

**Iraq UNDAF Fund
Project #: P1-05**

**Date and Quarter Updated: 1 Jan – 31 Mar 2015
Q1 2015**

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\$ 20,645,411 distributed as follows: <ul style="list-style-type: none"> ○ 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 		Amount received US\$ 20,645,411 as follows: <ul style="list-style-type: none"> ○ 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 2015
Project Description	<p>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.</p> <p>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.</p> <p>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.</p>				

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

Outputs, Key activities and Procurement

Outputs & Key Activities

1. Gol 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. Gol 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. Gol is implementing reform and modernization plans in Education, Health and WATSAN sectors

3.1 Education

- 3.1.1 Capacitating MOE and MoHESR with institutional mechanisms for better coordination of Education sector amongst stakeholders;
- 3.1.2 MOE/MoHESR have decentralized, ICT-enabled and gender responsive organizational structures & processes for improved service delivery at central and governorate levels;
- 3.1.3 Strengthening human capacity of MoE and MoHESR in planning and coordination, M&E, financial management, HRM, use of ICTs and gender mainstreaming;

3.2 Health

- 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 Gol'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

Outputs, Key activities and Procurement	
	<p>3.3.1 Developing institutional, organizational and operational arrangements for a water utility;</p> <p>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;</p> <p>3.3.3 Preparing plans for improved operational management in partnership with High Council of Water (HCW);</p> <p>3.3.4 Developing strategies for improved public participation and customer orientation;</p> <p>3.3.5 Updating Solid Waste Management strategy, policy, national master and capital investment plans;</p> <p>4. GoI sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes</p> <p>4.1 Strengthening decentralization and strengthening local governance through legislative support, substantive contributions and capacity building of actors of decentralization;</p> <p>4.2 Enhancing gender sensitive planning, budgeting & evaluation capacity at central and governorate levels;</p> <p>4.3 Empowering civil society through participatory and inclusive governance approaches and initiatives;</p> <p>4.4 Supporting the implementation of pilot participatory service delivery projects in Health, Education and WATSAN sectors in three selected governorates;</p> <p>4.5 Supporting the KRG in instigating Urban Governance¹.</p>
Procurement (major items)	<p>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:</p> <p>UNFPA: In international statistics consultancy firm (GOPA Worldwide Consultants Company) was hired to provide technical assistance missions to both the National Statistics Office and Kurdistan Regional Statistics Office for the year 2015. The firm was contracted for 12 missions in the areas of statistical governance, computer networking, metadata, databases, data dissemination, and business plan for official statistics.</p>

Funds Committed	UNDP	US\$ 4,913,570.08	% of approved	91%
	UNESCO ²	US\$ 1,636,692		64%
	UNESCWA	US\$ 460,592		68%
	UNFPA	US\$ 205,1094		100%
	UN-Habitat	US\$ 2,168,757		96%
	UNICEF	US\$ 2,373,345.81		70%
	UNWOMEN	US\$ 1,141,932		92%
	WHO	US\$ 1,637,426		54%
	Total Commitments	US\$ 16,383,408.89		79%
Funds Disbursed	UNDP	US\$ 4,181,372.72	% of approved	77%
	UNESCO	US\$ 1,524,911		59%
	UNESCWA	US\$ 414,231		61%
	UNFPA	US\$ 1,625,016		79%
	UN-Habitat	US\$ 1,643,468		73%
	UNICEF	US\$ 1,935,411.26		57%

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.

² Financial figures and physical progress provided as of 31 Dec 2014

	UNWOMEN	US\$ 959,186		77%
	WHO	US\$ 1,660,655		54%
	Total Disbursements	US\$ 13,944,250.98		68%
Forecast final date	31 Dec 2015		Delay Months	NA

