

UNDP Iraq Local Project Appraisal Committee (LPAC)
i) Ninewa Dialogue Bridging Initiative;
ii) Support for Private Sector Development in Iraq; and
iii) Unleashing the Potential for South-South and Triangular Cooperation by GoI
Monday, 3 June 2013, UNDP Iraq, 9:30am – 12:30 pm

Ninewa Dialogue Bridging Initiative

1. **Chair:** Sudipto Mukerjee
2. **Presenter:** Richard Cox
3. **Secretariat:** Michael Schaadt
4. **LPAC members:** Lionel Laurens, Chris Politis, Sundus Abass (submitted written comments), Arina Sargsyan, Mizuho Yokoi, Farooq al-Wakeel, Scotty Saunders (submitted written comments)

Comment from LPAC Members:

- In the results framework, output one reads as an outcome. There is a need for more programmatically structured RRF. Uncertainty was expressed that the project can resolve intercommunity disputes within the proposed timeframe and budget.
- Written comments were provided by the Gender Specialist on approaches to gender sensitization of the RRF.
- Recommendation to ensure that UNDP responds to previous request for technical assistance in Ninewa, i.e. e-Governance, strategic planning, and DRM.
- The programmatic focus should be seen as part of larger Social Cohesion initiative.
- More sound evidence is needed that peace is tangible. There is mention of certain villages resolving their issues, but this requires documentation.
- National ownership is not explicitly expressed. Follow-up meetings with the governor of Ninewa are recommended to ensure the national buy-in. A letter from the governor expressing his comfort with this project is recommended. This ownership must also be translated into the project board's structure, to include more than only UNDP, UNAMI and the donor. Community participation is important.
- Further reflections on the possible impact of the upcoming governorate elections on the project. This could potentially be done in the project risk log.
- The sustainability of the initiative remains questionable. Clarity is needed as to what will happen to the advisory committee and its trainers when the funding ends.
- When referring to theories, authors and context are needed to confirm the theory is being used appropriately. The first and second theories appear to be more like assumptions.
- The project document suggests the trainers will be a standalone entity. This is not rooting the intervention strongly enough within an existing institutional framework, be it CSOs, universities, or other. Further clarification on how the capacity of individual trainers potentially can be institutionalized to ensure sustainability of the project intervention.
- There are varying references to similar but not identical acronyms. These and other terminologies used need to be edited and streamlined. There is also a need to better assess the gain of capacity within the community. There is a need to measure dialogue capacity beyond the number of meetings or workshops.
- Confirmation and documentation is needed regarding the pledge of funding from the donor. Additionally, some common costs are missing from the project. It will also be worth adding to the risks log a potential delay in receipt of donor funding.
- Despite reference to the community people and local governments on page 11 as project beneficiaries, they are not included in the management structure. One idea is to make the

project advisory committee a part of the project board so it can also contribute to the direction of the project. The donor cannot be the senior beneficiary; the project must be for the people.

- A suggestion was made to name the group an advisory committee, as they will advise rather than steer.

Responses from presenter:

- The presenter noted that verbal confirmation has been received from the local authorities, and written confirmation will be shared once received.
- The presenter noted there has been a misunderstanding that local governments were not involved in the previous Ninewa Minorities Dialogue project.
- Resources from the current project will complement and support implementation of the Social Cohesion project.
- The project board is an internal structure for management decisions. The project board will be reviewed to possibly include district or provincial council-level representation.

Decisions:

1. Further clarify the project strategy to ensure sustainability.
2. Further clarify how individual trainers are situated within an institutional framework.
3. Recommendation to rename the Steering Committee to Project Advisory Committee.
4. Recommendation to expand its representation of the Project Board to include local authorities and CSOs.
5. Recommendation to further refine the RRF to include gender sensitive indicators and outputs. Proposal to utilize proxy indicators to enable monitoring and assessment of the achievement of project output.

The project was approved, subject to revision.

Support for Private Sector Development in Iraq

1. **Chair:** Sudipto Mukerjee
2. **Presenter:** Natsuko Yukawa
3. **Secretariat:** Michael Schaad
4. **LPAC members:** Richard Cox, Rami Samain, Mizuho Yokoi, Anna Sargsyan, Farooq al-Wakeel, and Scotty Saunders (written comments provided)

Comment from LPAC Members:

- It was noted by the majority of the LPAC members that it was challenging to assess where this project is situated due to the lack of adequate background documentation. Proposal to share additional background information of the proposal to properly review and appraise the document.
- A comment was made on the lack of mentioning of disabling legislative framework in Iraq for private sector development. This was clarified and highlighted that the Private Sector Development Programme had carried out an exhaustive legislative review.
- Concern was made that no reference is made to the previous multi-million dollar multi-year joint UN Private Sector Development Programme. The reference to a lack of a private sector development strategy is inaccurate and should be corrected.
- The project document template used for the project was presented by PMSU as one option to move toward regularizing of TRAC programming. It was noted that it is important to use TRAC funding as seed funding to develop a larger project initiatives.

