



**UNITED NATIONS DEVELOPMENT GROUP  
IRAQ TRUST FUND**

**Programme Cover Page**

**Participating UN Organisation(s):**  
UNDP (lead), ILO, UNOPS, UN-HABITAT

**Sector Outcome Team(s):**  
Economic Reform and Diversification

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**Programme Title:**  
Bridging for Local Area Development Programme (LADP) Phase II

**Programme Number:**  
**C10-13**

**Programme Description** (limit 1,000 characters):

The goal of the Local Area Development Programme (LADP) is sustainable local social and economic development. This programme is proposed as a Bridging Phase linking work to date on LADP and transitioning into a Phase II. This document presents a coherent programme for a twelve month Bridging Phase for LADP Phase II, aiming to build on the lessons from the LADP (2007–2010) and consolidate the LADP model, thereby allowing mainstreaming and replication of the methodology in Governorates throughout Iraq in Phase II. The programme targets support to the Governorates through promoting inclusive and participatory planning practices to promote the prioritisation of development programmes and annual budgeting while providing focused technical assistance to the Governorates to improve essential service delivery. In addition, two further work streams are proposed, focusing on citizen empowerment to promote an active voice in governorate affairs and engagement with ministries at a national level to institutionalise an agreed devolved framework for improved local planning and service delivery. Preparatory work is proposed around three areas anticipated in the final design of a Phase II. These are (i) inclusive local participatory planning and improved service delivery (ii) local citizen empowerment and civic engagement and (iii) developing a national framework and institutional structure for devolved local planning is. LADP II will continue to build synergies with other relevant UN initiatives to support the Government’s plans for improved services delivery and local governance.

<b>Programme Costs:</b>	
<b>UNDG ITF:</b>	USD 2,000,000
<b>Govt. Contribution:</b>	
<b>Agency Core:</b>	
<b>Other (unfunded) :</b>	USD 2,499,730
<b>TOTAL:</b>	USD 4,499,730

<b>Programme Location:</b>	
<b>Governorate(s):</b>	Basra, Thi-Qar, Missan, Babylon, Sulymaniyah, (MoPDC-Baghdad)
<b>District(s):</b>	All districts in 5 Governorates
<b>Town(s)</b>	

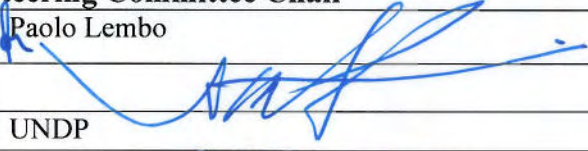
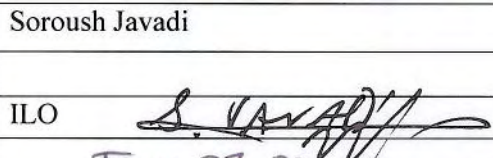
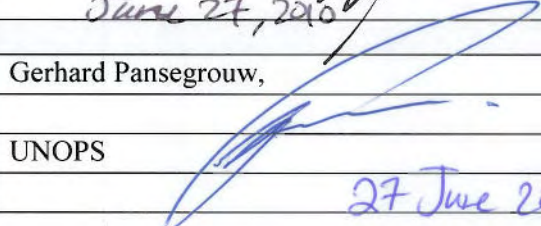
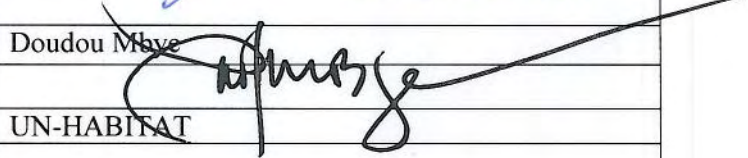
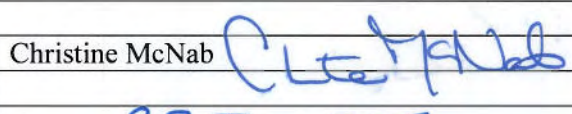
**Govt of Iraq Line Ministry Responsible:**  
Ministry of Planning and Development Cooperation (MoPDC)

**Programme Duration:**  
Total # of months: 12 months  
Expected Start date: 01 July 2010  
Expected End date: 30 June 2011

### Review & Approval Dates

Line Ministry Endorsement Date:	31 August 2009
Concept Note Approval Date:	22 March 2010
SOT Approval Date:	14 March 2010
Peer Group Review Date:	21 April 2010
ISRB Approval Date:	22 June 2010
Steering Committee Approval Date:	27 June 2010

### Signatures of Agencies and Steering Committee Chair

<b>I.</b>	<b>Name of Representative</b>	Paolo Lembo
	<b>Signature</b>	
	<b>Name of Agency</b>	UNDP
	<b>Date</b>	27 June 2010
<b>II.</b>	<b>Name of Representative</b>	Soroush Javadi
	<b>Signature</b>	
	<b>Name of Agency</b>	ILO
	<b>Date</b>	June 27, 2010
<b>III.</b>	<b>Name of Representative</b>	Gerhard Pansegrouw,
	<b>Signature</b>	
	<b>Name of Agency</b>	UNOPS
	<b>Date</b>	27 June 2010
<b>IV.</b>	<b>Name of Representative</b>	Doudou Mbaye
	<b>Signature</b>	
	<b>Name of Agency</b>	UN-HABITAT
	<b>Date</b>	
<b>V.</b>	<b>Name of Steering Committee Chair</b>	Christine McNab
	<b>Signature</b>	
	<b>Date</b>	27 June 2007

**National priority or goals (NDS 2007- 2010 and ICI):**

**NDS:**

- Goal 1: Mitigate Poverty and Hunger
- Goal 3: Enhancing gender equity and strengthening women issues

**ICI Benchmarks (as per the Joint Monitoring Matrix 2008):**

- 4.3 Create an enabling environment for investment, public and private, domestic and foreign, as a driver for sustainable and diversified economic growth
- 4.4.1.1 Eradicate extreme poverty and promote area based development
- 4.4.1.6 Reduce gender discrimination, increase participation of women in public life and labour market

**Sector Team Outcome(s):** Enhance key sectors of local economy in most deprived areas

**Joint Programme/Project Outcome(s):** Enhance key sectors of local economy in most deprived areas

**Joint Programme/Project Outcome(s):** Enhance key sectors of local economy in most deprived areas

**Detailed Breakdown of Budget by Source of Funds and  
Distribution of Programme Budget by Participating UN Organisation**

<b>Participating UN Organisation</b>	<b>Portion from ITF Budget (US \$)</b>
UNDP	USD 1,178,216
ILO	USD 132,398
UNOPS	USD 304,504
UN-HABITAT	USD 384,882
<b>Total ITF Budget (US \$)</b>	<b>USD 2,000,000</b>

**Total budget (in US \$):** **US\$ 4,499,730**

**Sources:**

- Government \$ \_\_\_\_\_
- ITF (earmarked) \$ \_\_\_\_\_
- ITF (EC third tranche in ERDSOT + Interest and /or unremarked) \$ **2,000,000**

**UN Core/non-core sources**

- UN Org (specify: ) \$ \_\_\_\_\_
- UN Org (specify: ) \$ \_\_\_\_\_
- UN Org (specify: ) \$ \_\_\_\_\_
- UN Org(specify: ) \$ \_\_\_\_\_
- UN Org (specify: ) \$ \_\_\_\_\_

**Other :** **\$ 2, 499,730**

## 1. Executive Summary

Under the LADP programme (2007 – 2010) seven UN Agencies have been working in districts in Northern, Central and Southern Iraq on local area development planning. The LADP programme was delivered through national Area Co-ordinators (from ILO/UNOPs working in Sulymaniyah; UN HABITAT working in Babylon and UNDP in the Marshlands area (Basrah, Missan and Thi-Qar)) who led a wide range of representatives from the local population through a participatory planning process to determine local development priorities across the sectors from water and sanitation to education, health and municipal services. Following a prescribed methodology together they framed a vision for their area, prepared district profiles, analysed priorities across sectors, reviewed maps of the area to highlight problems and issues spatially, determined a set of priority programmes and prioritised these against estimates of the forthcoming budget in the next year and the following five years. In addition, in each area an economic recovery plan was developed with local inputs. Local politicians, representatives of the private sector, community based organisations and local leaders and academics, many of whom were women all showed an appetite for local decision making and the multi-sectoral work undertaken in the districts with community input has been well received by political representatives and technical staff in the Ministries who for the first time had a forum to present district priorities to wide range of local decision makers.

At a lesson learning workshop held in November 22- 24, 2009 Governorate representatives presented their views of the LADP programme to date and requested further assistance from the UN to extend the programme within their Governorates and to additional governorates and other areas of Iraq. In parallel, consideration has been given to the essential elements of a programme that is realigned to focus on participatory local planning and interventions and not the construction and rehabilitation of capital projects and loans that was an important component of LADP Phase I. Thought has also been given to the technical and advocacy work necessary to integrate participatory local planning on a sustainable basis into national and local governance processes. It is in this context that the proposal for a Bridging Phase for LADP has been conceived. It is anticipated that LADP Phase II will emerge from the lessons learned during implementation of Phase I and ongoing consultations with the key stakeholder groups, and represent not just an expansion but also an enhancement of the existing model, moving from the initial district-based pilot planning process to strengthening an institutionalized, inclusive governorate-wide iterative development planning and implementation process. Based on the local plans prepared so far, an assessment of the institutional development needs and the required thematic and sectoral expertise the Project Team will review and adapt LADP Phase One methodology to the Phase II concept and prepare a Work Plan accordingly for provision of Governorate-level, tailor-made, responsive Technical Assistance and Capacity Development activities under Phase II.

The LADP Bridging Phase will contribute to three Outputs that will prepare the ground for LADP Phase II. With regards to Output 1 (*Stronger institutional capacity in selected districts and governorates to plan and manage sustainable socio-economic development*), it will consolidate the planning experience in 5 LADP Governorates; support District Plan implementation; introduce the shift of focus from District level to Governorate level; and review the essential service delivery status in 5 LADP Governorates. For Output 2 (*Local men and women empowered to identify and address their needs and priorities for poverty reduction*), the Bridging Phase will: prepare for Community Driven Initiatives and map and support Civil Society Organizations (CSOs) to participate in planning and oversight of local development. Finally in regard of Output 3 (*Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning*), the Bridging Phase will include working with the Ministry of Planning, Development and Cooperation to: determine a coherent, standardized sub-national planning framework; assess the Ministry's institutional development needs; provide some strengthening of the Ministry's capacities; and support the Ministry in playing a lead role in advocating and securing sufficient resources to support the institutionalisation of local planning processes through their integration with national and local government planning and development frameworks to ensure long-term sustainability and durability of programme initiatives and approaches under LADP Phase II.

This project is submitted for \$2,000,000 which has already been approved by ITF SCSO. Budget allocation, indicators in Results Framework and work plan targets for this portion are clearly distinguished and marked in this document. The ProDoc also specifies supplementary activities that may be implemented in lieu of availability of additional \$2,499,730

*The approach and learning from LADP is relevant in strengthening local government capacity*

As local government in Iraq is evolving, seven UN Agencies have been working in districts in Northern, Central and Southern Iraq on local area development planning. This programme delivered through national Area Co-ordinators from ILO/UNOPs working in Sulaymaniyah; UN HABITAT working in Babylon and UNDP in the Marshlands area (Basrah, Missan and Thi-Qar) led a wide range of representatives from the local population through a participatory planning process to determine local development priorities across the sectors from water and sanitation to education, health and municipal services. These processes also included other relevant UN agencies such as WHO and UNICEF. In addition, in each area an economic recovery plan was developed with local inputs. Local politicians, representatives of the private sector, community based organisations and local leaders and academics, many of whom were women all showed an appetite for local decision making. Following a prescribed participatory process they framed a vision for their area, prepared district profiles, analysed priorities across sectors, reviewed maps of the area to highlight problems and issues spatially, determined a set of priority programmes and then prioritised these against estimates of the forthcoming budget in the next year and the following five years. Overall the multi sectoral work undertaken in the districts with community input has been well received by political representatives and technical staff in the Ministries who for the first time had a forum to present district priorities to local decision makers.

