

Inception Report of the

**External Evaluation of the Programme
'Iraq Public Sector Modernisation Programme –
Phase II'**

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List of Acronyms:

CoMSEC	Council of Ministers Secretariat
CPAP	Country Programme Action Plan 2011-2014 of UNDP, UNICEF and UNFPA
CSO	Civil Society Organisation
GWIPMS	Government-Wide Institutional Performance Management System
I-PSM	Iraq Public Sector Modernisation Programme
ISIL	Islamic State of Iraq and Levante
ITF	Iraq Trust Fund
LADP	Local Area Development Programme
MDG	Millennium Development Goals
MoP	Ministry of Planning
MPTFO	Multi-Partner Trust Fund Office
NGO	Non-Governmental Organisation
PSDP-I	Private Sector Development Programme – Iraq
PWG	Priority Working Group
SDG	Sustainable Development Goals
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	United Nations Social Commission for Western Asia
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WATSAN	Water and Sanitation
WHO	World Health Organisation

I. BACKGROUND

The Iraq Public Sector Modernisation Programme (I-PSM) is a Government of Iraq-led UN joint programme supporting Iraq's Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014.

The programme is aligned with the UN Development Assistance Framework (UNDAF) 2011-2014. Phase II of the programme builds on lessons learned and recommendations emerging from the implementation and external evaluation of Phase I, but also on the conclusions and outcomes of the inception consultations performed, which fine-tuned and reaffirmed strategic interventions for Phase II.

The Programme focuses on four developmental themes:

- i) Developing policy and building machinery at the centre of government for managing Public Sector Modernisation (PSM);
- ii) Supporting system-wide reform for development management, gender mainstreaming, e-governance and national statistics;
- iii) Piloting reform in the three key sectors of health, education and water and sanitation (Watsan); and
- iv) Supporting decentralised service delivery and local governance initiatives.

By promoting and working on enhancing service delivery, the Government of Iraq (GoI) should demonstrate to the Iraqi people that public sector modernization has concrete and tangible benefits for the population as a whole. The programme was thus aimed to establish synergies with existing UN and other donors programming aimed at addressing corruption, decentralization and participation, and was to fully integrate cross-cutting issues in relation to poverty, gender, social exclusion and environment.

The programme was led by the GoI through its National PSM Steering Committee (NPSMSC), providing overall strategic direction for PSM policy and coordination with particular attention to the development of the GoI's PSM vision and strategy. Three sector Ministerial Advisory Committees (Health, Education and WATSAN) was envisaged to assist the PSMSC in guiding sectoral reforms in the concerned ministries and agencies. The KRG will establish a Regional PSMSC to take forward the work in Kurdistan Region in conjunction with the national initiative.

The overall programme's budget was US \$ 24,045,411 and covered the entire country. The programme started on 1st January 2012 and will be finished in December 2019.

II. EVALUATION PURPOSE AND EVALUATION SCOPE

UNDP has been implementing the programme "Iraq – Public Sector Modernisation (I-PSM) – phase II". The programme is a Government of Iraq-led UN joint programme supporting Iraq's Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014.

The **specific objectives of the evaluation** are to:

- Determine if the project has achieved its stated objectives and explain why/why not;

- Determine project's results (i.e. mainly outputs and likelihood of their contribution to the outcome) in terms of sustaining the project's achievements.
- Provide recommendations to build on project's achievements and sustainability of the same.
- Document lessons learned and best practice from the overall project implementation in order to consider for future programming including approximately 3 success stories.
- Appraise project achievements against its expected outputs and recommend ways to improve future partnerships with project's implementing partners/ target groups.

The project evaluation will focus on the following criteria:

Relevance: How important is the relevance or significance of the intervention regarding local and national priorities / is the project on the right track?

Effectiveness: Did the project achieve its set outputs? How significant/big is the impact or effectiveness of the project compared to its expected outputs? (i.e. comparison: result- planning)

Efficiency: Did the project achieve its outputs/implement project activities economically (i.e. value for money)? How big is the efficiency or the utilization ratio of project resources (i.e. comparison: invested resources - results/impact)

Impact: Does the overall intervention contribute to longer term outcomes/results? What is the impact or effect of the intervention in proportion to the overall situation of the target groups or the beneficiary population?