Direct Beneficiaries ³	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	125	25	100%
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN	50	500	10%
Women	WHO			
	UNDP	196 (2013) 70 43 (eGov) + 9 (SES) + 3 (CS Mtng) + 15 (Inst'al Restruct. Wkps) Total: 266	84	317%
	UNESCO	40	25	140%
	UNESCWA	16	20	80
	UNFPA			
	UN-Habitat			
	UNICEF			
UNWOMEN	50	500	10%	
Children	WHO			
	UNDP			
	UNESCO			
	UNESCWA		NA	
	UNFPA			
	UN-Habitat			
	UNICEF			
IDPs	UNWOMEN			
	WHO			
	UNICEF			
	UNDP			
	UNESCO and UNICEF (Educ.)	400,000	700,000 ⁴	57%
	UNESCWA			
	UNFPA			
Indirect beneficiaries	UN-Habitat			
	UNICEF			
	UNWOMEN	Iraqi officials at the	All Iraqi Officials	

³ No Update was provided on the benefices

⁴ Government employees (including teachers for MoE and MoHESR), Students enrolled in all education levels in Iraq including KRG and Parent/teachers associations

Direct Beneficiaries³	Agency	Number of Beneficiaries	Target	% of planned (current status)
		involved ministries		
	WHO			
Employment generation (male/female)	UNDP			
	UNESCO			
	UNESCWA		NA	
	UNFPA			
	UN-Habitat			
	UNICEF			
	UNWOMEN			
	WHO			

<p>JP Output 1: Gol has enhanced capacity to undertake public sector modernization at national, regional and governorate levels</p>	<p>JMT/UNDP:</p> <ul style="list-style-type: none"> ○ PAR Monitoring and Reporting tool is fully automated and still under testing 	<p>95%</p>
<p>JP Output 2: Gol has improved public administration systems at national and sub-national levels</p>	<p>UNDP – SES</p> <ul style="list-style-type: none"> ○ A follow up on putting in place SES secretariat unit to support the Higher SES Committee in pursuing its work of selecting senior executives for the first patch of training, was made. ○ 27 DGs and Ministry Advisors started completing an online survey on Executive Leadership Gap Assessment. <p>UNDP - eGovernance</p> <ul style="list-style-type: none"> ○ At the federal level, an orientation workshop on e-Governance Transformation and e-Youth Inclusion was organized for the Ministry of Youth and Sports (MoYS) in Baghdad targeting 30 senior staff from MoYS’s directorates in the central and local levels. ○ A series of consultation meetings on the development of e-Human Resource and e-Procurement were held at COMSEC <p>UNDP - eGovernance</p> <ul style="list-style-type: none"> ○ One out of three training courses on Iraq Development Management System (IDMS) was implemented in Armenia by Synergy International systems Inc. targeting 14 MoP staff. The remaining two courses are scheduled for the first half of April 2015. 	<p>10%</p> <p>20%</p> <p>33%</p>
	<p>UNFPA</p> <ul style="list-style-type: none"> ▪ One technical mission by international consultant was conducted for the Central Statistical Organization (CSO) for the development of national data centre 	<p>8%</p>
	<p>UNESCWA</p> <ul style="list-style-type: none"> ▪ The preparation for the previously postponed capacity development workshop on “Change Management in Public Sector Reforms” is being finalized and the workshop will be implemented during April 2015 in Istanbul. ▪ A familiarization seminar on knowledge management is being implemented in close collaboration with JAU/UNAMI addressing NCMDIT staff 	<p>20%</p>
	<p>UNWOMEN</p> <ul style="list-style-type: none"> ▪ A two-day capacity development workshop on GRB was held in Morocco on: <ul style="list-style-type: none"> ○ Gender-based public policies monitoring and evaluation, and gender-based statistics. ○ Fiscal reforms and public finances management ○ Accountability mechanisms and the role of the Parliament ▪ National Network on GRB revitalized by bringing altogether network members to discuss GRB implementation. 	<p>15%</p>

