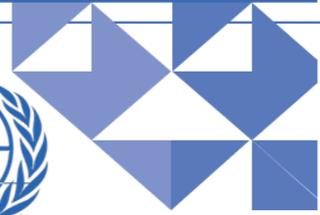




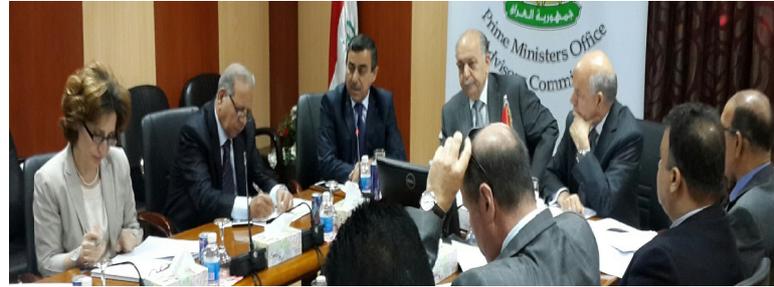
# Iraq Public Sector Modernization Programme



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## Higher Committee for Administration Reform reviews progress and prepares for 2015 work plan

To follow up on the progress made in the implementation of Public Administration Annual Work Plan for 2014, The Public Administration Reform Higher Committee held its 13<sup>th</sup> meeting in Baghdad on the 22 of Oct. under the chairmanship of Mr. Thamer Al Ghadban, The Head of PARHC. Dr Mahdi Al Alak, Prime Minister's chief of staff and Dr. Hamed Khalaf, Head of COMSEC attended the meeting along with representatives of concerned line ministries together with The Head of Public Administration Reform Management Committee; Dr. Ferhad Nematahhal. Senior government officials confirmed that reform is on the top priorities of GoI. During their course of participation in the meeting, the participants have all agreed that irrespective their sincere effort to implement the 2014 AWP, the progress made in this regard was



negatively impacted by the prevailing security conditions in Iraq since last June until now, further compounded by the non-endorsement of Iraq budget law for the 2014. In concluding the meeting, Mr Thamer has reiterated the importance of building on the momentum created and results achieved in PAR Roadmap to develop the PAR AWP for 2015, while considering resources availability and current conditions.

## Senior Executive Service System on the runway

UNDP fielded new mission for the Canadian Institute on Governance (IoG) to Baghdad in October 2014. The mission discussed the institutional setup for the senior executive service along with the criteria for assessing the performance of senior servants and the idea of establishing high committee for senior executive service. The mission also discussed the idea of establishing a regional center in Iraq on Fiscal Federal Center that could be potentially serving the whole region and supports the implementation of the reform agenda in Iraq. The higher committee of SES is likely to be chaired by head of COMSEC and composed of some senior officials in GoI includ-

ing the head of PMAC, PM chief of staff and other senior officials in selected ministries. The chief of COMSEC and PM chief of staff confirmed the need to start with the Ministry of Finance as a priority in addition to COMSEC and the ministry of planning as key institutions that might have an impact on all government performance. A plan of action for SES is underway and the practical implementation is likely to start early 2015



UNDP fielded a technical mission to deliver a "Tool Kit" for the assessment of government entities and to help determine organizational reforms and a process to achieve change. The Tool Kit was piloted in the Project Management Department of the Governorate of Basra. Knowledge on how to use the "tools" was transferred. The "Tool Kit" was presented to government decision-makers at federal level (COMSEC and PMAC). In its pilot application the "Tool Kit" proved to be fairly easy to use by the

participants; they were engaged, interested, and said the exercises had opened their eyes to a method for analysis and improvement for their work. The Basra Governorate worked to develop a new Governorate organogram reflecting a more functional structure with considerable delegation by the Governor to Deputy Governors and Assistants, as provided in Law 21. An Organogram Review Committee received knowledge transfer on the technicalities of organizational diagrams, as well as linking structural changes to larger objectives of good governance.