Sustainability: Are the positive impacts effective and sustainable? How is the sustainability of the intervention or its effects assessed?

In addition to this, the evaluation will consider to what extent has been considered cross-cutting issues such as gender, human rights, civil society engagement and government – nongovernment partnerships, Do-No Harm and, conflict sensitivity principles in the project log-frame and project implementation.

III. EVALUATION QUESTIONS

The evaluation questions given below have taken the questions given in the Terms of Reference (ToR) as a starting point and provided additional sample questions. These will be further elaborated on and tailored to different groups of stakeholders (beneficiaries, international organisations, civil society, national, regional, local stakeholders, etc).

The evaluation will provide answers on the following key Evaluation Questions;

1. Relevance

- To what extent does the project respond to the priorities outlined in the Government of Iraq's (GoI) National Development Strategy?
- Does the project respond to the real needs of the beneficiaries? Were the planned project objectives and intended results (i.e. outputs and outcomes) relevant and realistic to the situation and needs on the ground? Where the problems and needs adequately analysed?
- How well did the project design take into account the existing national capacities, political dynamics and security constraints? Did the project's original design fill an existing gap that other ongoing interventions were not addressing?

2. Design

- Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
- Was the project design / re-design logical and coherent in terms of the roles, capacities and commitment of stakeholders to realistically achieve the planned results?
- How effective was the coherence between the design of the project focus, the integration of UNDP and other relevant UN agencies, and the coordination with other developmental actors?
- How appropriate and useful are the indicators described in the project document for monitoring and measuring results? If necessary, how should they be modified to be more useful? Are the means of verifications for the indicators appropriate?
- To what extent were external factors and assumptions identified at the time of design?
- Was the project designed in a flexible way to respond to changes / needs that could occur during the implementation?
- Was the strategy for sustainability of impact defined clearly at the design stage of the project? If so, what were the methodology / approach taken appropriate to the context?

3. Effectiveness

- What are the development results (i.e. against the planned outputs) of interventions, taking into account the quality of the policies, the process of endorsement and adaptation at the local and national level, the feasibility and sustainability of those policies and the institutional development of the local and relevant national partners?

- Which aspects of the project had the greatest achievements? What have been the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up? How can the project build or expand on achievements?
- In which areas does the project have the least achievements? What have been the constraining factors and why? How can they be overcome?
- To what extent have interventions addressed gender and Human Rights issues?
- How effective was the collaboration between the participating UN organizations and what has been the added value of this collaboration?
- How have stakeholders been involved in project implementation? How effective has the project been in establishing ownership with reference to the local development plans?

4. Efficiency

- Have resources (funds, human resources, time, etc) been allocated strategically to achieve the relevant outputs and outcomes? Have resources been used efficiently?
- Were project funds and activities delivered in a timely manner?
- Were management capacities adequate?
- Assess the criteria and governance aspects related to the selection of beneficiaries and partners institutions, including NGOs.
- Did the project receive adequate political, technical and administrative support from its local and national partners?
- Has relevant gender expertise and Human rights approaches programming been sought? Have available gender mainstreaming tools been adapted and utilized?
- How effectively did the project management monitor project performance and results?
- What has been the quality of documentation and dissemination of knowledge?
- How efficient was the project in communicating its results?

5. Impact

- To what extent did the project make a significant contribution to the reconstruction and development of institutions in the Governmental entities in Iraq?
- How effectively has the project built necessary capacity of national organizations?

6. Sustainability

- To what extent was sustainability considerations taken into account in the execution and conduct of the project's activities? Is there an exit strategy and, if so, what steps have been taken to ensure sustainability?
- Are the project results, achievements and benefits likely to be durable? Are these anchored in national institutions and can the partners maintain them at end of the project?
- Can the project approach and results be replicated and scaled up by national partners and cover other Iraqi areas?

II. PRELIMINARY FINDINGS OF THE DESK REVIEW

The preliminary findings given below are only preliminary based on the desk review but will be tested in face-to face interviews and by direct observation during the field mission in Iraq. If necessary, additional skype interviews will be held before, in between or after the field visit to collect missing information.