	<ul style="list-style-type: none"> ▪ A capacity development workshop was initiated for Najaf governorate officials on GRB implementing tools and mechanisms. ▪ A three-day capacity development workshop on GRB was implemented in Baghdad targeting Diwaniya governorate officials. 	
P Output 3: Gol is implementing reform and modernization plans in Education, Health and WATSAN sectors	Education: UNESCO/UNICEF/UNWOMEN <ul style="list-style-type: none"> ▪ A six-day workshop was conducted in Basra Governorate on the concepts of SBM, targeting 29 principals from Basra Governorate. ▪ A series of consultative meetings were held with Education Ministerial Advisory Committee (EMAC) to discuss and agree on the operational priorities, timing of implementation and financial resources required to implement the IPSM activities which are under the jurisdiction of MOE 	15%
	Health: WHO/UNFPA/UNICEF/UNWOMEN <ul style="list-style-type: none"> ▪ A four-day workshop was conducted in Istanbul on Iraqi National Health. ▪ Preparation is underway to contract Health Care Accreditation Council (HCAC) for accrediting 4 Iraqi Primary Health Care Centres (PHCC) 	15%
	WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN <ul style="list-style-type: none"> ▪ A three-day workshop was conducted in Cairo-Egypt on “Development of a Strategy Report on Water Quality Management for Iraq” by the recruited international consultancy firm with participation of PMAC and the Change Management Working Group. ▪ An MoU was signed between UNICEF-WASH and Inter-Agency and Analysis Joint Unit (JAU) to implement the Knowledge Management activities (KM) for the MMPW and MoB entities. A preparatory meeting was held at GDW-MMPW, chaired by the deputy DG of water, and attended by the international consultant, UNICEF team, and concerned officials from MMPW and MoB . ▪ ToRs for Environmental Management Drought Plan Guidelines was drafted. ▪ A number of meetings were held with MMPW deputy director general of municipality directorate to discuss the implementation process of land inventory initiative. 	22%
JP Output 4: Gol sub-national governance and decentralised service delivery systems strengthened through enhanced participatory processes	UNDP - eGovernance <ul style="list-style-type: none"> ▪ Technical support mission was made to Missan governorate to move the new paradigm of integrated e-service delivery and enhancing the capacity of the e-Province execution and transformation during the period of 21 Feb – 7 March. ▪ Technical support mission was made to Basra to manage the process of roll-out the model of execution and transformation to other local governments. 	18%
	UNFPA <ul style="list-style-type: none"> ▪ AWP 2015 for enhancing youth participation in decision making was agreed with the Ministry of Youth and Governorates of Basra and Najaf. 	15%

<p>UNHABITAT</p> <ul style="list-style-type: none"> ▪ Stakeholders Workshop on Water Reform Pilot Project in Najaf was conducted at Najaf Governorate, targeting 25 participants from Najaf Water Directorate in addition to representatives from the Ministries of Finance and Planning. ▪ A two-day workshop was conducted in Najaf Governorate by RODECO Consult GmbH to present and discuss the Inception Report for the Water Reform Pilot Project in Najaf. 	25%
<p>WHO</p> <ul style="list-style-type: none"> ▪ Preparation is underway to contract Australian National University (ANU) to establish the Decentralization and maintain an effective health service for Iraq. 	5%

Qualitative achievements against objectives and results

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

JMT/UNDP PAR Monitoring and Reporting System

- As part of the technical assistance provided to the PAR Management Committee, the United 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. In this regard, The system has been fully automated and is currently under testing by the national counterparts

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

UNDP: Senior Executive Service (SES)

- Series of orientation meetings were made with the new secretariat on SES to familiarize the new staff on the roles and responsibilities that are expected from him to support the work of High Committee on SES. It is worth to mention that a group of 15 candidates were selected to enroll in the SES system. The selected group are DGs from various ministries.
- Preparation and consultation was made with senior officials in COMSEC and PMAC to facilitate a mission by the Institute on Governance (IoG) to Baghdad during May 2015 to support the process on first class of SES and the work of Committee as well as the secretariat
- Twenty seven (27) DGs and Ministry Advisors started to undertake an online survey on Executive Leadership Gap Assessment, which shall provide a baseline of the strengths and learning needs of the current cohort of DGs and Special Advisors working in ministries of the Government of Iraq. Each participant in this online survey is asked to provide his/her views on the strengths and learning needs of those holding the title Director General or Special Advisor in Baghdad. Same survey is being made in KRG and it is anticipated to be completed by next quarter

UNDP: e-Governance:

- At the federal level, a three-day orientation workshop on e-Governance Transformation and e Youth Inclusion was organized for the Ministry of Youth and Sport (MoYS). The workshop was made in Baghdad on Sunday, 18 January 2015 with the participation of over 30 senior staff from MoYS's directorates in the central and local levels.
- The three days' workshop aimed to set the right approach of e-Governance transformation and e Youth inclusion for the ministry; in particular to enhance the participants' knowledge through illustrating the most suitable and adapted directions for mainstream information management and technology and service excellence for youth in the ministry and its transformation mechanism, which will support the reform, and modernization vision and commitment of the ministry.
- Coordination meetings were organized regarding introducing a model on e-Human Resource with the COMSEC that is anticipated to create a national model that once it is succeeded, it can be applied across

Qualitative achievements against objectives and results

other ministries.