Significant development challenges exist before politically accountable and responsive local government led service delivery becomes a reality in Iraq. As the analysis above shows, the legal framework is in place for more decentralised governance and local political actors are demonstrating increased interest in leading on and achieving local service improvements. That said, the quality of services in many areas remains poor, a fact borne out in poor health and education indicators. The local area participatory planning processes that have been developed in LADP Phase I will not address all these issues, but they do present an opportunity and tested methodology for integrating a participatory local planning process that articulates local needs into the existing planning and budget allocation processes that are themselves still being defined. A Bridging Phase is proposed to consolidate the lessons from Phase I, ensure issues such as gender equality, human rights and environment are adequately addressed and particularly work with the Ministry of Planning and Development Co-operation (MoPDC) on the institutionalising a process of participatory local development planning within all Governorates.

### **3. Lessons Learned, NDS and ICI Relevance, Cross-Cutting Issues, and Agency Experience in Iraq/in the Sector**

#### **Background/context:**

By supporting local authorities in formulating local comprehensive development strategies, it is expected that the Bridging to LADP II project will contribute to ensuring that the design of LADP Phase II better contributes to the Millennium Development Goals 1: Eradicate extreme poverty and hunger; 3: Promote gender equality and empower women; 7: Ensure environmental sustainability and 8: Develop a global partnership for development.

Moreover this project will support the Iraqi Government's National Development Strategy (NDS) pillar focusing on strengthening the foundation for economic growth, with a particular contribution to Goal 1: Mitigate Poverty and Hunger and Goal 3: Enhancing gender equity and strengthening women issues.

The project will also contribute to the following benchmarks/indicators pertaining to International Compact with Iraq (ICI):

- 4.3 Create an enabling environment for investment, public and private, domestic and foreign, as a driver for sustainable and diversified economic growth
- 4.4.1.1 Eradicate extreme poverty and promote area based development
- 4.4.1.6 Reduce gender discrimination, increase participation of women in public life and labour market

## 2. Situation Analysis

*System of federal governance is in place but details remain open*

Iraq is slowly emerging from more than five years of conflict, with greater emphasis being placed on the development of more effective governance systems, increased efforts at decentralization, and a focus on poverty alleviation. Since 2003, through parliamentary approval of successive pieces of legislation, the legal and institutional structures to support a federal system of government have been put in place in Iraq. In 2005, the Constitution proposed certain authority over administrative and political matters to be devolved to the Governorates; recommendations that were then formalised in the 'Law of the Governorates Not Organised into a Region' (Provincial Powers Law) endorsed in late 2008. While this law was widely welcomed particularly from the Governorate perspective, it leaves many aspects of the scope and limits of authority at different levels of government unclear and open to interpretation. In the vacuum there have, for example, been legal challenges to the authority of ministries to continue to allocate and dispose of land within the Governorates and most recently, legislation has been passed to discharge the staff and responsibilities for water, sewerage, physical planning and waste collection from Ministry of Municipalities and Public Works to the Governorate Offices in each of the Provinces.

*Growing pressure on Provincial Councils to demonstrate results*

Even as the new administrative and organisational arrangements take shape, locally elected politicians have become increasingly aware of the need to deliver services and improve conditions locally if they are to retain seats. In particular, following the second round of local elections in March 2009, those elected under the current term are actively seeking to demonstrate results. The focus of the public on improved service delivery is clearly illustrated in Basrah where opinion polls held immediately following the election showed the population were willing to wait for their new local politicians to introduce service improvements (81% of people polled expected the Provincial Administration to have a positive impact on their lives over the next two years); compared with the results of polls more recently where respondents felt that the authorities could do more immediately to improve local service delivery.

*Limited capacity in the Governorates is a key issue*

In general, the new political powers and responsibilities assigned to the Provincial Councils have not been matched with a strengthening of the executive functions of government in the Governorates. Routine service delivery functions are still managed and performed by deconcentrated units of the main Ministries and few Governorates have demonstrated the capacity to disburse funds allocated as an annual development fund. While disbursement levels have improved year on year, the principal reason for low delivery rates is a lack of capacity in the Governorates and limited skills of senior and middle management staff in the core functions such as planning and managing capital expenditure, procurement and asset management, investment and management of services. Capacity constraints both limit the scope of the locally elected politicians to deliver improved services and increase accountability to their local constituency. As importantly, lack of capacity is the main reason cited by senior staff in the Ministries in Baghdad for not supporting the decentralisation of services to the Governorates.

*Service delivery remains poor in many Governorates*

Overall, the political and administrative changes in Iraq have not yet been translated into tangible improvements in services and the quality of life of people. While, the growing urban population (some 70 percent) experiences better access to water and electricity; sanitation arrangements and solid and waste water management services remain poor. Sewerage collection and treatment services are only available to 9 percent of the urban population. For all indicators, conditions in the rural areas are worse than urban Iraq, safe potable water is only available in 48 percent of rural areas. Overcrowding is wide spread in primary and secondary school, 39 percent of the rural population is illiterate and basic health indicators such as life expectancy show poor rates particularly in rural areas. Certain groups fare particularly badly, 47 percent of women are illiterate or partly illiterate and around 4 million widows are highly marginalised and unemployment levels are high among the youth. Improved delivery of services through the Provincial Council's and municipalities will be crucial if Iraq is to make improvements in its human development indicators and achieve its targets as signatories to the Millennium Development Goals. The proposed programme will address this issue specifically with targeted technical advice on service delivery at the Governorate level, building on programming of the GoI and other stakeholder partnerships.

## Lessons learned:

Feedback during implementation of LADP suggests that to date the programme has achieved significant results through its support for local area-based participatory planning processes in 12 districts in five Governorates in Iraq. An independent evaluation has been commissioned to review the programme formally and results should be available in May 2010. Conclusions from a lessons learnt workshop held on November 22-23-24 and from national and local steering committees have unanimously endorsed the need for an expanded second phase of the programme.

The following major lessons have been identified by UN partner agencies in the design and delivery of the LADP programme to date:

- In spite of numerous difficulties operating on the ground and travelling to Iraq, (setting up offices, staff movements, travel, organization of workshops etc.), it is possible to effectively manage and deliver a large programme remotely and in a transparent and accountable manner. Building effective inter agency partnerships and capacity development of multi-agency national teams have been key factors in this success;
- Establishing effective coordination mechanisms and sharing an agreed programmatic approach and vision take time but are important in harmonizing modes of operation of seven UN agencies, enhancing synergies and overcoming the temptation for each agency to work independently;
- The participatory approach of LADP and its transparency have contributed to (i) high levels of trust and partnership with Iraqi counterparts, (ii) improved communication across sectors and (iii) fostered dialogue between the local authorities and civil society;
- The fact that UN led teams with Iraqi counterparts have largely driven each local process in programme planning, design, implementation and monitoring has contributed significantly to the sustainability and ownership of the various interventions and will provide a basis during the bridging phase for examining the options for increasing the level of direct Iraqi management for an LADP Phase II
- Multi-agency LADP teams of Iraqi nationals in each geographical area can act as a catalyst to encourage greater local integration through bringing the technical knowledge and contacts of each agency with their respective ministry to the LADP joint local analysis and prioritisation process. Addressing issues of environment, human rights and gender equality directly within the planning process provides a platform for greater inclusiveness. These teams have been shown to successfully support local authorities to undertake participatory planning exercises that lead to formulating local area development plans that are responsive to people's needs;
- The initial one year time span originally envisaged for LADP was insufficient and unrealistic to establish the delivery mechanism for a multi agency programme of this size. For this reason a longer time span is envisaged for a Phase II design, the details of which will be confirmed during the proposed bridging phase.
- Joint Programming requires regular inclusion of Iraqi counterparts to encourage discipline, commitment and accountability of each agency to achieve common objectives;
- Clear responsibility for monitoring and evaluation of combined outputs and outcomes needs to be identified from the outset;
- Visibility of results and clear communication is crucial in building confidence of partners and other stakeholders.

In addition, national counterparts who participated in a Lessons Learnt Review Workshop in November 2009 identified the following major lessons:

- The importance of Local Steering Committees and the National Steering Committee was highlighted and suggestions made for reviewing respective terms of reference, in particular the decision making authority of the different committees and the inter-relationships between national and sub-national levels;

- Specific recommendations were made to set up an effective monitoring and evaluation system for programmes and the adoption of a regular follow up and evaluation system this was considered important to avoid unnecessary bureaucracy and lengthy procedures while ensuring that rapid implementation of the programme's activities and plans is not undertaken at the expense of proper accountability. How this recommendation might be incorporated in a sustainable way in a Phase II programme will be investigated during the bridging phase.
- Participants of the Lesson Learning workshop noted that more emphasis could have been given in LADP Phase I to technology transfer and technical assistance related to service delivery based on international best practices. Priority areas for technical support will be examined further during the bridging phase.
- Iraqi counterparts also highlighted the need for support in strengthening local planning and implementation capacities to improve living standards in their governorates.
- Iraqi counterparts stressed the need for a planning process, which encompasses all districts within a Governorate, which is based upon annual sectoral budget estimates and which strives to achieve appropriate alignment with national development strategies and objectives;
- Participants welcomed the focus on inclusiveness as underlying principle for effective local planning and were pleased with the methods used to encourage the contribution of women, civil society organizations, private sector and other relevant stakeholders through local consultations on most important needs and priorities.
- Iraqi counterparts noted that greater support would have been welcomed for local authorities to set up local data collection and analysis mechanisms which could include the establishment of a robust database comprising Management and Geographic Information Systems informed by sex and age disaggregated data. Such system would enable local authorities to systematically use available and relevant socio-economic studies and surveys, administrative and geographical maps at district level and other appropriate information collected to date. Further exploration of this suggestion, with relevant government bodies, will be given during bridging phase.

#### **Assessment of Cross-cutting Issues:**

**Human rights:** The extent to which people living in Iraq realise fundamental human rights such as basic services, decent housing, education, health as well as political and social rights has a major impact on their quality of life. Vulnerable groups, such as the long-term poor, women and children, the disabled, minority communities and IDPs and returnees have been highlighted as particular victims of human rights violations<sup>1</sup>. Safeguarding access to services and a voice in the planning process for groups is a particular priority under LADP. Aspects of a human rights approach have been incorporated in the Local Area Development Plan methodology to date, mainly through the focus on participation of unrepresented groups in local planning processes and the introduction of evidence based decision making and promoting the allocation of resources based on assessments of need. These principles will be further developed in the Bridging Phase with the introduction of a more thorough application of a human rights-based approach to planning. The design of the Bridging Phase focuses on Governorates and their delivery of services and on citizens and the strengthening of their 'voice' and participation in local decision making. Furthermore, working with and through Civil Society Organisations (CSOs) will provide an ideal vehicle for awareness raising particularly in relation to citizens' rights as presented by the Iraq Constitution.

**Gender equality:** Gender is a key determinant of vulnerability in periods of economic transition. Women are more likely to be vulnerable to increased poverty or insecurity during these periods. While job losses may affect men and women, women may find it harder than men to regain employment or become self-employed. These difficulties are primarily due to a relative lack of education and skills, lifecycle issues and the lack of independent access to capital. Poor women are more likely to have no other adult earners in the household and

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<sup>1</sup> Common Country Assessment Iraq, November 2009



to have a higher dependency ratio and may be especially vulnerable to the removal of public subsidies, increasing charges for services, and rising prices. The combination of these issues normally affects women the hardest forcing them into a deepening cycle of poverty<sup>2</sup>. To address this issue at both the upstream and downstream levels, the Bridging Phase will prepare the ground for the implementation of gender mainstreaming and women empowerment activities in each of the targeted areas under LADP Phase II. This will ensure that all programme activities take into account gender issues and promote gender sensitive approaches which should result in the increased participation of women. Ideas under consideration include the introduction of gender assessments and providing training to local government officials and community groups on gender planning, budgeting and mainstreaming.