1. Relevance

The Iraq Public Sector Modernisation programme (I-PSM) is a Government of Iraq-led UN joint programme supporting Iraq's Strategic Government Plan (SGP) 2011-14 and its National Development Plan (NDP) 2010-2014 and NDP 2018-2022. As concerns NDP 2011-2014, it envisaged the following objectives; i) Good Governance: Strengthen the role of local governments in developing their provinces and building capacity for coordination and complementarities, using their comparative advantages; ii) Good Governance: Inclusiveness of all groups in the development process; iii) Establish sustainable development that balances economic, social, and environmental considerations. The programme action document and the programme itself was aligned also with the UN Development Assistance Framework (UNDAF) 2011-2014 as well with the UN Development Assistance Framework (UNDAF) 2015-2019 though the latter strategic document has not been adopted yet at the inception of the programme.¹ The programme was also aimed to contribute to the outcome 2 under the UNDAF 2011-2014 Priority Areas such as; i) Priority Area 1 - Improved governance, including protection of human rights: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels; ii) to the UNDAF Priority Area 2 - Inclusive, more equitable and sustainable economic growth; iii) to the UNDAF Priority Area 4 - Increased access to quality essential services. The programme was also aligned with the Country Programme Action Plan (CPAP) 2011-2014 of UNDP, UNICEF and UNFPA. In addition to this, the programme was relevant to the achievement of the Millennium Development Goals (MDGs), particularly MDG 3² and MDG 8.³ The programme has been focused on three key sectors – health, education, water and sanitation as they have the most direct impact on the achievement of the MDGs.

Taking into consideration the local socio and economic context, it seems that the programme responded to the real needs of the beneficiaries. Namely, the programme was intended to support the PSM of GoI to develop and put in place plans, policies and medium term strategies to carry on the necessary reforms. Based on that, it can be established that the project has been relevant not only for the national stakeholders, but also in terms of the Iraq's international relations and its contribution to the national and regional development. The expected outputs and outcomes have been valid and corresponded to the stakeholders needs as identified in the programme fiche.

¹ https://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/iraq_undaf-15-mar-2015.pdf

² Promotion of gender equality and empower women

³ Development a global partnership for development

2. Design

I-PSM Phase I was the foundation for the analytical assessment and preparatory work enabling GoI to develop a system-wide public administration reform plan, as well as sector-specific modernisation plans for three pilot sectors and three pilot governorates. I-PSM Phase II programme' action fiche envisaged that the programme will build upon the achievements attained during Phase I as well to build upon the lessons learned and recommendations emerging from the an external evaluation of the I-PSM Phase I.

The programme envisaged a joint action of various UN agencies to attain the programme objectives. The programme log-frame clearly defined the envisaged programme objectives, outputs and outcomes. Nonetheless, at this stage remains unknown if the programme action fiche was amended or adjusted through the latter implementation period given to the changed security and political context. The programme design considered recommendations elaborated during the evaluation of the I-PSM phase I and lessons learned within this phase.

As concerns the stakeholder's involvement the development of the project design, this issue will to be explored during the field visit.

3. Effectiveness

The programme has provided support to the public sector modernization activities at federal, regional and provincial levels, while guided by the Public Administrative Reform (PAR) Roadmap. More specifically, I PSM has supported GoI to reform its public sector, and implement the GoI Programme 2014-2017 as well as to advance the 2030 Sustainable Development Agenda in Iraq. I PSM support to GoI has focused on three main pillars; i) Enhancement of the National Capacity to Plan, Monitor and Evaluate NDP (2018 – 2022); ii) Building and deployment of a Government-Wide Institutional Performance Management, and iii) Public Sector Reform.

I PSM targeted the following four joint program outputs: (i) GoI has enhanced capacity to undertake public sector modernization at national, regional and governorate levels; (ii) GoI has improved public administration systems at national and sub-national levels; (iii) GoI is implementing reform and modernization plans in Education, Health and WATSAN sectors; and (iv) GoI sub-national governance and decentralized service delivery systems strengthened through enhanced participatory processes.