UNDP-IDMS

- In its technical support to the MoP, UNDP planned to provide four courses of advanced trainings to Iraqi Government users of IDMS. Two out of the four courses were implemented so far by Synergy International Systems Inc, one conducted in Istanbul last year and the second one was conducted in Armenia this year . Two more training courses are scheduled for April this year. The subjects of the courses are: Capital Investment Project Life Cycle, Financial Management and Reporting, and Oracle Administration for IDMS Database

UNESCWA

- The previously postponed capacity development workshop is now planned from 20 to 28 April in Istanbul: to be attended by 12 NCMDIT and 7 KIPA participants, the workshop will focus on strategic aspects of change management in support of PAR and IPSM by developing training materials and program. The lead consultant was identified and recruited. The substantive discussions for the workshop have started with the IPSM team, government expert from Lebanon and other potential collaborating agencies. The Project Assistant joined ESCWA in March and has been working on the preparation of the Istanbul workshop.
- The needs assessment and the seminar feedback conducted for NCMDIT before and after the familiarization seminar on KM illustrated the challenges and opportunities in promoting knowledge management at NCMDIT as well as in other government agencies in the context of PAR. Based on the KM seminar outcome, NCMDIT is considering to request for future support, and a similar seminar will be organized for KIPA in Erbil in May 2015.
- In order to implement activities without cost sharing arrangements with Gol, ESCWA submitted a request for budget redeployment which was approved in March.
- ESCWA is also in the process of recruiting the Project Consultant for the documentation and other project management activities.
- From 31 March to 2 April, a familiarization seminar on knowledge management is organized at NCMDIT in collaboration with UNAMI: the seminar will help NCMDIT to develop their knowledge management plan as well as plan future training programs

UNFPA

- A consensus was built by both the Central Statistics Office (CSO) and the Kurdistan Regional Statistics Office (KRSO) on areas of and timelines for technical assistance to both offices
- A technical mission by international consultants was conducted for the Central Statistical Organization focusing on details of developing a data centre for the statistical production and data dissemination with special emphasis on the required equipment, installation and operation of the equipment and devices

UNWOMEN

- As laid out in the 2015 AWP, measures have been taken to revitalize the National Network on GRB after the new government was in office. The team included different line ministries including MOF, MOH, MOE, MOHS and MOHR with a view to establish a mechanism on the inclusion of gender-responsive budgeting in their budgeting and programming.
- A capacity development workshop was conducted on 12-14 Feb in Baghdad targeting officials from Diwaniya. The objective was to build the capacity of the concerned officials and introduce the concept of gender-responsive budgeting and its implications for gender equality.
- A two-day capacity development workshop on GRB was held in Morocco on GRB. This workshop came to build on the achievements of the regional workshop organized by UNWOMEN in Dec. on GRB. The aim of the second workshop was to consolidate and deepen the participant's knowledge and capacities through a focus on key GRB steps, mainly:
 - Gender-based public policies monitoring and evaluation, and gender-based statistics,
 - Fiscal reforms and public finances management, and
 - Accountability mechanisms and the role of the Parliament.
- A capacity development workshop was carried out on GRB implementing tools and mechanisms

Qualitative achievements against objectives and results

targeting Najaf governorate officials. This workshop was organized to deepen the understanding of the participants on GRB and to utilize step-by-step application tools. The workshop was very key at this time to advance and leverage GRB application at the regional level after the establishment of the governorate of a "Programme-Based Budgeting" Department including gender-responsive budgeting.