A "Tool Kit" for organizational re-structuring on the way

**Analysis: An Opportunity in the horizon  
Public Sector reform is on the agenda  
of government programme**



The formation of new government in Iraq brought a more harmonized governmental team and positive dynamics between the executive and legislative authorities. It has also brought reformist technocrats in the leadership of key central government institutions namely, COMSEC, Prime Minister office and PMAC. The programme of the new government endorsed by the parliament considered the public sector modernization and anti-corruption as key commitments. Furthermore, the first decision of the new government was related to anti-corruption. These are seen as indi-

cators for an opportunity in the horizon for pushing the reform agenda and strengthening the institutional setup and the national leadership for reform process. The UN is also likely to have more engagement at the federal level as well as the local authority reform with support from the key senior officials. This opportunity should be seized to keep the reform agenda on the table despite of the security challenges and the consequent pressure of the humanitarian situation. Reform process should be able to support the humanitarian efforts through better governance of humanitarian efforts and creating a capable leadership and better support systems.

**Snapshots from Reform Progress**

- Workshop in Beirut with support from WHO, Ministry of Health launches health accounts; a tool towards universal health governance.
- Workshop in Amman with support from WHO, Ministry of Health and Ministry of Planning discussed the mid-term budget financing.
- With support from UNFPA, youth and women structures including youth and women committees in Basra and Najaf governorates and youth Parliament as well as youth observer and women NGOs organized brain storming discussion with support from the American University in Beirut (AUB) on the best modality for civic engagement for youth and women in decision making process and lobbying and community mobilization.
- Two international experts were recruited to work on the Higher Education Management Information System (HEMIS) and Education Management Information System (EMIS); the work includes the development of a new Database using the state-of-the-art technologies. A roadmap that identifies the next steps will be discussed in a workshop that will be organized next November. The data base takes into consideration the literacy work handled by the Executive Commission of Literacy.
- One international expert was recruited to establish appropriate coordination mechanisms between the Ministry of Education (MoE), Ministry of Higher Education and Scientific Research (MoHESR) and the Ministry of Planning (MoP) in Iraq.
- Two international experts were recruited to develop training material on leadership, decision making, strategic planning and communication to train high rank officials in MoHESR.
- One international expert was recruited to develop a methodology for restructuring the MoHESR at the Central Government, including a chapter on the development of Job descriptions and their relation to tasks and functions.
- One international expert was recruited to provide technical assistance to Basra and Duhuk Universities to establish Academic Integrity Councils (AICs).
- A six-day training workshop was conducted in collaboration with the World Bank in Erbil on the Design and Implementation of M&E Systems and Reporting on Results.
- A series of preparatory meetings were held between UNESCO IPSM team and experts with regards to Restructuring Vocational Education in Iraq and performing an advanced internal evaluation for some selected vocational schools.





## From the secretariat of the reform management committee

- Public Administration Reform Management Committee (PARMC) is in the process of finalizing a monitoring and tracking tool to follow up on the implementation of reform activities at the federal and local levels.
- PAR Management Committee initiated a series of meetings to support and facilitate the simplification of procedures in key ministries and sectors.
- The head of PARMC initiated the establishment of institutional memory for the reform process and utilize the tool and documentations gained from the external study visits
- Despite of the prevailing security situation PAR Management Committee secretariat maintained the momentum to keep the reform agenda on the table
- A small task force to be established soon to initiate the planning of the reform activities to be delivered and set the target indicators for 2015 reform agenda at the federal and local level.



## More steps on the way to modernize Iraq's public sector

- Three-day workshop held in Baghdad to discuss restructuring of the Directorate General of Vocational Education.
- A two-day workshop held in Baghdad on piloting the implementation of internal evaluation of seven selected vocational schools.
- A two-year plan of action finalized for administrative reform in Basra Governorate.
- Gender responsive capacity building workshops held in Erbil supported by UN-Women.
- Senior executive service for Kurdistan region is on the runway supported by UNDP.
- Workshops to improve the governance of water sector management in Duhuok supported by UN-Habitat.
- 17-18/08/2014 workshop to review the School based management studies prepared by the international expert.
- Training course in Erbil on School Based Management trainers in the pilot governorates



## challenge

Although we have managed to make some important progress, the reform process in Iraq still facing a number of challenges amongst:

- Prevailing security situation and consequent humanitarian crisis
- Reform resistance at different fronts
- Delay in endorsing state budget law
- Weak institutional setup in some sectors
- Lack of national capacity and transfer of knowledge
- Slow process of endorsing new legislation to facilitate reform process