During the Bridging Phase, the participation of women in all aspects of the programme will be assured through their involvement at all stages of programme implementation. To this end, gender-balanced participation will be facilitated in the analysis of challenges and constraints to local economic development and poverty alleviation, identification of most important priorities and corresponding coping strategies, formulation of local socio-economic development plans and community driven initiatives, delivery of essential services and assessments of clients' levels of satisfaction and coverage. Most importantly, the programme will advocate for women equal access to resources and decision making power. Lastly, women that have been identified amongst vulnerable populations (e.g. unemployed widows, low-income women, etc.) will be supported for adequate representation in participatory planning exercises and for targeted training.

Partnering UN agencies will also sensitize their staff, consultants and stakeholders to gender issues. This will ensure mainstreaming within all programme activities. Furthermore, constraints to women's participation at the local level will be highlighted with relevant officials to ensure a policy, legislative or budgetary review needed to address gender inequality issues in a systematic and sustainable manner. The monitoring and evaluation component will be drafted and carried out in such a way that will ensure that information pertaining to women's participation and empowerment can be measured effectively. To this end, a Senior Gender Specialist will be hired during Bridging Phase so as to assist in gender mainstreaming throughout the proposed methodological approach of Phase II.

**Key environmental issues:** Strengthening natural resources management and environment within the framework of local planning processes was a focus within LADP. This was principally addressed through (i) raising the awareness of local authorities in targeted governorates about the imperative necessity to fully incorporate environmental issues and factors into local planning and (ii) strengthening the capacity of local planners to identify, predict and evaluate the environmental impact of common programmes so as to enable them to take action to mitigate anticipated adverse impacts on the environment. Stocktaking and evaluation activities undertaken during the Bridging Phase will assess the methods used and impact of the work to date in this area and propose an approach to key environmental issues to promote responsible natural resources management and initiate preparatory work towards sound management of mitigation and adaptation to climate change, in particular with regard to negative impact of most vulnerable groups and enhanced water resource management.

**Employment Generation:** One of the main objectives of the LADP programme is to stimulate local economic development and generate short term and sustainable long term employment in the target areas of LADP. During LADP Phase I a number of different aspects of local economic development have been addressed. The focus has been on improving the ability of local governments, both at district and governorate levels, to plan in a more efficient and informed manner, for local economic recovery development. Employment promotion at the local level is at the centre of this planning approach. Understanding the local socio-economic context and agreeing locally-defined avenues to support employment and socio-economic development are also part and parcel of the approach. As well as mainstreaming employment alongside other key cross-cutting areas throughout the planning process, including advocacy against segregation and all forms of employment discrimination. Only minimal direct employment shall be generated by this phase of the programme, which

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<sup>2</sup> Economic Reform and Poverty: A Gender Analysis Report prepared for the Gender Equality Unit, Swedish International Development Cooperation Agency (Sida)

focuses mainly on technical assistance, capacity development and support to the civil society. Stocktaking and evaluation activities undertaken during the Bridging Phase will inform the design of the economic recovery strategy planning in Phase II which in implementation subsequent employment generation is expected.

### **Agency Experience in Iraq/in the Sector**

**UNDP** has been actively engaged in Iraq since 1976 and has maintained its presence in Iraq throughout, and was among the first UN agencies to reengage in the country in 2003. UNDP has implemented programmes with a total value of close to US\$500 million since late 2003 in the areas of infrastructure development, governance and mine action. UNDP has also implemented the Iraq Reconstruction and Rehabilitation Programme (IREP) which included more than 1000 small scale infrastructure programmes in 17 governorates and provided short term employment to over 112,000 persons. UNDP has successfully ensured the overall coordination and reporting of LADP Phase I that was launched in 2007 for a total budget of \$30 million funded by the UNDG Iraq Trust Fund. Under UNDP's leadership, six sister UN agencies, in close cooperation with Iraqi counterparts, collaborated in the joint development of a comprehensive, gender sensitive, multi-sectoral, inclusive and participatory planning approach for economic recovery and development. UNDP was also responsible for Marshlands Area coordinating role, supporting the National Steering Committee and ensuring liaison with central and local governments, as well as contributing to the development and establishment of series of programme management tools to ensure effective monitoring, oversight and communication.

**UNOPS** will continue the partnership established for the implementation of LADP, and as part of a wider inter-agency partnership that supports the implementation of two other programmes, namely the Skills Development for Employment Creation (SDE) and the Private Sector Development Programme (PSDP). This partnership builds on UNOPS' extensive experience, presence and knowledge of local stakeholders in northern Iraq, in particular working with and supporting local authorities and civil society.

**ILO:** The partnership also builds upon ILO's international technical capacity in supporting local governance (including CSOs and private sector organisations), promoting local economic recovery and development for sustainable employment generation, and enhancing the vocational and entrepreneurial skills of the workforce, including within post-conflict countries.

**UN HABITAT** has over 12 years of programme experience in providing technical advice and support to the Government of Iraq. The agency has over 25 full-time professional and support staff and consultants based in Baghdad and Erbil and seven other governorate-based offices around the country and another 17 professional and support staff in its Amman office. UN-HABITAT has gained a good understanding of the urban planning, land and management issues in Iraq through its work in the: (i) Iraq Urban/Municipal Sector Strengthening Programme and preparation of State of Iraq Cities report; (ii) investigation of land and planning issues associated with promoting Private Sector Development (2009 – ongoing); (iii) Urban Planning and Municipal Association Programme (2008 - ongoing); as well as comprehensive work supporting the Iraq Housing Sector. UN-HABITAT collaborates with UNDP, ILO and UNOPS on a number of programmes and with government partners such as the Ministries of Municipalities and Public Works, Education, and Construction and Housing, as well as Provincial Councils in many Governorates on policy and legislative reform, and testing pilot approaches.

## **4. The Proposed Programme**

A concept note for a proposed LADP Phase II has already been developed in close consultation with the Government of Iraq and UN partners, which aims to respond to present needs and technical assistance requirements as identified by Iraqi counterparts. Phase II will capitalize on the achievements and lessons learned from Phase I (2007-2010), to be outlined more fully in the recommendations of LADP Phase I's independent evaluation which are anticipated around mid-May 2010. The proposed LADP Phase II will continue to work towards sustainable poverty reduction and improvement of living conditions in Iraq. To this end, it will focus on developing capacity for local management of socio-economic development and supporting

the institutionalization of comprehensive, participatory development planning processes through their integration with the relevant MDGs and national and local government planning and development frameworks.

Phase II will consolidate initial planning efforts in the 5 Governorates of Phase I i.e. Basrah, Missan, Thi-Qar, Babylon and Sulymaniyah, and the selection of additional Governorates will be done jointly with the Government of Iraq. Criteria for selection will comprise for instance, accessibility and quality of anticipated partnerships with requesting Governorates, poverty and vulnerability levels considering areas that have been the site of a disaster (e.g. drought) or a dispute or have recently emerged from conflict resulting in particular needs for peace-building and reconciliation activities. Particular attention will be paid to adapt the LADP approach so as to include some Northern Governorates that comprise disputed territories.

Bridging for LADP Phase II team will ensure the coordination with the Iraqi Public Sector Modernization Programme (I-PSM) at all times and will filter in major conclusions and achievements into the design of LADP II, I-PSM and other relevant ongoing and planned initiatives.

### **Bridging For LADP II:**

With an expected launch in 2011, the LADP Phase II final design and methodological adaptation will require extensive consolidation work as well as specific preparatory activities to be undertaken in 2010. Moreover, to ensure adequate financial and human resources are in place by 2011 for the main phase of the programme it will be necessary to retain the core Regional Technical Assistance Teams and secure their engagement from Phase I and bridge over to LADP Phase II expected commencement in 2011.

The LADP Bridging Phase will allow the core Regional Technical Teams to remain operational and through them ensure consolidation of Phase I accomplishments as well as laying a sound foundation for LADP Phase II by aligning the existing programme contributions to the three outputs for LADP II and undertaking necessary preparatory work to pave the way for swift Programme expansion in 2011.

The results and outputs of this project will depend heavily on the mobilization of a pool of technical experts who will offer various technical assistance and support initiatives to the selected governorates. To that end, Bridging Phase will concentrate on achieving the outcome “Enhance key sectors of local economy in most deprived areas” through the accomplishment of three key outputs:

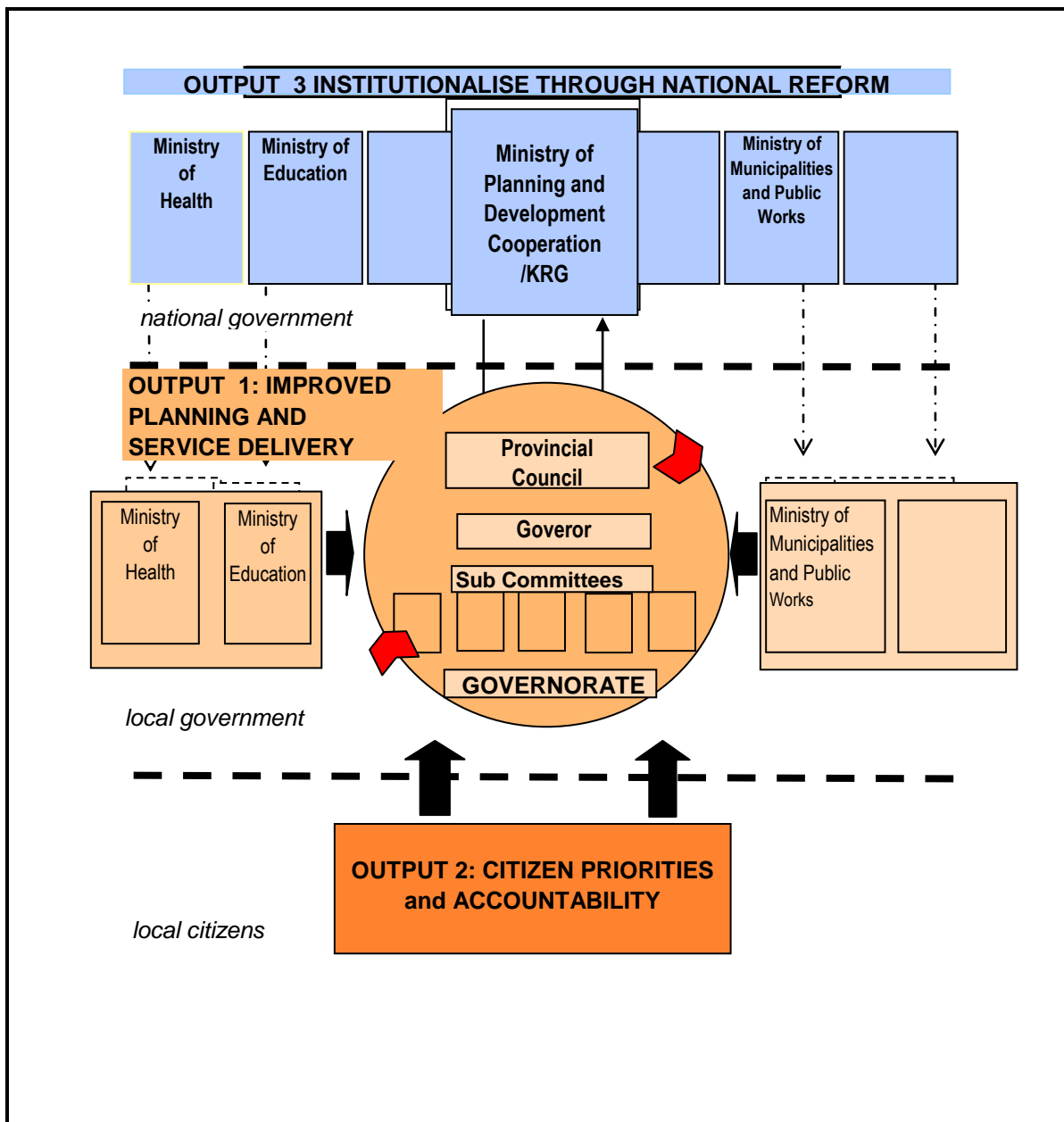
Output 1: Governorate and district officials’ have strengthened institutional capacities to plan and manage sustainable socio-economic development

Output 2: Local men and women empowered to identify and address their needs and priorities for poverty reduction ,

Output 3: Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning

As Area Coordinators, UNDP in Basrah, Missan and Thi-Qar, UN-HABITAT in Babylon and ILO/UNOPS in Sulymaniyah will be responsible for the coordination of UN interventions and capacity development initiatives and providing lead technical support for the governorate planning process. In addition to such a distribution of roles by area, these three agencies shall also ensure technical leadership in the three planning dimensions envisaged and in supporting delivery of essential services:

- HABITAT will lead on urban development with a focus on housing and municipal services including urban planning, and solid waste management;
- ILO/UNOPS will lead on economic recovery development with a focus on economic development and SME, employment and vocational training services;
- UNDP will lead on rural and sustainable development with a focus on water and sanitation, electricity and environment.



