

KURDISTAN REGION GOVERNMENT

MINISTRY OF PLANNING KRG

STRATEGIC DEVELOPMENT PLAN

EXTERNAL RESOURCES MANAGEMENT UNIT

ERMU

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STRATEGIC DEVELOPMENT PLAN ERMU

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1. BACKGROUND INFORMATION

1.1. Country

Kurdistan region is located in the north and north-east of the Republic of Iraq between the latitudes 36.31 and 37.22 degrees north and longitude 40.20 and 44.32 degrees east. Turkey is bordered to



the north and Iran to the east and the governorates of Iraq (Mosul, Kirkuk and Salahaddin and Diyala are bordered at the south and the west.

The total area of Iraq is 438, 317 km². Iraq has land border lines of 3631 km (Turkey, Iran, Syria, Kuwait, Saudi, Jordan) and sea border lines of 58 km. The area of the Kurdistan territory covers three governorates (Erbil, Dohuk and Sulaimania); there are disputed parts along the borderline to other Iraqi regions.

The capital city of the region is Erbil. There are two main airports: the Erbil International Airport and the Sulaimania airport. Official languages are Kurdish and Arabic. Religious diversity covers Muslims, Christians, Yzidians. The main ethnic groups are Kurds, Arabs, Turkumans, Assyrians and Chaldeans

The currency is the Dinar, with 1220 ID equal to one US Dollar.

Kurdistan province is differentiated into three larger land and environment features, in general being cold in winter and hot in summer:

1. Steppe land: flat land that is suitable for agriculture
2. Mountain land: located in the northern part and north east from Iraq and extended to the international borders shared with each of Turkey, Iran and Syria.
3. Hilly land: located between steppe and mountain areas.

KRG's natural resources are petroleum, natural gas, phosphates, sulphur, limestone and marble. Main export earner is crude oil and crude materials. Almost 95% of all requirements (food, medicine, manufactured products) are imported. Existing industries are related to petroleum, chemicals, textiles, leather, construction materials, food processing. Main agriculture-products are wheat, barley, rice, vegetables, fruits, sheep, and poultry.

The administrative structure is highly differentiated into 5 administrative levels, including the KRG level, governorates, districts, sub-districts and villages.

Governorates	Number of sub-districts	Number of sub-districts	Number of villages	Area (sqkm)
Erbil	9	35	1374	15074
Dohuk	7	22	1170	11011

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Sulaimania	14	45	2526	21189
Total	30	99	5070	21189

The population growth is 2.95% (according to 2007 statistics), the death rate is 62.4 for 1000 persons. The total population of Kurdistan Population is approximately 4.5 million, compared to a total Iraqi population of 27 million.

Since World War I, Kurdistan has been divided between several states, in each of which Kurds are minorities. At the end of the First Gulf War, the Allies established a safe haven in northern Iraq. Amid the withdrawal of Iraqi forces from three northern provinces, Iraqi Kurdistan (KRG) emerged as an autonomous entity inside Iraq, with its own local government and parliament in 1992.

Since an invasion in 2003, a multinational coalition of forces, mainly American and British, has occupied Iraq. The invasion has had wide-reaching consequences: increased civil violence, establishment of a parliamentary democracy, the removal and execution of former authoritarian President Saddam Hussein, official recognition and widespread political participation of Iraq's Kurdish minority and Shi'ite Arab majority, significant economic growth, building of new infrastructure, and use of the country's huge reserves of oil. In 2008 the Failed States Index, produced by the Carnegie Endowment for International Peace was the world's fifth most unstable country, after Sudan, and the United States in 2007 referred to it in court proceedings as "an active theatre of combat." Iraq is developing a parliamentary democracy composed of 18 governorates (known as *muhafadhat*).

1.2. Authority

The Strategic Development Plan (SDP) for the External Resources Management Unit (ERMU) is fully executed within the structure of the Kurdistan Region Government (KRG). The implementation takes place through the Ministry of Planning (MoP), Erbil, under the strategic and operational guidance of the General Directorate "Coordination and Cooperation Development" (GD CCD).

The mandate of the ERMU is derived from and comprehensively covered under the act for establishing the Regional Ministry of Planning through the Kurdistan National Assembly Iraq, issued in Erbil on October 16th, 2006. The following quotes three paragraphs from the act.

"The Ministry will attempt to achieve the following objectives:

....Paragraph 2: Cooperation with the line ministries and government as well as private sectors, to prepare comprehensive references for long, medium, and short term plans including the implied objectives and policies of those plans.

....Paragraph 7: Attempt to balance between funding resources and requirements for potential development through outlining effective principles and comprehensive directions for strategic management of the economic and social improvement.

....Paragraph 9: Cooperation with the Federal Government of Iraq to research donor resources from countries and international organizations. Participate in negotiation talks with donors for the purpose of convincing them to fulfil their pledges, to obtain assistance and loans, and to coordinate efforts with Regional Ministry of Finance and Economy to fund the projects in the region." (Excerpts from an unofficial translation of the act for establishing the Regional Ministry of Planning by the Kurdistan National Assembly Iraq.)

