW) * The enactment of law 21 by August this year will redefine the relationship between the MoE and the DoEs and may affect the implementation of 2015 AWP activities. (UNICEF) |
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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. [↑](#footnote-ref-1)
2. UNFPA financial data on total disbursement and commitment are being checked as contradictory data were received [↑](#footnote-ref-2)
3. Government employees (including teachers for MoE and MoHESR), Students enrolled in all education levels in Iraq including KRG and Parent/teachers associations [↑](#footnote-ref-3)