**Output 1: Governorate and district officials' have strengthened institutional capacities to plan and manage sustainable socio-economic development**

***Consolidation of planning experience in 5 LADP Governorates***

**Support District Plan Implementation**

The three Area Coordinating Agencies (UN-HABITAT, ILO, UNDP) will continue to lead in their respective Governorates and consolidate the LADP Phase I planning experience in 5 LADP Governorates. The first phase of the consolidation will consist of Governorate-specific stocktaking exercises of (i) the different district planning processes; (ii) institutional arrangements (*Local Steering Committees*) and (iii) produced plans. The exercise will lead to an agreed set of supporting activities to be provided both during the bridging phase and during LADP Phase II throughout the implementation period of the plans. Building on the results of the stocktaking exercise, Area Coordinating Agencies will engage in a dialogue with their respective Governorate Authorities to agree on the way forward under Phase II. Actual support will be customized to local expressed needs and may include development of local capacity for resource mobilization, advocacy and communication, monitoring and evaluation, quality control and conducting feasibility studies, etc.

**Review of essential service delivery status in 5 LADP Governorates.**

Concurrently with the local planning stocktake, assessment reports will be prepared on public access to key essential services in each Governorate, drawing on existing studies, survey reports and other available

information. Efforts will be made to compile and include information on client satisfaction levels for key essential services, where available. Furthermore, in each of the five Governorates, a couple of recently improved public services will be selected as case studies for organized joint visits of Governorate Council, Municipality, Service Provider and Civil Society. Field visits will provide an opportunity for joint assessments of service quality and use, perceived quality and client satisfaction level, pertinence and relevance of location and design and other issues such as equitability of access, maintenance arrangements and sustainability etc.

Key findings from the joint assessments will be used to improve infrastructure planning decisions and trigger Governorate-wide discussions on needs for consultation and inclusiveness in planning and monitoring public spending. This will pave the way towards establishing effective citizen accountability mechanisms and regular monitoring of client satisfaction levels bearing in mind gender specificities.

In addition, based on the outcome of the review of essential service delivery, specific institutional development need assessments will be conducted in order to improve the equitable delivery of municipal services, urban management and economic development. During the Bridging Period and within limited available resources, Regional Teams will be expected to commence capacity development activities geared to priority needs.

### **Paradigm shift from Phase-One Pilot District to Phase-Two institutional Governorate Focus**

Building on LADP Phase I's achievements, lessons learnt and experience through single district pilot exercises, the overall approach in Phase II will present a paradigm shift. It will depart from the initial, largely UN-driven, one-off district pilot process to strengthening an institutionalized, Government-driven, iterative development planning and implementation process covering all districts within a Governorate. LADP regional technical assistance teams will review and adapt LADP Phase I methodology to the Phase II concept. Based on the results of the stocktake, identified institutional development needs and required external thematic and sectoral expertise, LADP regional teams will prepare a responsive Work Plan for provision of tailor-made, responsive Technical Assistance and Capacity Development activities to support the rollout of local development planning across the whole Governorate under Phase II.

During the Bridging Period and within limited available resources, the regional technical assistance teams will also implement the first-year activities of the agreed Work Plan. Foreseen areas of capacity development will include financial management, programme cycle management, quality assurance and monitoring and evaluation etc. The underlying principles of LADP Phase I and the core values of the United Nations will remain at the heart of Phase II mandate. To this end, capacity will be built in inclusive, rights based and gender sensitive planning processes in local authorities. Furthermore, district mapping, data analysis and district profiling will be expanded to all districts comprised in each of the 5 LADP Governorates.

### **Output 2: Local men and women empowered to identify and address their needs and priorities for poverty reduction**

#### **Preparation for Community Driven Initiatives**

Once Work Plans have been developed to support Governorate authorities to rollout local planning processes and improve essential services, vulnerability assessment reports will be prepared in each Governorate by compiling existing studies, survey reports and other available information. The vulnerability assessments will be used to identify the most vulnerable pockets and districts in each Governorate.

In addition, potential models of public, private and community initiatives and partnerships and their applicability to the Iraqi context will be undertaken. This will include examining national models of community-led programming in Iraq, such as Community-Based Initiatives (CBI) which has been active in Sulaimaniyah, Babel, Thi Qar, and Missan, with the support of WHO since 2005. Assessment of the experience in Iraq will be conducted to determine best practices and lessons learned and develop a module of community engagement and packages to start and scale-up such programming in future communities.

Subsequently, initial rounds of discussions will be held with a select group of vulnerable communities in order to identify their most urgent needs and develop suitable coping strategies and possible community driven initiatives that would address key issues. Target communities will be assisted in preparing concepts and programmes and in accessing funds from the Government of Iraq and other financial institutions and

development partners to implement community driven initiatives in identified most vulnerable districts. It is hoped that under LADP II, special budget will be set aside by the programme for this very purpose, as seed money to be complemented by the Government with a minimum 50% cost-sharing. During the Bridging Phase, advocacy efforts will be exerted to mobilize resources for the implementation of at least one initiative.

### **Supporting Civil Society Organizations (CSO)**

Alongside the vulnerability assessment, existing CSOs in each Governorate will be mapped and encouraged to form representative groups to encourage and facilitate their participation in Governorate development planning and monitoring. To this end, the development of new stakeholder groups and organisations (associations, cooperatives, unions etc) may be promoted to address gaps in the representation of key segments and interests of the local population. Moreover, basic Capacity Development activities will be undertaken targeting a select group of CSO representatives to strengthen their participation in local development planning, implementation and monitoring processes. This capacity building will focus on issues such as advocacy on citizen accountability, gender and human rights, and on key skills such as facilitation and advocacy skills, strategic planning, monitoring, etc.

It is hoped that, over time, the empowerment of CSOs through capacity development and active and effective participation in Governorate planning and monitoring will convince local authorities to increasingly consider the establishment of institutional systems and processes that ensure increased participation of civil society.

### **Output 3: Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning**

Also during the Bridging Phase, work will be initiated with the Ministry of Planning Development and Cooperation (MoPDC) in order to determine a coherent, standardized sub-national planning framework fully compatible and aligned with national planning and budgeting processes, including gender responsive budgeting. A small team of consultants will review lessons learnt from LADP Phase I and analyse Governorate recommendations arising from the stocktakes of local planning will be used in the preparation of a set of revised sub-national planning guidelines for the use of Governorates.

MoPDC institutional development needs will also be assessed, both in Ministry in Baghdad and in the Governorate Planning Units, and a Work Plan will be prepared for the provision of tailor-made, responsive Technical Assistance and Capacity Development activities for MoPDC. During the Bridging Period and within the limited available resources, MoPDC capacity building will be initiated and these will be significantly expanded under Phase II. In particular, relevant MoPDC Government Officials will be assisted to provide support to Governorates for sustainable socio-economic planning. To this end, coordination meetings and joint visits will be organized aiming at enhancing communication and information sharing between Governorates and Central government. Similarly, opportunities will be created for Governorates to exchange views and experiences between themselves.

Additionally, MoPDC will be supported to play a lead role in advocating and securing sufficient resources for the implementation of LADP Phase II, which includes an expected significant cost-sharing from GoI. Furthermore, MoPDC together with lead Area Coordinating Agencies will steer a joint consultation process leading to the transparent, impartial and rational selection of additional Governorates in which to roll out the local development planning approach. This may include a number of Governorates which include locations of Disputed Internal Boundaries.

Institutional arrangements under LADP Phase I, in particular the role of the National Steering Committee and communication and relationship with local committees will also be reviewed so as to formulate clear recommendations for LADP Phase II.

## 5. Results Framework

Table 1: Results Framework and Indicators

<b>Programme Title:</b>	<b>BRIDGING FOR LOCAL AREA DEVELOPMENT PROGRAMME PHASE TWO</b>							
<b>NDS/ICI priority/goal(s):</b>	Iraq National Development Goals: Goal 1: Mitigate Poverty and Hunger; Goal 3: Enhancing gender equity and strengthening women issues, Strengthen the foundation for economic growth 4.3 Create an enabling environment for investment, public and private, domestic and foreign, as a driver for sustainable and diversified economic growth 4.4.1.1 Eradicate extreme poverty and promote area based development 4.4.1.6 Reduce gender discrimination, increase participation of women in public life and labor market							
<b>UNCT Outcome</b>	Sustainable, socially inclusive and gender-balanced economic reform and development in Iraq							
<b>Sector Outcome</b>	Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth; Enhance key sectors of local economy in most deprived areas							
<b>JP Outcome 1</b>	Improved policies, strategies and related institutional developments that are sensitive to MDGs, social inclusiveness, gender equality and pro-poor economic growth;			<b>NDS / ICI Priorities:</b> • Strengthen the foundation for economic growth (NDS) • Develop public resource management and further economic reform (ICI)				
<b>JP Outputs</b>	<b>UN Agency Specific Output</b>	<b>UN Agency</b>	<b>Partner</b>	<b>Indicators</b> <i>(Indicators in Bold Italic are supported by ITF portion)</i>	<b>Source of Data</b>	<b>Baseline Data</b>	<b>Indicator Target for whole budget (US\$4,500,000)</b>	<b>Specific Indicator Target for ITF portion (US\$2,000,000)*</b>
<b>Output 1: Governorate and district officials' have strengthened</b>	<b>1.1. Governorate and district officials' have strengthened institutional</b>	UNDP	UN Partner Agencies (WHO,	<b><i>Local planning methodology, capacity development and implementation plan endorsed.</i></b>	Letters of endorsement	No	Yes	<i>Yes</i>

institutional capacities to plan and manage sustainable socio-economic development	capacities to plan and manage sustainable socio-economic development in Basrah, Thi-Qar and Missan	UNICEF and others in response to local needs)	Number of local socio-economic development and service delivery plans prepared	local socio-economic development and service delivery plan	0	3	
			<i>Number of Government officials trained on local development planning* (disaggregated by sex)</i>	Training report	0	125 ( 50 females, 75 males) in 5 LADP governorates	<i>50 ( 25 females, 25 males) in 5 LADP governorates</i>
			Percentage of local stakeholders satisfied with quality of training in terms of relevance and usefulness	Post training participants, assessment	NA	80%	80%
			<i>Number of Government officials in 5 LADP Governorates trained on project management and other issues on identified administrative bottlenecks &amp; corrective measures; (disaggregated by sex)</i>	Training report	0	50 ( 25 females, 25 males) in 5 LADP governorates	<i>20( 10 females, 10 males) in 5 LADP governorates</i>
			<i>Number of Government officials trained on natural resource management and climate change (disaggregated by sex)</i>	Programme records	0	20 ( 10 females, 10 males) in 5 LADP Governorates	<i>20 ( 10 females, 10 males) in 5 LADP Governorates</i>
			Percentage of staff satisfied with quality of training in terms of relevance and usefulness	Post training participants, assessment	NA	80%	80%
			<i>A citizen accountability mechanism for public spending scrutiny and quality control of essential service delivery in place in the Marshlands</i>	Governorate council records	No	Yes	<i>Citizen accountability mechanism</i>