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The implementation of the SDP is facilitated by a cost-sharing agreement between UNDP Iraq and MoP Erbil, dated.....

1.3. Relevant country background

The recent political events, the potential of untapped resources for development, and the availability of substantial oil reserves make Iraq and Kurdistan Region a central piece of global and regional economical and political interests.

Over the past decades the political regime, wars, military interventions and civil or sectarian unrests have not allowed a significant development of these resources – and other economic potentials - for the overall benefit of the population.

The international community has committed considerable external resources to support the economic, social and institutional reconstruction and modernization of Iraq and Kurdistan Region. Such external resources are governed under the “Paris Declaration on Aid Effectiveness”, that binds both Donor and Partner countries, specifically under the aspects of

- Ownership: Partner countries exercise effective leadership over their development policies, and strategies and coordinate development actions,
- Harmonisation: Donors’ actions are more harmonised, transparent and collectively effective,
- Mutual accountability: Donors and partners are accountable for development results.

The Government of Iraq and the international community have laid the foundation for this process through the National Development Strategy (NDS) and the International Compact for Iraq (ICI), which outlines the framework for priorities in the coming years.

The Kurdistan Region Government has extensively worked on providing administrative support and the relevant infrastructure.

The international and local private sector is expected to heavily invest into this process that may probably turn out to be extremely dynamic and successful, after an initial “critical mass for sustainability” has been reached.

Both, the Government of Iraq, and the Kurdistan Region Government, are working on a transparent governing system monitoring the flow of resources and investments to ensure that national and regional priorities – as stated in NDS and ICI - are met.

According to these two strategic documents the Ministry of Planning will assume a central role in realization of the expected framework and the envisaged results.

Over the past two years the United Nations Development Programme (UNDP) for Iraq has contributed to this progress by providing support to human resources development, capacity building and institutional strengthening.

1.4. Current state of affairs in the relevant sector

In the past years thousands of projects have been implemented in KRG and Iraq, but no overview over incoming funding, use of funds, effectiveness and impact of projects does exist. This reflects an extremely unsatisfactory situation, with harsh criticism from within and outside the country, accusations of non-transparency by purpose, and corruption.

With assistance of UNDP Iraq both, the Regional Ministry of Planning Erbil, and the Ministry of Planning and Development Cooperation Baghdad, have established a Development Assistance

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Database (DAD) that presently contains several thousands of grant projects. It is estimated that only a maximum of 70% of all grant projects is recorded in the Iraqi database; and many projects lack sufficient information.

Under the General Directorate Coordination and Cooperation Development (GD CCD) a web portal is presently developed that will accommodate access to the KRG DAD. This portal will also enable the future ERMU to directly disseminate information to international, national and regional stakeholders, and enhance communication on project development matters between Government, Donor and Private Sector.

There are existing roots of relevant information that will be useful for the ERMU, e.g. in the Iraqi Strategic Review Board (ISRB), the Office for Coordination of UN Affairs (OCUNA) KRG, the KRG Investment Board, and across different directorates within the Ministry of Planning, e.g. the Directorate of Information and Mapping.

There appear to be different actors on the scene presently discussing the issue of management of (external) resources. It is important that the ERMU set-up is completed as soon as possible to avoid new fragmentation of issue and eventually duplicating and conflicting entities in different Ministries.

1.5. Related programmes and other donor activities:

At present the following international missions are either existing or the process of being set up in KRG. These diplomatic and commercial offices can be considered as potential partners for the management of external resources: the British Consulate, the Russian Consulate, the Iranian Consulate, the German Embassy Office, the French Consulate Representative Office, the Italian Commercial Representative Office, the Austrian Commercial Representative Office, and the Czech Republican Commercial Representative Office.

Additionally, different international development agencies have offices in Erbil, e.g. USAID, KOICA, and the UN System is established since many decades, with most agencies potentially operational. A number of international NGOs are operating on the ground, too. The relationship between the UN and these NGOs seems to be in an early phase of cooperation.

The UN's joint programming is the collective effort through which the UN organizations and national partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving the Millennium Development Goals (MDGs) and other international commitments arising from UN conferences, summits, conventions and human rights instruments. Through joint programming, common results and the modalities for supporting programme implementation are identified.

While UN operations in Iraq supported by the UNDG ITF are not strictly speaking an example of joint programming, a joint programming approach was used in drafting the UN Assistance Strategy for Iraq (endorsed at the Abu Dhabi donor committee meeting in February 2004) and through the cluster approach the UN Country team is endeavouring to utilize most elements of joint programming.

The International Reconstruction Fund Facility for Iraq (IRFFI) was launched early in 2004 by the United Nations and the World Bank to help donor nations channel their resources and coordinate their support for reconstruction and development in Iraq. So far 25 donors have pledged over \$1.83 billion to the Trust Fund Facility to ensure responsive financing for near-term (2004) and medium-term (2005–07) priority investments in the country.