One of the programme key achievements seems to be the Government-Wide Institutional Performance Management System (GWIPMS), developed and piloted in three ministries with the programme support. GWIPMS was first endorsed for piloting in three Public Sector Institutions; Ministry of Youth and Sports, Ministry of Electricity, and Ministry of Trade. Latter on, GoI approved its wider replication across other Public Sector Institutions at the federal level in the country. The programme also supported building capacities of 225 staff from CoMSEC, Federal Board of Supreme Audit and all federal ministries who became familiar with the principles of the "Institutional Performance Management" through the delivery of 11 capacity development workshops.

Furthermore, the programme also contributed to the strengthened National Capacity to Plan, Monitor and Evaluate NDP 2018-2022. More specifically, the programme developed the “Guidelines on Preparing the NDP 2018-2022 for Development Results” which were published by the Ministry of Planning (MoP) and shared with the Public Sector Institutions across Iraq to guide the preparation of NDP 2018-2022. In addition to this, the project supported the development of the “Performance Monitoring Frameworks” for 14 sectors through four workshops.

The programme also supported the introduction of e-learning approach into two public institutions; University of Karbala and the National Centre for Management Development and Information Technology.

Last but not least, the project contributed to the decentralisation of services delivery for Health, Education and Water and Sanitation (WATSAN). More specifically, within the Education Sector, the programme supported the development of the “Student Information Management System”. Similarly in the Health Sector, among others, the programme contributed to the enhanced Civil Registration and Vital Statistics system by the provision of Train of Trainers (ToT) training for 50 participants. In the WATSAN sector, the programme supported the development and pilot of the “GIS-Based Water Billing and Complaints System”, increased staff skills and capacities at the federal and provincial levels, etc. The initiation of new working mechanisms systems for the public administration at central and governorates level is also an important achievement from the I-PSM support.

The usability and effective use of the delivered outputs will be verified during the field visit. However, based on the desk review of the available documents, it can be preliminary assessed that the programme has been effective.

4. Efficiency

During the implementation of the programme, Iraq has been significantly impacted by the civil war. The Iraqi Civil began in January 2014 and ended in December 2017. In 2014, the Iraqi insurgency escalated and resulted in the conquest of Ramadi, Fallujah, Mosul, Tikrit and in the major areas of northern Iraq by Al-Qaeda and the Islamic State of Iraq and the Levant (ISIL). At its height, ISIL held 56,000 square kilometres of Iraqi territory, containing 4.5 million citizens.⁴ Based on the prevailing situation, few UN agencies have adjusted their country programmes focusing on humanitarian assistance. This situation as well impacted on the UNDAF 2015-2019 implementation including the setup of its governance mechanisms. During 2017, the UN Country Team (UNCT) explored the opportunities to adjust UNDAF 2015-2019 to the new context but this could not be achieved since the Gol priorities were on the country liberation and support to displaced people. Given to the security situation, several programme’ missions were either cancelled or postponed, and many international consultants were reluctant to come to Baghdad. Furthermore, the program implementation was negatively impacted by delays in obtaining the entry visas for Iraq for international consultant which led either to delayed implementation of activities, or cancellation of missions in some circumstances. Nonetheless, UNCT kept a momentum with Gol on the development issues with the identification of key priority areas

⁴ During 2017, UNCT explored the opportunities to adjust UNDAF 2015-2019 to the new era but this could not be achieved since the government priorities were on country liberation and support to displaced people

for the recovery and resilience for the war affected population while development programs were considered for non-war affected zones.⁵

It should be noted that the lack of GoI funds impacted on the programme pace and slowed the implementation of the roadmap activities and the programme implementation. The war against ISIL, the internal political struggles such as the relations between the federal level and the Kurdistan and the low oil prices have continued to hamper the GoI capacity to provide required allocation funds for development programmes in the country. The focus at responding to the humanitarian crisis has continued during 2018 pushing in to background the rest of the UNCT activities. Nonetheless, GoI insisted to keep the programme ongoing only by UN contributions and expressed its interest to fund it after the country liberation.