								<i>proposed and discussed</i>
				<i>Number of plans and initiatives taken for strengthening institutional equitable delivery capacities with regard to Municipal Services, Urban Management, Economic Development, Electricity, Water Resources, Health, Education</i>	Programme Records	0	3 plans in 3 LADP Governorates	<i>1 service plan</i>
				Number of sector-specific development and service delivery plans prepared	Service delivery plans	0	5 plans in 5 LADP	
				<i>Local planning methodology, capacity development and implementation plan for Sulymaniyah endorsed</i>	Letters of endorsement Programme Records	No	Yes	<i>Yes</i>
				Local socio-economic development and service delivery plan for Sulymaniyah prepared	Governorate Council Records	No	Yes	
				<i>Number of Government officials trained on economic development and inclusive growth (disaggregated by sex)</i>	Training report	0	20 ( 10 females, 10 males) in 5 LADP Governorates	<i>20 ( 10 females, 10 males) in 5 LADP Governorates</i>
				Percentage of staff satisfied with quality of training in terms of relevance and usefulness	Post training participants, assessment	NA	80%	
<b>1.2. Governorate and district officials' institutional capacities are strengthened to plan and manage sustainable socio-economic development in Sulymaniyah Governorate</b>	ILO/ UNOPS							

				<i>A citizen accountability mechanism for public spending scrutiny and quality control of essential service delivery in Sulymaniyah in place</i>	Governorate council records	No	Yes	<i>Citizen accountability mechanism proposed and discussed</i>
				<i>A plan for strengthening institutional equitable delivery capacities with regard to Municipal Services, Urban Management, Economic Development, Electricity, Water Resources, Health, Education prepared</i>	Programme Records	No	Yes	<i>Service plan</i>
<b>1.3. Governorate and district officials' institutional capacities are strengthened to plan and manage sustainable socio-economic development in Babylon Governorate</b>	HABIT AT			<i>Local planning methodology, capacity development and implementation plan for Babylon endorsed</i>	Letters of endorsement	No	Yes	<i>Yes</i>
				A local socio-economic development and service delivery plans for Babylon prepared	Local socio-economic development and service delivery plans	No	Yes	
				<i>Number of Government officials trained on urbanization management (disaggregated by sex)</i>	Training report	0	20 ( 10 females, 10 males) in 5 LADP Governorates	<i>20 ( 10 females, 10 males) in 5 LADP Governorates</i>
				Percentage of staff satisfied with quality of training in terms of relevance and usefulness	Post training participants, assessment	NA	80%	

				<i>A citizen accountability mechanism for public spending scrutiny and quality control of essential service delivery in Babylon in place</i>	Governorate council records	No	Yes	<i>Citizen accountability mechanism proposed and discussed</i>
				<i>A plan for strengthening institutional equitable delivery capacities with regard to Municipal Services, Urban Management, Economic Development, Electricity, Water Resources, Health, Education for Babylon in place</i>	Plan	No	Yes	<i>1 service plan</i>
<b>Output 2:</b> <b>Local men and women empowered to identify and address their needs and priorities for poverty reduction</b>	<b>2.1.</b> <b>Local men and women empowered Basrah, Missan and Thi-Qar to identify and address their needs and priorities for poverty reduction</b>	UNDP		<i>Number of representatives of selected CSOs (including from most vulnerable districts) trained on civil society role and engagement, management, strategic planning, monitoring &amp; evaluation, human rights, gender ( disaggregated by sex)</i>	Programme Records	0	- 50 ( 25 females, 25 males) in 5 LADP Governorates	<i>- 10 ( 5 females, 5 males) in 5 LADP Governorates</i>
				Number of CSOs representatives that participated in local planning process and in joint monitoring visits of essential service delivery  ( disaggregated by sex)	Programme Records	0	- 30 ( 15 females, 15 males)	
				Number of local government bodies that have processes and systems in place for effective participation of civil society and vulnerable groups in local decision making and budgeting	Programme Records	0	3	
				<i>A gender sensitive analysis of potential models of public, private and community initiatives and partnerships and their applicability to the Iraqi context completed for all LADP areas</i>	Analysis reports	No	Yes	<i>Yes</i>

				Number of community driven projects for poverty reduction, improvement of livelihoods that have been implemented in most vulnerable districts	Programme Records	0	- At least 3 in the Marshland Governorates	
<b>2.2. Local men and women empowered in Sulymaniyah to identify and address their needs and priorities for poverty reduction</b>	ILO/UN OPS			Number of CSOs representatives that participated in local planning process and in joint monitoring visits of essential service delivery ( disaggregated by sex)	Programme Records	75	- 30 ( 15 females, 15 males)	
				The local government has processes and systems in place for effective participation of civil society and vulnerable groups in local decision making and budgeting	Programme Records	Not available	- A Local government body has processes and systems in place in Sulymaniyah;	
				Number of community driven projects for poverty reduction, improvement of livelihoods that have been implemented in most vulnerable districts	Programme Records	0	- At least 1 Community driven project is implemented in most vulnerable districts in Sulymaniyah	
<b>2.3. Local men and women empowered in Babylon to identify and address their needs and priorities for poverty reduction</b>	HABITAT			Number of CSOs representatives that have taken active part in local planning process and in joint monitoring visits of essential service delivery	Programme Records	75	- 25 ( x females, x males)	
				The local government has processes and systems in place for effective participation of civil society and vulnerable groups in	Programme Records	Not available	- A Local government body has processes	

				local decision making and budgeting			and systems in place in Babylon;	
				Number of community driven projects for poverty reduction, improvement of livelihoods that have been implemented in most vulnerable districts	Programme Records	0	- At least 1 Community driven project is implemented in most vulnerable districts in Babylon	
<b>Output 3: MoPDC has improved capacities to facilitate and monitor local planning in relation with central planning</b>	<b>3.1. MoPDC has improved capacities to facilitate and monitor local planning in relation with central planning</b>	UNDP		<i>Sub-national planning guidelines for the use of governorates completed</i>	Sub-national planning guidelines	No	Yes	<i>Yes</i>
				<i>Revised local area planning handbook completed</i>	Planning handbook	No	Yes	<i>Yes</i>
				<i>Blueprint for MoPDC Institutional development including contribution of LADP Phase Two drafted</i>	Programme Records	No	Yes	<i>Yes</i>
				Number of MoPDC officials trained in key areas of institutional development (disaggregated by sex)	Programme Records	0	50 ( 25 females, 25 males)	
				Percentage of staff satisfied with quality of training in terms of relevance and usefulness	Post training participants, assessment	NA	80%	

\* This column presents the specific indicator targets per output that are proposed to be achieved with the ITF portion of the budget (US\$2,000,000)

\*\*Local Area Coordinating Agencies will be responsible for facilitating travel and accommodation for participation to all training sessions organized for Government officials and other stakeholders in their respective areas.

## 6. Management and Coordination

### The Local Planning Committees

The management arrangements of the bridging phase will follow the same principles as Phase I, and will empower local level structures of Government with the primary decision-making authority. The existing local level programme management and coordination arrangements will be reviewed during the local planning stocktake carried out during the Bridging Phase. Further development of these structures will be determined based on the findings of the stocktake. In seeking to support local level structures of Government, the aim is to ensure that the programme will be led, in the five Governorates of implementation, by existing **Governorate Planning Committees** (GPCs). These Committees are intended to be chaired by the Governor or the Provincial Council Chairperson (or a delegate of their choice). They convene the key governmental stakeholders to be associated with annual and strategic planning at the Governorate level, including line ministry representatives and members of the PC involved in the planning process. They also include representation of the civil society, in particular through independent and active members of the local NGO and association landscape, the Chamber of Commerce and Industry, and other key stakeholders as prescribed by the local conditions. Whenever these committees have not been established, or do not satisfy to the above basic profile in terms of representation and rules of procedure, the programme shall seek to establish such Committees in each area of implementation, and support their institutionalization during its implementation.

These GPCs shall be entrusted with the authority to approve the design and allocation of funding for activities to be implemented within their respective Governorate. They shall also have the responsibility of overseeing and monitoring the execution of the activities.

The existing **Planning Units (PUs) established by the MoPDC in each Governorate**, will represent the main day-to-day counterparts of the Programme in its bridging and second phase. These Units provide the technical input to support Governorate authorities with their annual and strategic planning. These Units will report to the GPCs on matters specific to the Programme implementation. The programme will strengthen their capacities to effectively facilitate, monitor and assure the quality of the local planning process in each one of the 5 Governorates of implementation (see output 3).

The **Area Coordinating Agency** (UNDP in the three southern Governorates, UN-HABITAT in Hillah and ILO in Sulaymaniyah<sup>3</sup>), through its local representative, shall act as primary counterpart to the GPCs and PUs, coordinating interaction with other partner agencies and ensuring technical support for their work on matters specific to the programme. Representatives of the three participating agencies will be part of these Committees whenever programme-specific matters shall be addressed.

### National Supervisory Committee

The programme will establish a **National Supervisory Committee** (NSC) in Baghdad, to be chaired by the Minister of Planning and Development Cooperation and the United Nations Resident Coordinator, or two of their delegates. The NSC will be further composed of representatives of key line ministries for service delivery at local level (in particular MoMPW, MoCH, MoH, MoEducation, MoLSA, MoT, MoI, MoEnergy, MoWater Resources), at the invitation of the Chairs. Donors involved in the implementation of the programme shall also be members of this Committee (and will participate, at their discretion, to Governorate Steering Committees), along with UN agencies participating in the programme. The Chairpersons of the GPCs shall also be members of the national Committee.

The NSC will oversee the implementation of the programme, by monitoring its orderly and timely implementation in line with programme document provisions. The NSC shall, for that purpose, be submitted with Progress Reports, on a six-monthly basis, to provide a summary of substantive and financial progress against the provisions of the programme document.

The NSC shall further support the programme objectives at central level, facilitating interchanges between local areas and central Government, and the establishment of a sound regulatory and policy framework for local level governance, planning and budget execution. The programme shall invest technical assistance and capacity building for the achievement of outcome 3 results. Therefore the NSC shall be responsible for approving the design, allocation of funding, and monitoring for activities to be implemented for this specific outcome.

The NSC shall be supported by a **UN National Coordinator**, appointed by UNDP, to support the programme management functions at the central level. The national coordinator shall act as the primary counterpart of the NSC and provide appropriate liaison functions with participating agencies.

### **UN management and delivery structure**

As described above, the UN management structure is interwoven within the overall management arrangements of the programme, and supports local and national ownership, decision-making and monitoring of the programme.

The programme is implemented by **three lead agencies, UNDP, UNHABITAT and ILO**. UNOPS shall support ILO's execution of the programme, while ILO will provide the technical expertise and management of ILO/UNOPS components, UNOPS will provide the needed operational and technical support to ILO experts on the ground. These agencies have led the implementation of Phase I of LADP, by acting as area coordinators for their respective areas of responsibility and leading the preparation of district development plans in those areas. An outcome-level evaluation conducted by UNDP has indicated the suitability and efficiency of this model; these findings were corroborated by a large participatory lessons-learned exercise held in November 2009, with participation from local Governments from 15 Governorates, as well as donors.

UNDP, UN-HABITAT and ILO shall therefore build on the relations established with local Governments in their respective areas of responsibility (Basrah, Missan and Thi-Qar for UNDP, Babylon for HABITAT and Sulymaniyah for ILO/UNOPS), and be there responsible for the coordination of UN interventions and providing lead technical support for the governorate planning process. In addition to such a distribution of roles by area, these three agencies shall also ensure technical leadership in the three planning dimensions envisaged and in supporting delivery of essential services:

- HABITAT will lead on urban development with a focus on housing and municipal services including urban planning, and solid waste management;
- ILO will lead on economic recovery development with a focus on economic development and SME, employment and vocational training services;
- UNDP will lead on rural and sustainable development with a focus on water and sanitation, electricity and environment.