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

Education: UNESCO/UNICEF/UNWOMEN

- UNESCO IPSM team held a series of meetings with UNESCO experts during October and November 2014 aimed at discussing the progress of IPSM interventions against the agreed action plan for Q4-2014;
- UNESCO IPSM team held a workshop in Beirut from 28 to 30 Oct with the staff of the Ministry of Education (MoE) literacy team, the MoE Accelerated Learning Program (ALP) team and senior officials from the Directorate General of Educational Planning to:
 1. Discuss the scope, functional requirements, and deliverables of a Literacy Education Management Information System (LEMIS) to be implemented across Iraq;
 2. Provide training to Ministry of Education (MoE) Literacy team on the Beta version of the newly developed LEMIS application to identify any gaps in the solution;
 3. Identify the needs and requirements for the Educate A Child Initiative Accelerated Learning Program (ALP); and
 4. Discuss the possibilities, roadmap, and determine an action plan for implementing a new Education Management Information System (EMIS) for 2015 and beyond.

The outcome of the workshop was developing a roadmap for EMIS for 2014 and beyond agreed upon by the attendees

- UNESCO IPSM team held a workshop in Beirut from 30 November to 4 December with high level officials from the MoHESR aimed at validating UNESCO 2014 interventions in addition to identifying and developing an action plan for UNESCO 2015 interventions. The following 2014 interventions were validated during the workshop:
 - Developing a methodology for restructuring MOHESR;
 - Strengthening strategic planning, leadership, decision making and communication skills for Iraqi administrative leaders;
 - Promoting academic integrity and codes of conduct in Iraqi universities;
 - Propose appropriate coordination mechanisms between the Ministry of Education (MoE), Ministry of Higher Education and Scientific Research (MoHESR) and the Ministry of Planning (MoP) in Iraq;
 - HEMIS; and
 - Job description development.

As a result, a roadmap for UNESCO 2015 interventions was developed and agreed upon among all participants. The agreed 2015 roadmap includes the following interventions:

- Provide technical assistance to the Committee from Nahrain, Misan and Babylon universities in charge of decentralization towards the independence of universities;
- Establish appropriate coordination mechanisms between MoE, MoHESR & MoP;
- Explore the possibility of implementing a HEMIS pilot project in no more than three universities;
- Undertake a training needs assessment for MoHESR (The MoHESR committee trained in IIEP in 2014 to undertake a training needs assessment for MoHESR);
- Provide technical assistance to the committee in charge of job description manuals in MoHESR;
- Develop content of six interactive e-learning modules on academic integrity and codes of conduct directed to staff, tutors and students. In addition, provide the content of promotional materials regarding academic integrity and codes of conduct;
- Conduct a training on Monitoring and Evaluation; and
- Introduce the concept of Professional Integration and study the possibility of developing this concept practically in the MoHESR and universities.