According to the programme' action fiche, I-PSM phase II. was aimed to establish synergies with existing UN programmes aimed at addressing corruption, should involve the active participation of civil society, and integrate cross-cutting themes in relation to employment, gender, social inclusion and environment. Finally, the programme action fiche planned to ensure coordination with public sector reform initiatives of other bilateral and multilateral development partners and with other major UN joint programmes, primarily with the Local Area Development Programme (LADP) Phase-II, and took into account the achievements of the Private Sector Development Programme – Iraq (PSDP-I) to enhance synergy and avoid duplication. In addition to this, the programme intended to gather and utilise expertise of sister UN agencies in the achievement of forecasted outcomes and outputs. Several UN agencies was suppose to accumulate own experiences into the programme: UNPD, UNESCO, UNICEF, UNESCWA, UNFPA, UN-habitat, UNWOMEN and WHO. The programme was also about to apply a holistic approach by providing a national wide level support, addressing sector support in three sectors as well as to support providing decentralised service delivery. In addition to this, cross-cutting themes were to be addressed through cross-cutting actions and capacity building support. As the programme' documentation does not provide information about the envisaged synergies, this will be further explored during the field phase.

Nonetheless, the programme seems to have been effective to a large extent, and most outcomes seem to have been achieved. The exact level of the programme effectiveness will be analysed, verified and explored during the field phase.

5. Impact

I-PSM has been considered a cornerstone of the Public Sector Reform by GoI. Achievements realized on the ground indicates that I PSM has established a conducive environment and provided UN credibility in the eyes of GoI as an effective mechanism to advance the PAR agenda. To that extent, I PSM was extended by the Multi-Partners Trust Fund (MPTF) till December 2019 at the request of GoI.

To assess the exat programme impact, further information shall be obtained through the various data collection methods and direct observation during the field visit in order to examine if and in which areas profound changes have taken place as a result of the

⁵ 2018 ITF Annual Report, page 10

activities of the programme. More specifically, during the field visit it will be verified which extent has been increased the institutional capacity of the national beneficiaries.

6. Sustainability

The GoI funding for programme cost sharing mechanism was agreed in UNDAF 2015-2019. However, for I-PSM, the Government continued to rely only on the Iraq Trust Fund (ITF) available funds for implementing key activities to sustain the programme that has been the cornerstone for the decentralization.

The activities and achievements of the programme seem all to be geared towards attaining sustainable results. The entry point and one of the most important element of the reform in the development of the national I-PSM Strategy document – as a public sector reform strategy. The preliminary findings indicate that GoI ensured appropriated ownerships which contribute to more sustainable outcomes.

However, the preliminary findings are based only on the desk survey and will have to be further verified and validated by the review of additional documents and cross-checked during the interviews with the key stakeholders. Thus, further information and evidence will be sought through the various data collections methods.

IV. DATA COLLECTION INSTRUMENTS

The evaluation of the programme “Iraq Public Sector Modernisation Programme – Phase II” will use different data collection instruments (e.g. a checklist and a semi-structured questionnaire, appropriately adapted to each individual interlocutor) and utilize different methods to undertake the evaluation. The methods include a desk review, semi-structured interviews, analysis and triangulation of received data and information.

The *desk review* has been undertaken of the relevant programme documents and other documentation (programme action fiche document, progress reports prepared by UNPD), etc. In the upcoming period, additional documents will be thoroughly reviewed and analysed such as activity reports, project outputs (e.g. guidelines, performance monitoring frameworks, etc.).

Semi-structured interviews will be held in person and by means of skype interviews with staff engaged in the design and implementation of the programme and with various beneficiaries at the federal, provincial and local level.

The evaluator also envisage to conduct interviews with the civil society (CSO) and non-governmental organisations (NGO) in order to verify to what extent have been streamlined and considered the cross-cutting issues into the programme implementation.

The field mission is tentatively planned for the period 20th September – 6th October 2019.

V. LIMITATIONS TO THE EVALUATION

Limitations to the evaluation are mainly related to the availability of the stakeholders for the interviews as well as to beneficiaries’ ability and readiness to prove and verify actual use of the project’s deliverables to the evaluator. During the field visit, the preliminary findings about effectiveness, efficiency, sustainability, and impact will be further confirmed and verified.

Furthermore, it is assumed that the implementing authority will organise meetings with the main beneficiaries and provide necessary documentation. As concerns the beneficiaries, it is assumed that the beneficiaries will ensure the availability of relevant beneficiaries’ staff with adequate institutional knowledge about the programme’ implementation and programme results.