The programme shall mobilize the capacities of **other UN partner agencies** (as also provided for in the programme budget), following locally-identified needs in particular sectors of work. It is not possible nor desirable at this stage to identify, beyond the roles of the four above-mentioned agencies, the roles and budget allocations of other potential partners. The specific technical and capacity building requirements on a sectoral level shall rather be identified by local Governments themselves. Provision is made, in this programme document, for the services of two partner agencies to be mobilised within each region of implementation, with Governorate Planning Committees responsible for determining which priority sectoral area they require

assistance in. UNDP shall act as administrator of these funds and provide for their disbursement in the first three months of implementation, following decision of the GPCs.

The programme shall be led by a **Programme Management Team (PMT)**, composed of the overall Programme Manager (UNDP) and the UNHABITAT and ILO Programme Managers. Given continuing limitations for deployment into Iraq, the PMT shall be primarily located in Amman, and meet regularly (at least monthly) to jointly agree on the programme implementation. These managers will count on specific, international technical expertise deployed (for a fraction of the programme duration), in Amman.

The Programme Management Team along with the **Regional Team** comprising the Regional Area Coordinators (strategic planner and institutional development specialists and infrastructure, urban development and economic development experts and other sectoral specialists) will provide the main technical inputs.

Five teams of Governorate Experts including a socio-economic development expert/planner as team leader and participatory planning/outreach specialist will anchor the work in each Governorate and provide the required technical support, follow-up and monitoring, for the planning process to be developed in the 5 target Governorates.

Such a model, that devolves direct technical assistance to Iraqi experts at the Regional level, is envisaged as a model to be expanded throughout the country within LADP phase II and will build on the experience and knowledge developed within LADP I. At Governorate level, UN presence is limited to 2 permanently located experts, hired by the lead agency for the given area, required to ensure proper traction and follow-up for the planning process and related initiatives. This model acknowledges existing Iraqi capacities for local planning as the main actor in this programme, with Governorate, Regional and International expertise structured in support to the Governorate Planning Units and Committees.

**7. Feasibility, risk management and sustainability of results**

**Feasibility**

This programme is very much in line with the Iraqi national priorities mentioned in the NDS and the ICI. It will also build on: the Local Area Development Plan (LADP) Programme mentioned in section 4.1. i) ILO’s work on economic recovery in governorates, development of small and medium sized enterprises (SME’s), (ii) UN-HABITAT’s ongoing work in urban planning, urban slum settlements, solid waste management and sanitation; and (iii) UNDP governance programme promoting public sector reform.

**Risk management**

**Risk Factors**

**Risk Management Strategy**

**Political and conflict factors**

Escalation of the conflict in certain governorates, restricting staff movements further and delaying work in these areas  
 Ongoing uncertainty in the roles of national and local government in service delivery builds tensions and creates uncooperative environment

Adjust programme activities to locations where work is feasible.  
 Advocacy by programme staff educates local government on the potential and limitations of their role vis-à-vis national government and vice versa.

**Policy Factors**

MoPDC opposes proposed framework for local participatory planning  
 Lack of inter-government coherence. Technical working relationships between and across levels, remain unclear.

The programme design proposes focused technical assistance in the MoPDC to orientate key staff and develop and acceptable local planning methodology.  
 Focus at the governorate level on getting operational working relations between the



	ministries.
<b>Systems and skill factors</b>	
Resistance to change and consultative processes	Dual approach proposed. ‘Learning by doing’ actors in the governorates prepare the plan and formal capacity building workshops.
Capacity in Governorates remains limited	New arrangements to support decentralisation in Iraq may strengthen governorate level capacity.
<b>Operational factors</b>	
Governorates and Ministries do not make financial and in kind contributions. Contributions of funds to the Community Initiatives Fund and seconded staff to the regional technical assistance teams are an important part of the programme design to build ownership and sustainability.	Activities during the bridging phase will assess the mechanism and discuss with the five Governorates the alternatives for making the contribution.
Local planning process is over elaborate and cannot be sustained by governorate and district councils.	Findings from the independent evaluation will inform the redesign of the process during the bridging phase.

### **Exit Strategy and sustainability**

The programme proposed to the ITF is a bridging mechanism leading to the implementation of the second phase of the Local Area Development Programme. All aspects of the programme are therefore designed to provide the foundations for sustainability. Firstly, the approach builds on the successes of LADP Phase I in supporting more transparent decision making and greater accountability of decision makers which are core aspects of good governance, and received positive feedback from political representatives and staff in the Governorates. Secondly, both phases of LADP focus on building the capacity of a cadre of local authority staff and community representatives who have been exposed to the participatory planning process and actively involved in new forms of more accountable analysis and decision making. These staff will ensure the sustainability of participatory local development planning processes and can contribute to building the capacity other staff, both in their own governorates and as the process is rolled out to additional governorates. Thirdly, the Bridging Phase will help to put in place two important work streams that will enhance the potential sustainability of the programme in Phase II: (i) LADP II will work with MoPDC to creating a national framework for local participatory planning and formalise the planning requirements through national government advice and directives. (ii) Greater citizen engagement in local planning processes is considered an opportunity to build accountability of local government and pressure for an ongoing role. In implementation and monitoring will help to institutionalise this citizen empowerment and accountability over time.

## **8. Monitoring, Evaluation, and Reporting**

Existing monitoring and evaluation tools developed under LADP Phase I will be extended and utilised during the bridging phase programme. In addition, an independent evaluation has been commissioned that will report on the programme during the bridging phase and findings from the evaluation will inform the development of the methodology.

### ***LADP Monitoring and Evaluation Tools***

LADP has specifically focused on development results of its interventions, using a common UN approach endorsed by the United Nations Evaluation Group. The aim has been to develop common monitoring and reporting tools for the participating agencies. A “Results-based Monitoring and Evaluation” series of training workshops were conducted and served as a base for LADP to develop a common MandE framework, which has been linked to a Management Information System (MIS). This framework will be further endorsed in LADP Phase II.

LADP Online Management Information System (MIS): Under the leadership of UNDP a Management Information System has been developed. The system is comprehensive and allows fast-track programme submission and approval. All relevant supporting documents are uploaded to make them accessible to authorized users. The system comprises sectoral baseline data (district profiles) and Local Area Development Plans, and informs users about the progress status of programmes. While being used by LADP UN agencies, it has been developed with the view that overtime it may be integrated into local planning offices. The MIS will be used during the bridging phase and further developed in LADP Phase II.

Baseline survey: An initial step in each of the Governorates will be preparation of district profiles, which will provide baseline data on the social and economic issues in the area and the participatory poverty assessments for each of the districts.

Bi-annual review meetings: The bi-annual meetings of the National Supervisory Committee will serve to review programme progress, issues arising and how to address challenges. These meetings will be informed by the quarterly progress reports of UNDP and implementing agents and the bi-annual progress report. The National Supervisory Committee will be encouraged to undertake at least one field visit per year.

Annual programme review: Based on the Annual Review Report, an annual programme review will be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. This review will be driven by the Programme Steering Committee and may involve other stakeholders as required. It will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In addition to the above, the programme staff and implementing agents will undertake ongoing monitoring according to the portfolio of activities, including evaluation of trainings and workshops conducted.

### ***Reporting***

**Financial:** Financial reporting will be done in accordance with the MoU signed with the UNDG ITF Administrative Agent (AA) for the amount received and with UNDP financial rules and regulations. The programme will be subject to a standard annual audit as per UNDP's rules, regulations and procedures.

**Quarterly reporting:** In accordance with UNDP procedures, the Programme Manager will submit a quarterly progress report, lessons-learned log, risk log, issues log and a monitoring schedule plan. All implementing agents, including UN Agencies, will be required to submit quarterly progress reports to UNDP as per their respective contracts. These reports will be shared with the Programme National Supervisory Committee.

**Bi-annual reporting:** Narrative progress and financial report in accordance with the MoU signed with the AA.

**Annual Review Report:** In the fourth quarter of the year, an Annual Review Report will be prepared by the Programme Manager and shared with the Programme Steering Committee, the Economic Reform and Diversification Sector Outcome Team and others as advised. This report will include a summary of results achieved against the pre-defined annual targets at the output level.

UNDP will be responsible for consolidating all reports and ensuring that they are consistent with UNDG ITF guidelines.

## 9. Work Plans and budgets to be revised if needed to match changes in the RF

Sector Outcome (s): Enhance key sectors of local economy in most deprived areas													
JP Outcome 1: Enhance key sectors of local economy in most deprived areas													
Targets under ITF budget	UN Organization-specific Annual targets	Major Activities (Please note that activities in Bold Italic are funded by ITF)	Time Frame (by activity)								Implementing Partner	TOTAL PLANNED BUDGET (by output)	ITF BUDGET
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8			
<b>Output 1.</b> Governorate and district officials' have strengthened institutional capacities to plan and manage sustainable socio-economic development													
<i>5 Governorate participatory stocktaking review reports</i>	5 Governorate participatory stocktaking review reports	<i>Stocktaking exercise of district planning work in 5 LADP Governorates (LADP vs. GoI led process) - recommendations to MoPDC</i>									UNDP (South) ILO/UNOPS (North) UN-HABITAT (Centre)	0.39 (UNDP) 0.26 (ILO/UNOPS) 0.23 (UN-HABITAT)	0.16 (UNDP) 0.11 (ILO/UNOPS) 0.09 (UN-HABITAT)
<i>All district profiles prepared for 5 Governorates</i>	All district profiles prepared for 5 Governorates	<i>Data analysis, district profiling and mapping for all remaining districts in 5 LADP Governorates</i>											
<i>5 Governorate institutional need assessments</i>	5 Governorate institutional need assessments	<i>Institutional development need assessment for local planning in 5 LADP Governorates</i>											
<i>50 Government officials trained</i>	125 Government officials trained	<i>Institutional development in inclusive socio-economic planning in 5 LADP Governorates</i>											
<i>5 Governorate LADPII workplans</i>	5 Governorate LADPII workplans	<i>Review of Governorate-level institutional planning framework and preparation of agreed LADP contribution and assistance framework for Phase Two 5 LADP Governorates</i>											
	5 local socio-economic development and service delivery plans	Provision of Technical Assistance for the preparation of local socio-economic development and service delivery plans in 5 Governorates -UNDP is responsible for											

		provision of TA on municipal services, water, electricity and environment; -ILO/UNOPS is responsible for provision of TA on economic development and employment; -UN-HABITAT is responsible for provision of TA on urbanization management;											
<i>3 service delivery plans</i>	<i>5 service delivery plans</i>	<i>Provision of Technical Assistance for the preparation of local socio-economic development and service delivery plans in 5 Governorates</i> <i>-Other UN agencies may be consulted on need basis according to required expertise e.g. WHO on Health, UNICEF on primary education;</i>									<b>UNDP through OTHER UN AGENCIES e.g. UNICEF, WHO)</b>	<b>0.18 (OTHER UN AGENCIES e.g. UNICEF, WHO)</b>	<b>0.10 (OTHER UN AGENCIES e.g. UNICEF, WHO)</b>
<i>20 government officials are trained</i>	50 government officials are trained	<i>Administrative capacity for implementation of plans is strengthened to address identified bottlenecks and improve effectiveness for managing adequate monitoring, implementation and evaluation of the plans in 5 LADP Governorates</i>									<b>UNDP (South) ILO/UNOPS (North) UN-HABITAT (Centre)</b>	<b>0.29 (UNDP) 0.13 (ILO/UNOPS) 0.17 (UN-HABITAT)</b>	<b>0.12 (UNDP) 0.05 (ILO/UNOPS) 0.07 (UN-HABITAT)</b>
	5 feasibility studies conducted	Conducting Feasibility studies or applied field research in support of local plans and proposed strategies in 5 LADP Governorates											
	50 Government officials trained	Institutional development in financial management, programme cycle management, quality assurance in 5 LADP Governorates  UNDP: financial management,											

		programme cycle management, quality assurance and natural resource management and adaptation and mitigation of climate change effect;  ILO/UNOPS: economic development and inclusive growth; UN-HABITAT: urbanization management													
<b>5 citizen accountability mechanisms presented and discussed</b>	5 citizen accountability mechanisms established	<b>Supporting the establishment of a citizen accountability mechanism for public spending scrutiny and public assessment of coverage and quality of essential service delivery in 5 LADP Governorates</b>											<b>UNDP (South) ILO/UNOPS (North) UN-HABITAT (Centre)</b>	<b>0.29 (UNDP) 0.18 (ILO/UNOPS) 0.17 (UN-HABITAT)</b>	<b>0.12 (UNDP) 0.09 (ILO/UNOPS) 0.07 (UN-HABITAT)</b>
<b>3 reports</b>	5 reports	<b>Preparation of essential service delivery assessment reports, based on existing survey reports and available studies in 5 LADP Governorates</b>											<b>UNDP through OTHER UN AGENCIES e.g. UNICEF, WHO</b>	<b>0.18 (OTHER UN AGENCIES e.g. UNICEF, WHO)</b>	<b>0.10 (OTHER UN AGENCIES e.g. UNICEF, WHO)</b>
<b>3 reports</b>	5 reviews	<b>Reviewing client satisfaction surveys and participatory quality assessments in 5 LADP Governorates</b>													
	50 Government officials trained	Institutional development in Monitoring and Evaluation / Quality assurance training, procurement and contract management, Service delivery quality enhancement and more specifically to respond to need assessment in 5 LADP Governorates													
	UN Organization-specific Annual targets	Major Activities	Time Frame (by activity)								implementing Partner	PLANNED BUDGET (by output)			
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8					