Qualitative achievements against objectives and results

- In an effort to assist MoE at the Central Government to establish an adequate organizational structure and efficient processes for improved services, UNESCO IPSM team held a workshop in Beirut from 7 to 11 Dec with high level officials from the Directorate General of Vocational Education aimed at grouping the Directorate's tasks strategically in order to develop an initial organizational structure of the Directorate. As a result, the following reports were developed and validated by MoE:
 - Mission and tasks of the Directorate General of Vocational Education;
 - Missions and tasks of the various directorates of vocational education;
 - Initial organizational structure of the Directorate General of Vocational Education; and
 - Internal and external evaluation of vocational schools including the evaluation criteria.In addition, the workshop aimed at identifying and developing an action plan for UNESCO 2015 interventions. As a result, a roadmap for UNESCO 2015 interventions was developed and agreed upon among all participants. The agreed 2015 roadmap includes the following interventions:
 - Establish appropriate coordination mechanisms between MoE, MoHESR & MoP;
 - Develop a questionnaire for the pilot activity of implementing an internal evaluation of seven selected vocational schools (four schools in Baghdad and three schools in Salah al-Din, Najaf and Basra governorates);
 - Present the goals and tasks of proposed units within the new the structure of the General Directorate of Vocational Education and discuss them with vocational education representatives in MoE;
 - Develop Education Information Management System (EMIS) for MoE;
 - Identify and extract educational indicators based on the statistical information provided by EMIS in MoE; and
 - Provide a best practice guideline for strategic planning using the National Education Strategy (NES) as an example.
- In an effort to provide technical assistance to Basra and Dahuk Technical Universities to establish Academic Integrity Councils (AICs) and students honour societies, in order to promote the concept of academic integrity and raise awareness about codes of conduct among university students, tutors and staff, the following reports/ materials were developed:
 - AICs and students honor societies role on the ground and utilization of materials and online tools in order to promote academic integrity; and
 - Establishment of the AICs and the students honour societies in Basra and Dahuk universities.
- During the reporting period, in furtherance of the reform and modernization plans in education, a consultative forum was organized for a group of experts to review and pretest the training manual for the training of head teachers and school principals on School Based Management and financial administration.
- A total of 16 educational supervisors from 4 provinces (Basra, Najaf, Salahaldeen and Dahuk) that will pilot the School-Based Management approach were trained in Erbil from 21 to 26 October 2014.
- Competent departments in the Ministry of Education deliberated and agreed on the decision-making authorities that should be decentralized to the school level administration to facilitate the improvement of school governance in the framework of the School Based Management approach.
- The final versions of the six studies prepared by international experts were once again reviewed by the EMAC. These reports have now been ratified after the necessary amendments were made.
- Beneficiary SBM pilot schools were vetted, assessed and categorized in an order of priority in terms of level of resources required to effect substantial changes that could make them more child-friendly based on the minimum standards set by the MoE.
- The 2015 AWP was endorsed by Gol and shared with the MoE for implementation on mid Feb. this year
- All the technical and administrative requirements which related to the training of all categories related to the implementation of the SBM approach in Basra and Najaf completed. The first phase of the training will covered 162 trainees (90 from Basra and 72 from Najaf). The number of the training courses will be 4; 2 in Basra and 2 in Najaf. The training will be cover principals, teachers, accountants and parents.
- The training manual and SBM implementation guide has been printed and distributed to some SBM

Qualitative achievements against objectives and results

schools.

Health: WHO/UNFPA/UNICEF/UNWOMEN

- A four-day workshop was conducted in Istanbul on Iraqi National Health aiming to:
 - Review the current situation with focus on key challenges facing the health sector,
 - Review the process and the contents of the draft national health policy,
 - Agree on strategic directions translating the national health policy into action, and
 - Define next steps and the way forward for finalizing the NHP document.
- Preparation is 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.

WATSAN: UNICEF/UN-Habitat/UNFPA/UNWOMEN

- The 2015 AWP for IPSM -MMPW Phase II has been endorsed by GoI and shared with national counterparts in mid Feb. In this regards, a series of preparatory meetings were held between UNICEF WASH team and Change Management Working Group to discuss the implementation of the planned activities and the division of roles and responsibilities.
- The national workshop on the draft WATSAN Law for Iraq originally scheduled for the first quarter of the year 2015 will be facilitated by the international consultant during the second quarter and will be organized in Baghdad targeting PMAC and CMWG. Similarly, a sub-national workshop on the same subject will be facilitated by the international consultant during the second quarter and will be organized in Erbil targeting MMT-KRG
- A National Workshop is planned for the second quarter of the year 2015 on draft Strategy Report on Water Quality Management for Iraq. It will, be facilitated by the international consultant targeting PMAC and CMWG. On the same note, a sub-national workshop on the same subject will be implemented in Erbil during the second quarter by the international consultant targeting MMT-KRG

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

UNDP: eGovernance

- As part of the e-Governance component under IPSM framework, a mission was made to Missan governorate to provide technical support in moving the new paradigm of integrated e-service delivery and enhancing the capacity of the e-Province execution and transformation, and facilitate the accessibility of e-service and participation of the citizen has been conducted in the governorate during the period of 21 Feb – 7 March. This mission was followed with another mission to Basra for the period of 2 – 4 March to manage the process of roll-out the model of execution and transformation to other local governments.
- One of the achieved milestones during the mentioned mission is that Missan has announced a formal bidding process to go ahead with the execution of e-Missan the National Service Delivery Model. The budget estimated for the mentioned call of bidding is around \$4,000,000. The target date for the online e-services is by mid of quarter four 2015, assuming that this related contract is to be awarded during April.
- Technical support also was provided to the governorate on establishing e-Province team structure and mandates, as well as the methodologies and steps to be applied for enhancing the team capacity. Also an evaluation was made on the current situation of the managerial, administrative and technological aspects of targeted sectorial directorates and entry points for enhancement were identified in the form of a detailed transformation and migration plan for each directory. Technical support and evaluation was also made on the Youth Centers facilities and their operation to be a potential and entry points of Community Service Centers.