The evaluator will take necessary steps and immediately notify UNDP in case of occurrence of any of the above-mentioned risks or limitations to ensure proper evaluation process. In case UNDP or the beneficiary won’t undertake necessary remedy actions, this will be reflected in the Evaluation Report.

VI. EVALUATION WORKPLAN

<i>TASKS</i>	<i>TIMEFRAME</i>	<i>LOCATION</i>	<i>DELIVERABLES</i>
Desk phase Work plan, methodology, desk review, and one to one interview questionnaire	2 nd - 7 th September 2019	home based	Inception Report – submission on 8 th September
Filed phase Field visit to conduct interview with UNDP project team and senior management, counterpart, and partners and donors	20 th - 5 th October 2019	Iraq – Baghdad and Karba-la	Evaluator’s notes
Synthesis Phase – analysis and drafting the draft Evaluation report and submission of the first draft of the report to UNDP for comments and feedback from the project team	5 th -15 th October	home based	Draft Final Report – submission on 15 th October
UNDP review and submission of comments	16 th - 19 th October	Iraq	UNDP comments 19 th October
Integration of the comments and finalization the Evaluation report, submission of the Final Report to UNDP	20 th - 28 th October 2019	home based	Final Report – 25 th October

ANNEX I. INDICATIVE LIST OF PERSONS AND INSTITUTIONS TO BE INTERVIEWED DURING THE FIELD PHASE

National Counterpart	Focal Points	Title	Phone Number	e-mail address
Council of Ministers Secretariat (CoMSEC)	Riyad Fadil Mohamed	DG for Oversight and Audit Directorate	07812000037	fadhelriyadh@gmail.com riyadh.f.mohammed@gov-iq.net
	Abbas Mohsen	Section Head for Institutional Performance Assessment	07901139070	abbas_modm@yahoo.com abbas.m.zaboon@gov-iq.net
Ministry of Planning (MoP)	Mahir Johan	Deputy Minister of Planning		maherjohan@yahoo.com
	Wafaa Rasheed	Section Head for Monitoring and Evaluation	07903193482	wafaarashid@yahoo.com
central statistical organization	Dr. Dhya'a Awad	Head of central statistical organization	07901744224	
	Firas Rasheed	Head of GIS Unit	07901513702	
National Centre for Development Management and Information Technology (NCDMIT)	Raghd Abdul Rasoul	DG for NCDMIT		ncmdit@ncmdit.gov.iq
	Wathba Altayar	Assistant DG, NCDMIT	07901484846	wathba48@gmail.com wathba484846@icloud.com
University of Karbala	Dr. Zuhair Mohammed	President of Karbala University		
Karbala Governorate	Nusiaf Al Khitabi	Governor of Karbala		
	Ahmed Mamur	Section Head for Geographical Information Systems	07723799957	ayalyasari@gmail.com
Public Opinion Polling	Mohammed kamel	Karbala	07706016704	
	Majeed Jasim	Missan	07705126870	
	Nibras Abdul Abass	Basra	07710817790	

ANNEX II. LIST OF DOCUMENTS REVIEWED DURING THE DESK PHASE

1. Terms of Reference – Iraq Public Sector Modernisation Programme (I-PSM)-Phase II
2. IRAQ UNDAF FUND Joint Programme – Programme Action Fiche
3. 2108 – Eight annual consolidated report on activities implemented under Iraq UNDAF Fund for the period 1st January-31st December 2018
4. Iraq Public Sector Modernisation Programme Phase 1- Evaluation Report
5. UN Development Assistance Framework (UNDAF) 2011-2014
6. UN Development Assistance Framework (UNDAF) 2015-2019
7. National Development Plan 2018 – 2022
8. National Development Plan 2013 – 2017
9. Quarterly Reports Q1-Q4 -2013
10. Quarterly Reports Q1-Q4 -2014
11. Quarterly Reports Q1-Q4 -2015
12. Quarterly Reports Q1-Q4 -2016
13. Iraq Country Programming Framework 2013-2017 (FAO)

WEB- SOURCES;

<http://middleeast-business.com/wp-content/uploads/2014/11/Oct-2014-E.pdf>