		Output 2: Local men and women empowered to identify and address their needs and priorities for poverty reduction												
<i>5 reports</i>	5 reports	<i>Preparation of Governorate specific vulnerability assessment reports, based on existing survey reports and available studies in 5 LADP Governorates</i>										UNDP (South) ILO/UNOPS (North) UN-HABITAT (Centre)	0.27 (UNDP) 0.10 (ILO/UNOPS) 0.14 (UN-HABITAT)	0.12 (UNDP) 0.05 (ILO/UNOPS) 0.06 (UN-HABITAT)
<i>5 reports</i>	5 reports	<i>Identification of most vulnerable districts (in terms of vulnerable groups and possible vulnerability pockets) in 5 LADP Governorates</i>												
<i>5 governorate specific CSO inventory and profiling reports</i>	5 governorate specific CSO inventory and profiling reports	<i>CSO mapping in 5 LADP Governorates</i>												
	50 CSO representative trained	Institutional development of CSOs in civil society role and engagement, management, strategic planning, monitoring and evaluation, human rights, gender etc. in identified most vulnerable districts in 5 LADP Governorates									UNDP (South) ILO/UNOPS (North) UN-HABITAT (Centre)	0.20 (UNDP) 0.08 (ILO/UNOPS) 0.11 (UN-HABITAT)	0.09 (UNDP) 0.04 (ILO/UNOPS) 0.05 (UN-HABITAT)	
	25 CSO representatives have taken active role in local development planning	Advocacy and Provision of support to CSOs to participate into local development planning, monitoring and evaluation in identified most vulnerable districts in 5 LADP Governorates												
	25 proposals have been formulated	Identification and formulation of community driven initiatives for poverty reduction, improvement of livelihoods and general quality of life in identified most vulnerable districts in 5 LADP Governorates									UNDP (South) ILO/UNOPS (North) UN-HABITAT (Centre) UNDP through Other UN AGENCIES e.g. UNICEF, WHO	0.20 (UNDP) 0.21(ILO/UNOPS) 0.11 (UN-HABITAT) 0.15 (OTHER UN AGENCIES e.g. UNICEF, WHO)	0.09 (UNDP) 0.10(ILO/UNOPS) 0.05 (UN-HABITAT) 0.08 (OTHER UN AGENCIES e.g. UNICEF, WHO)	
<i>One analysis report</i>	One analysis report	<i>Analyse potential models of public, private and community initiatives and partnerships and their applicability to the</i>												

		<i>Iraqi context completed</i>													
	5 initiatives have been implemented	Support to mobilization of necessary resources to implement community driven initiatives in identified most vulnerable districts in 5 LADP Governorates													
	UN Organization-specific Annual targets	Major Activities	Time Frame (by activity)								implementing Partner	PLANNED BUDGET (by output)			
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8					
	Output 3: Ministry of Planning Development Cooperation has improved capacities to facilitate and monitor local planning in relation to central planning														
<i>Review report</i>	Review report	<i>Review of GoI planning process and standardization of sub-national planning process incorporating lessons learnt from LADP;</i>												<b>0.17 (UNDP)</b>	<b>0.08 (UNDP)</b>
<i>Revised handbook</i>	Revised handbook	<i>Revision of local area planning handbook based on review findings and recommendations;</i>													
<i>MandE /MIS</i>	MandE /MIS	<i>Preparation of MandE/MIS toolkit for joint programming initiatives based on lessons learnt</i>													
<i>Need assessment prepared</i>	Need assessment prepared	<i>Institutional development Need Assessment (incl. Governorate Planning Units)</i>													
	50 government officials trained	Institutional development for the Regional Planning Unit in Baghdad at MoPDC												<b>0.25 (UNDP)</b>	<b>0.13 (UNDP)</b>
<i>LADPII governorates selected</i>	LADPII governorates selected	<i>Selection of LADP Phase Two target Governorates and districts</i>													
<i>Area Based Development approach and methodology adapted to DIBs</i>	Area Based Development approach and methodology adapted to DIBs	<i>Adaptation of Area Based Development approach and methodology to particularly address vulnerability and exclusion ( e.g. for Disputed Internal Boundaries areas)</i>													
	20 Government	Institutional development for													

	officials trained	MoPDC Governorate-level Planning Units at 5 LADP Governorates.												
<i>1 coordination meeting</i>	3 coordination meetings	<i>Facilitation of communication and information exchange between 5 LADP Governorates and MoPDC</i>												
<i>One visit</i>	Three visits (one/region)	<i>Joint monitoring visits to 5 LADP Governorates</i>												
	<b>Total UNDP:</b>												<b>USD 2,573,188</b>	<b>USD 1,178,216</b>
	<b>Total ILO</b>												<b>USD 312,021</b>	<b>USD 132,398</b>
	<b>Total UNOPS</b>												<b>USD 676,750</b>	<b>USD 304,504</b>
	<b>TOTAL UN HABITAT</b>												<b>USD 937,771</b>	<b>USD 384,882</b>
	<b>Total Planned Budget</b>												<b>USD 4,499,730</b>	<b>USD 2,000,000</b>



**CONSOLIDATED PROGRAMME BUDGET- ITF**

<b>PROGRAMME BUDGET (ITF Portion US\$)</b>		<b>ESTIMATED UTILIZATION OF RESOURCES (US\$)</b>	
<b>CATEGORY</b>	<b>AMOUNT (US\$)</b>	<b>2010</b>	<b>2011</b>
<b>1. Supplies, commodities, equipment and transport</b>	106,250	53,125	53,125
<b>2. Personnel (staff, consultants and travel)</b>	635,000	317,500	317,500
<b>3. Training of counterparts</b>	250,000	125,000	125,000
<b>4. Contracts</b>	818,293	409,146	409,147
<b>5. Other direct costs</b>	72,811	36,406	36,405
<b>Total Programme Costs</b>	<b>1,882,354</b>	<b>941,177</b>	<b>941,177</b>
<b>Indirect Support Costs</b>	117,646	58,823	58,823
<b>TOTAL</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

### UNDP Budget (ITF)

PROGRAMME BUDGET (ITF Portion US\$)		ESTIMATED UTILIZATION OF RESOURCES (US\$)	
CATEGORY	AMOUNT (US\$)	2010	2011
1. Supplies, commodities, equipment and transport	71,250	35,625	35,625
2. Personnel (staff, consultants and travel)	307,000	153,500	153,500
3. Training of counterparts	160,000	80,000	80,000
4. Contracts	516,785	258,392	258,393
5. Other direct costs	53,875	26,938	26,937
<b>Total Programme Costs</b>	<b>1,108,910</b>	<b>554,455</b>	<b>554,455</b>
Indirect Support Costs	69,306	34,653	34,653
<b>TOTAL</b>	<b>1,178,216</b>	<b>589,108</b>	<b>589,108</b>

### UN-HABITAT Budget (ITF)

PROGRAMME BUDGET (ITF Portion US\$)		ESTIMATED UTILIZATION OF RESOURCES (US\$)	
CATEGORY	AMOUNT (US\$)	2010	2011
1. Supplies, commodities, equipment and transport	17,500	8,750	8,750
2. Personnel (staff, consultants and travel)	140,000	70,000	70,000
3. Training of counterparts	45,000	22,500	22,500
4. Contracts	150,595	75,297	75,298
5. Other direct costs	9,147	4,574	4,573
<b>Total Programme Costs</b>	<b>362,242</b>	<b>181,121</b>	<b>181,121</b>
Indirect Support Costs	22,640	11,320	11,320
<b>TOTAL</b>	<b>384,882</b>	<b>192,441</b>	<b>192,441</b>

**ILO Budget (ITF)**

<b>PROGRAMME BUDGET (ITF Portion US\$)</b>		<b>ESTIMATED UTILIZATION OF RESOURCES (US\$)</b>	
<b>CATEGORY</b>	<b>AMOUNT (US\$)</b>	<b>2010</b>	<b>2011</b>
<b>1. Supplies, commodities, equipment and transport</b>	0	0	0
<b>2. Personnel (staff, consultants and travel)</b>	102,667	51,334	51,333
<b>3. Training of counterparts</b>	0	0	0
<b>4. Contracts</b>	16,026	8,013	8,013
<b>5. Other direct costs</b>	5,917	2,958	2,959
<b>Total Programme Costs</b>	<b>124,610</b>	<b>62,305</b>	<b>62,305</b>
<b>Indirect Support Costs</b>	7,788	3,894	3,894
<b>TOTAL</b>	<b>132,398</b>	<b>66,199</b>	<b>66,199</b>

**UNOPS Budget (ITF)**

<b>PROGRAMME BUDGET (ITF Portion US\$)</b>		<b>ESTIMATED UTILIZATION OF RESOURCES (US\$)</b>	
<b>CATEGORY</b>	<b>AMOUNT (US\$)</b>	<b>2010</b>	<b>2011</b>
<b>1. Supplies, commodities, equipment and transport</b>	17,500	8,750	8,750
<b>2. Personnel (staff, consultants and travel)</b>	85,333	42,666	42,667
<b>3. Training of counterparts</b>	45,000	22,500	22,500
<b>4. Contracts</b>	134,887	67,444	67,443
<b>5. Other direct costs</b>	3,872	1,936	1,936
<b>Total Programme Costs</b>	<b>286,592</b>	<b>143,296</b>	<b>143,296</b>
<b>Indirect Support Costs</b>	17,912	8,956	8,956
<b>TOTAL</b>	<b>304,504</b>	<b>152,252</b>	<b>152,252</b>

**Consolidated table for the whole budget**

<b>CATEGORY</b>	<b>Total (US\$) (A)+(B)</b>	<b>(A) Other</b>	<b>(B) ITF Portion (US\$)</b>
<b>1. Supplies, commodities and equipment</b>	<b>300,000</b>	<b>193,750</b>	<b>106,250</b>
<b>2. Personnel (staff, consultants and travel)</b>	<b>1,024,000</b>	<b>389,000</b>	<b>635,000</b>
<b>3. Training of counterparts</b>	<b>1,050,000</b>	<b>800,000</b>	<b>250,000</b>
<b>4. Contracts</b>	<b>1,698,281</b>	<b>879,988</b>	<b>818,293</b>
<b>5. Other direct costs</b>	<b>162,760</b>	<b>89,949</b>	<b>72,811</b>
<b>Total Programme Costs</b>	<b>4,235,041</b>	<b>2,352,687</b>	<b>1,882,354</b>
<b>Indirect Support Costs (6.25%)</b>	<b>264,689</b>	<b>147,043</b>	<b>117,646</b>
<b>TOTAL</b>	<b>4,499,730</b>	<b>2,499,730</b>	<b>2,000,000</b>