Qualitative achievements against objectives and results

- It's worth to mention that the Governor of Missan has provided full support, commitment, leadership, direct engagement with regard of e-Province model and the transforming services online. This was highly recognised as full ownership by the local government to achieve this initiative and provided the sense of urgency by the local authority in Missan.
- As of Basra, it was agreed on moving ahead with the implementation of planned activities during 2014. The development of "Project Management System" was identified for its crucial importance for managing, tracking and monitoring the execution of projects in Basra as the most effective and direct impact system on Basra various stakeholder.

UNHABITAT

- **Stakeholders Workshop at Najaf Water Directorate**
On Wednesday, 18 March 2015; The UN-Habitat coordinated the stakeholder's workshop for the Water Reform pilot project in Najaf Directorate. The workshop aimed to ensure the involvement of all related parties and to coordinate with all stakeholders. The project's consultancy group RODECO Consult GmbH presented the project progress and the way forward plan. The workshop was attended by 25 Parsons. In addition to the representative of Najaf Governor, the representative of the ministry of Finance, the representative of the ministry of Planning and the general manager of Najaf Water Directorate.
- **Inception Report Workshop at Najaf Water Directorate**
On 25 and 26 March 2015; RODECO Consult GmbH, the consultant of the UN-Habitat Water Reform Pilot project in Najaf preformed two days' workshop for presenting and discussing the project's Inception Report. The consultant's team presented their key findings during the inception phase and their approach and methodology to achieve the project's outcomes within the project's time frame. Positive discussions carried out between the Najaf Water Directorate management and the consultant's team which clearly reflected the deep interest of both parties to achieve the project goals. The workshop was attended by more than 42 persons from Najaf Water Directorate, UN-Habitat and the consulting team.

WHO

- A contract is being prepared with Australian National University (ANU) for establishing the Decentralization and maintaining an effective health service for Iraq. The main goal of this activity is to conduct visits, assessments, interviews and Focus Group Discussions with key stakeholders including professional syndicates, members of Parliament, decision makers, and different cadres of health work force to determine existing and potential barriers related to the decentralization and suggest appropriate strategies to address these problems.

UNFPA

- The 2015 work plan for enhancing youth participation in decision making has been agreed with the Ministry of Youth and Governorates of Basra and Najaf. Areas of technical support for this process and other processes have been agreed between the Ministry of Culture and Youth together with the American University of Beirut.

Main implementation Constraints and Challenges

UNDP

- At regional level, and despite the most recent initiative led by UNDP to advocate for the importance of the KPSM with the Minister of Planning in KRG, the project document is still pending approval and a clear political endorsement.

UNICEF

- Due to the current financial crises in Iraq, IPSM is expected to receive less if no GoI financial support, thus limiting the chance of implementing agreed upon joint activities as highlighted in 2015 AWP
- The prolonged delay in receiving the feedback of PMAC and CMWG on the shared draft reports and studies
- The delay in receiving the entry VISA to Iraq for the internationally recruited consultants, and also entry

visa to other countries for the Iraqi trainees

UNESCO:

- 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 the reported steady improvement in the past years.

WHO

- The conflict happening in MOH regarding the presence of 2 committees, headed by 2 different MOH deputies with 1 team/each, dealing with the same topic (I-PSM & PAR) .

UNFPA

- The reporting period was mainly utilized for sourcing technical assistance and making consensus on plans for 2015. Little progress was therefore made on implementation of actual activities

UNWOMEN

- Short of resources and lack of funding on the part of the government due to recent austerity measures by the government made UNWOMEN meets most of the costs of training sessions and workshops.