- The start date of the project should be updated, and the AWP timeframe should be presented by activity.
- Observation was made on inconsistencies in the RRF with varying outputs - baseline is clear in some, while other outputs read like targets. On Output 3 there is a lack of clarity as to why measurement is only being limited to Iraqi companies. The baseline for output 3 should read "new" as many companies already exist in the network. There is no explanation as to why businessmen and women are used as indicators rather than companies. Working with companies rather than individuals is more sustainable.
- The management structure of the project should be reviewed to ensure consistency with the POPP, including "Program Manager" should be "Project Manager," Private Sector in Iraq can be included as Senior Beneficiary, and independence of ERPA Prog. Officer as Project Assurance from Project Manager should be secured.
- The M&E content needs to be much more detailed. Reference is made to submission of quarterly progress reports in one part of the document, but not in another. Additional clarity is required on how the project will be managed.
- The document must be reviewed by the Finance unit to ensure financial compliance. Currently some common costs are missing - these issues be addressed in bilateral discussions.
- Further, UNDP has corporate experience in engaging with the private sector. Specialists from BERA can be invited.
- Some engagement with former PSDP-I agencies continues and the World Bank was also consulted during the design of this project. A point of concern is that establishing the UNGC is simpler than sustaining engagement. More strategic approach may be necessary.
- TRAC funding is only annual based unless otherwise indicated. As the LPAC is being undertaken six months into the year it is critical to consider whether the funding should be reprogrammed. Multi-year TRAC funding is possible, but there is a limitation in the resource planning framework.

Decision

1. Further documentation will be provided in the form of an expanded concept note. If after reviewing the project concept note members feel they have sufficient knowledge, the project can be reassessed through a time-bound electronic process.
2. Recommendation to revise the workplan, management arrangements, baselines, and the results framework.
3. A final decision on the project will be made within five working days of receiving updated documentation.

Unleashing the Potential for South-South and Triangular Cooperation by Government of Iraq

1. **Chair:** Sudipto Mukerjee
2. **Presenter:** Natsuko Yukawa
3. **Secretariat:** Michael Schaadt
4. **LPAC members:** Richard Cox, Mohammedsiddig Mudawi, Mizuho Yokoi, Chris Politis, Farooq al-Wakeel, Anna Sargsyan, Scotty Saunders (written comments provided)

Comment from LPAC Members:

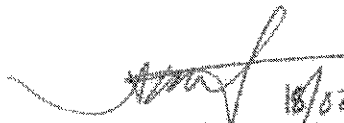
- The LPAC members noted that the project initiative is commendable; however the document lacks clarity on a number of issues and does not provide sufficient information for a thorough appraisal.


- The brief description provided contains a text book definition of South-South Cooperation however contains no specific information with regards to what significant experiences Iraq has to offer. There is a lack of specification on what Iraq can give and gain from this initiative.
- There is no clear description of what is meant by institutional arrangements for South-South cooperation, if this will be an official group of people or a department, where it will be housed, and if UNDP has the legal framework for this arrangement
- No clear identification of government partners/ stakeholders and how we would initiate coordination
- No clear elaboration of preparatory work, even though this has clearly been done:
 - Recommendation to highlight past South-South experiences from Iraq, such as IHEC South-South cooperation with Tunisia
 - Lessons learned discussions with RBAS need to be included
- While the project document template following UNDP's corporate requirements, it is not appropriate in this context as the situational analysis, strategy resource framework and TOR for project Staff are missing. The situational analysis could be used to substantiate where potential is seen and how to utilize it.
- The project duration is unclear as it is stated as a 12 month project initiated in Jan 1, 2013. Does this imply that the project will be completed by Dec. 2013 or 12 months from the actual initiation date?
- No clear definition of what is coming out of the project, what is the outcome/result the project is heading towards
- No clear definition of what is next after the project's duration. If a work force established, how will it continue to be sustainable once the project is over.
- The resource accounting is also unclear as the document states this project requires \$100,000.00, but the budget only accounts for the \$50,000.00 which represents confirmed funds. The AWP must include the entire project budget, with the indication of which activities have confirmed funding/unfunded. Lack of clarity over which activities UNDP will be implementing: only those with confirmed funding or no implementation until full funding confirmed? Budget also seems ambitious, in that activity result 4 alone could realistically cost \$50,000.00
- Recommendation to explore government cost sharing with regards to unsecured funds, to show confirm government commitment. If cost sharing is expected then this needs to be clearly stated in narrative, and parallel funding mechanisms should be explored and followed up on.
- If there is a funding shortage, should include as resource mobilization strategy for the remaining funds to be secured.
- Activities not specific and do not match with budget allocations, i.e. several activities such as study tours and visiting government officials have no budget allocation. In past PMAC has participated in events at their own expense, it is anticipated that they will be able to cover costs of study tours etc. If Government will fund participation of its officials in future events under this project then this need to be quantified and indicated as Government contribution.
- The management structure suffers from lack of clarity, senior beneficiary is listed as government of Iraq, but no mention of specifically which department/ministry, need to identify an entry point. Also, it is unclear that the roles of Program Manager for Inclusive Growth and Private Sector Development and Project Manager for SSC because the narrative description of the responsibility of Project Manager on page 4 do not specify their roles.

- Need to look at Project Board membership and composition, currently only 3 members identified.
- The management arrangement ToR provided is generic and there is no link between boxes and narrative.
- The M&E content needs to be much more detailed. Currently there is no lessons learned log, which needs to be included or an alternative way on documenting lessons learned from the project.
- There are references to "the following year" but this is a one year project
- As the project duration is for one year project the Final Report and the Annual Report would be essentially the same document, the framework indicates these are two separate reports?
- The reference to the private sector needs to be removed from the quality management for project results.
- Proposal to include a midterm review half way through the year.
- Unclear as to the issues or points made by previous review, LPAC members should have insight into the discussions already held.
- Recommendation that PMSU to develop a peer review template to document proceedings and inform the LPAC members

Decision

1. Issues iterated above to be incorporated in a revised project document revision
2. Virtually re-appraised following 5 working days to revise the document.


 18/08/13
Recommendations Approved:
 Sudipto Mukerjee, LPAC Chair
 Date:


Endorsed
 Peter Batchelor, Country Director
 Date: 18/6/13