## Detailed Budget Breakdown

CATEGORY				Sub-Total	Total (US\$) (A)+(B)	(A) Other	(B) ITF Portion (US\$)	ITF Budget breakdown per agency (US\$)			
								UNDP	ILO/UNOPS		HABITAT
									ILO	UNOPS	
<b>1. Supplies, commodities and equipment</b>				<b>Sub-Total</b>	<b>300,000</b>	<b>193,750</b>	<b>106,250</b>	<b>71,250</b>	<b>0</b>	<b>17,500</b>	<b>17,500</b>
	Materials & goods, Supplies, Equipment and furniture	75,000		Sub-Total	75,000	37,500	37,500	22,500		7,500	7,500
	Communications & audio visual and print production cost	75,000	1	0.25	75,000	56,250	18,750	18,750	-	-	-
	Premises, rental & maintenance	10,000	5	1	150,000	100,000	50,000	30,000		10,000	10,000
<b>2. Personnel (staff, consultants and travel)</b>				<b>Sub-Total</b>	<b>1,024,000</b>	<b>389,000</b>	<b>635,000</b>	<b>307,000</b>	<b>102,667</b>	<b>85,333</b>	<b>140,000</b>
<b>2.1. Programme Management Team (Amman)</b>		Unit Cost	# pers.	Month	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)
	Programme Manager / Area Based development planning specialist (Int'l)	15,000	1	4	135,000	75,000	60,000	60,000			
	Urban Planning specialist / advisor (Int'l)	15,000	1	4	135,000	75,000	60,000	-			60,000
	Economic Development specialist / advisor (Int'l)	15,000	1	4	135,000	75,000	60,000	-	60,000		
	Communication & media Specialist	5,000	1	5	30,000	5,000	25,000	25,000			
	MIS & Database Specialist	5,000	1	6	45,000	15,000	30,000	30,000			
	UNDP Admin / Project associate (Nat'l)	4,000	2	6	96,000	48,000	48,000	48,000			
	UN-HABITAT Admin / Project associate (Nat'l)	4,000	2	6	96,000	48,000	48,000	-			48,000
	ILO/UNOPS Admin / Project associate (Nat'l)	4,000	4	6	144,000	48,000	96,000	-	32,000	64,000	
	Other UN agency Project Associates	4,000	2	6	48,000	-	48,000	48,000			
				<b>Sub-Total</b>	<b>864,000</b>	<b>389,000</b>	<b>475,000</b>	<b>211,000</b>	<b>92,000</b>	<b>64,000</b>	<b>108,000</b>
<b>2.2. Travel</b>					0	-		Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)
				<b>Sub-</b>	<b>160,000</b>	<b>0</b>	<b>160,000</b>	<b>96,000</b>	<b>10,667</b>	<b>21,333</b>	<b>32,000</b>

			Total							
<b>3. Training of counterparts</b>			<b>Sub-Total</b>	<b>1,050,000</b>	<b>800,000</b>	<b>250,000</b>	<b>160,000</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>
<b>Capacity Building</b>	Unit Cost	# Gov	unit	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	
Planning workshops 75k/Governorate per year	75,000	5	0.4	375,000	225,000	150,000	90,000		30,000	30,000
USD75k Capacity Building per Governorate and for MoPDC per year	75,000	6	0.2	450,000	360,000	90,000	60,000		15,000	15,000
Sub- national joint visits/exchange	10,000	5	0.2	50,000	40,000	10,000	10,000			
Exposure to international experience USD35k/Gov/year	35,000	5	0	175,000	175,000	0	-	-		-
			<b>Sub-Total</b>	<b>1,050,000</b>	<b>800,000</b>	<b>250,000</b>	<b>160,000</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>
<b>4. Contracts</b>			<b>Sub-Total</b>	<b>1,698,281</b>	<b>879,988</b>	<b>818,293</b>	<b>516,785</b>	<b>15,708</b>	<b>134,887</b>	<b>150,595</b>
<b>4.1 Research - Studies - Analyses - Consultancies</b>	Unit Cost	#Gov	unit	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	
Sectoral feasibility studies	25,000	5	0.15	125,000	106,461	18,539	11,123	3,708		3,708
Consultancies	40,000	5	0.3	373,000	313,000	60,000	36,000	12,000		12,000
Audit/evaluation	50,000	1	1	50,000	0	50,000	50,000			
Monitoring and Evaluation Specialist	5,000	1	3	30,000	15,000	15,000	15,000			
			<b>Sub-Total</b>	<b>578,000</b>	<b>434,461</b>	<b>143,539</b>	<b>112,123</b>	<b>15,708</b>	<b>0</b>	<b>15,708</b>
<b>4.2. Regional TA on strategic planning, institutional development, gender quality, infrastructure and services, local economic development and urban development.</b>	<b>Unit Cost</b>	<b># pers.</b>	<b>Month</b>	<b>Total (US\$)</b>	<b>Total (US\$)</b>	<b>Total (US\$)</b>	<b>Total (US\$)</b>	<b>Total (US\$)</b>	<b>Total (US\$)</b>	<b>Total (US\$)</b>
			<b>Sub-Total</b>	<b>674,860</b>	<b>303,027</b>	<b>371,833</b>	<b>223,100</b>		<b>74,367</b>	<b>74,367</b>
<b>4.3 Governorate TA on strategic planning, institutional development, gender quality, infrastructure and services, local economic development and urban</b>	Unit Cost	# pers.	Month	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)	Total (US\$)

development.											
					<b>445,103</b>	<b>142,500</b>	<b>302,603</b>	<b>181,562</b>		<b>60,521</b>	<b>60,521</b>
<b>5. Other direct costs</b>				<b>Sub-Total</b>	<b>162,760</b>	<b>89,949</b>	<b>72,811</b>	<b>53,875</b>	<b>5,917</b>	<b>3,872</b>	<b>9,147</b>
	Miscellaneous expenses	70,000	1	0.5	81,533	44,949	36,584	27,475	3,550	762	4,555
	Security				81,545	45,000	36,545	26,400	2,367	3,109	4,592
					<b>Sub-Total</b>	<b>89,949</b>	<b>73,129</b>	<b>53,875</b>	<b>5,917</b>	<b>3,872</b>	<b>9,147</b>
<b>Total Programme Costs</b>				<b>Sub-Total</b>	<b>4,235,041</b>	<b>2,352,687</b>	<b>1,882,354</b>	<b>1,108,910</b>	<b>124,610</b>	<b>286,592</b>	<b>362,242</b>
					-	-		0			
<b>Indirect Support Costs (6.25%)</b>					<b>264,689</b>	<b>147,043</b>	<b>117,646</b>	<b>69,306</b>	<b>7,788</b>	<b>17,912</b>	<b>22,640</b>
	GMS				<b>Sub-Total</b>	<b>147,043</b>	<b>117,646</b>	<b>69,306</b>	<b>7,788</b>	<b>17,912</b>	<b>22,640</b>
								<b>0</b>			
					-	-					
<b>TOTAL</b>					<b>4,499,730</b>	<b>2,499,730</b>	<b>2,000,000</b>	<b>1,178,216</b>	<b>132,398</b>	<b>304,504</b>	<b>384,882</b>

**Annex A: Agency Programme Status Profile please provide an updated table for each agency**

**UNDP**

Sl. #	Programme ID #	Programme Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31 Dec 2009)	Disbursements (% as of 31 Dec 2009)	Remarks
1.	C10-9c	Area Based Development Programme – Local Area Development Plans (LADP)	12,160,313	97%	99%	92%	
2.	C9-12	Support to Government of Iraq in International Assistance Coordination and Capacity Building	2,647,000	86.8%	3.8%	83%	
3.	C9-18	Supreme Audit Board	4,879,535	98%	0%	98 %	
4.	C9-21	–Strengthening of the Constitutional Process and Good Governance	4,000,000	84%	0%	84%	
5.	C9-24	Support to Decentralization and Local Governance for Service Delivery – Preparatory Phase	6,118,704	3%	0%	3%	
6.	C9-26	Support the Media in its Role of Fostering Peace and Democracy	6,131,285	35%	0%	35%	
7.	C9-27	Support to the Development of Justice and the Rule of Law	5,909,994	9%	2.5%	6.5%	
8.	<u>G11-14a</u>	Institutional Development – Organizational and HR Capacity Building for the Independent Electoral Commission of Iraq and the Iraqi High Election Commission (IECI/IHEC)	3,735,426	98%	17%	81%	
9.	G11-20	Technical Assistance to IHEC, Phase II	3,674,736	37%	1.5%	35.5%	
10.	C10-08 66992	Restoration of Al Askari Shrine in Samarra City and Rehabilitation of Other Damaged Religious Sites Throughout Iraq	8,000,000	80%	53.69%	49.65%	Ongoing To complete during 2010
11.	C10-11a 66995a	Private Sector Development Programme for Iraq UNDP	Share 9,750,000	15%	25.75% of 1st tranche	23.33% of 1st tranche	
12.	D2-21 66901	Support for Construction of Basrah Children’s Hospital	21,750,000	90%	82.71%	57.09%	Ongoing To complete during 2010
13.	E3-15 66881	Emergency Water Supply and Sanitation for Abu Al-Khaseeb	1,983,268	99%	99.71%	92.39%	Final quality control and assurance testing
14.	E4-02 66979	Rehabilitation of the National Dispatch Centre (NDC) in Baghdad – Stage 2	11,947,978	98%	100%	99.28%	Initiating operational closure
15.	E4-15 66983	Emergency Rehabilitation of Mussayib Power Station- Stage II	33,000,000	40%	59.02%	58.96%	
16.	E4-18b 66908	Improving Housing Delivery in Erbil	1,341,568	15%	11.54%	11.22%	



## ILO/UNOPS

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31 Dec 2009)	Disbursements (% as of 31 Dec 2009)	Remarks
1	<b>Local Area Based Development Programme LADP for selected target areas in Hilla, Suleymaniah, Missan, Thiqr and Basrah</b>						
	<b>C 10 - 9c</b>	ILO	\$ 6,226,300	<b>94%</b>	93%	80%	
		UNOPS			99%	92%	
2	<b>Skills Development to Support Employment Generation in Iraq (SDE)</b>						
	<b>B1-27</b>	ILO	\$ 4,963,256	<b>68%</b>	52%	48%	
		UNOPS			78%	77%	
3	<b>Technical and Vocational Education and Training (TVET)</b>						
		ILO	\$ 1,550,668.00	<b>65%</b>	62%	61%	
4	<b>Private Sector Development Programme (PSDP)</b>						
	<b>C10-11c/b</b>	ILO	\$ 8,900,000	<b>9%</b>	9%	8%	
		UNOPS			17%	16%	
<b>Totals</b>			<b>\$ 21,640,224.00</b>	<b>59%</b>	<b>58%</b>	<b>55%</b>	

## UN HABITAT

Sl. #	Project ID #	Project Title	Total Budget (US\$)	Implementation Rate (% complete)	Commitments (% as of 31 Dec 2009)	Disbursements (% as of 31 Dec 2009)	Remarks
1	C10-9c	Local Area Based Development Programme LADP for selected target areas in Hilla, Suleymaniah, Missan, Thiqr and Basrah	3,986,250	75%	77%	63%	
2	E3-14a	Solid Waste Management Project SWM for Iraqi Ministry of Municipalities and Public Works and the Governorate of Basra	2,396,426	80%	83%	58%	
3	C10-11f	Private Sector Development Programme for Iraq PSD (first tranche)	730,594	49%	55%	29%	
4	C10-10	Local Government Association and Urban Development Capacity Building Project	1,985,256	25%	37%	20%	
5	C9-24	Support to Decentralization and Local Governance for Service Delivery – Preparatory Phase DEC-L/Gov	1,194,070	1%	0%	0%	
6	E4-11	Strengthening Urban Sector through Building Capacities in Municipal Planning and Management	2,550,215	100%	100%	100%	
		<b>Totals</b>	<b>12,842,811</b>	<b>55%</b>	<b>59%</b>	<b>45%</b>	