Regardless of the funding source, many Donor activities are insufficiently perceived, poorly coordinated, and non-transparent for Donor and Government, built upon weak ownership by the partner side.

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During a consultative workshop on the ERMU strategy in Erbil on 28th of September 2008 nearly all participants portrayed a gloomy picture on the status of results and impact of implemented projects. They unanimously supported the establishment of rules, regulations, processes and institutions to guide design, quality control, strategic orientation, effective and efficient implementation, monitoring, evaluation of projects, as well as recording and reporting on funding to the general public.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the External Resources Management Unit (ERMU) at the Regional Ministry of Planning KRG is:

- Effective and efficient utilization of external resources through a transparent and accountable Government system in line with national and regional strategic priorities

This overall objective is in direct implementation support to the strategic goals of the National Development Strategy (NDS) and the International Compact for Iraq (ICI). It is instrumental to support monitoring of projects funded under the International Reconstruction Fund Facility for Iraq (IRFFI), or respective country strategies from other donors.

2.2. Purpose

The purpose of implementing this Strategic Development Plan for the ERMU is:

- Management and coordination of external resources to enhance project development, monitoring and reporting to stakeholders in KRG and in the international community

The External Resources Management Unit in the Ministry of Planning KRG will be the “one-stop shop facility” guiding design, quality control, institutional aspects, timely implementation, monitoring and reporting of external resources from a strategic perspective. This will initially cover international grants and loans, and – if proven successful – gradually include selected projects related internal resources of KRG.

2.3. Results to be achieved

Result 1

- Consolidation of an enabling environment for ERMU operations

After having achieved the Result 1, the organizational structure will be complete, and financial and administrative procedures and rules will be well established. The ERMU will have offices, staff, equipment and all assets in place. The ERMU will have established the necessary working links with other units and entities in the MoP Erbil and the MoPDC in Baghdad. Most importantly, funding for the complete implementation period of 2 ½ years covered by this strategy will be fully ensured.

Result 2

- Effective coordination and strategies developed

The achievement of the Result 2 will see a full network of liaison officers from relevant KRG Ministries and KRG authorities operating with the ERMU. NDS and ICI are reviewed and updates from the KRG perspective drafted and brought into the next round of the NDS revision. During this

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process a KRG framework for sector strategies and KRG governorates strategies will be developed. Result 2 will ensure that the ERMU operates on the forefront of strategic analyses in KRG, which will allow successful and contemporary screening and guiding of project proposals in line with strategic priorities.

Result 3

- Harmonized and standardized project development in line with national and regional strategies

This Result will be achieved through the full-fledged development of a substantive strategic project screening process, including details of work flow, criteria, forms, formats, analytical tools, and a continuous dialogue with the respective project source or Donor organization. Initially, activities will concentrate on external grants and loans, but if the screening process would show positive effects, it could be potentially enlarged to include selected internal projects as well.

Result 4

- Real-time information on status and progress serving project monitoring by stakeholders

The achievement of Result 4 will lead to becoming the Development Assistance Database the central place for most contemporary information on volume, extend, use, design, processing, implementation, funding, monitoring and reporting on external resources in KRG. A series of regular status reports combined with specific reports to Donors or on certain subjects will be published. A wider public access to the database through the www will be ensured. Operational modalities will be coordinated with the functioning of a similar database at the MoPDC in Baghdad.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project intervention

As stated in the text before the ERMU Strategic Development Plan (SDP) is firmly embedded into the National Development Strategy (NDS) and the International Compact for Iraq (ICI). In this context the main assumptions of the NDS and the ICI are valid for the ERMU as well. The absence of war, of civil or sectarian unrest, the rule of law and justice, and the maintenance of territorial integrity are the key assumptions underlying the NDS, the ICI and the ERMU SDP.

It is further assumed that KRG, MoP and other Ministries, adopt the NDS and the ICI as core strategic documents, and are working on a rolling planning process to ensure continuous updating of this important initial document, and relevance of the strategic orientation provided.

It is assumed that the federal planning, development and governing process unfolds as envisaged in the NDS and the ICI.

It is assumed that the KRG continues with a successful effective, efficient and transparent institutional development process across all Government agencies, and on all administrative levels.

3.2. Risks

At this point in time there is a risk that full-time funding for 2 ½ years of ERMU operations is not secured. This issue has to be settled within the next 6 months, otherwise ERMU operations may experience a serious break-down after the initial set-up phase.

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There is a more general risk that the ERMU may not develop into an integrated part of the MoP, meaning an integrated part of the KRG Government structure, but will remain a “project entity” driven by Donor interest and project funds available. This issue has to be addressed jointly by MoP, GD CCD and main donors during the first two years of the Strategic Development Plan.

In principle – besides becoming a regular Government agency – the ERMU could also be developed into a private / public ownership institute for KRG development, a regional development agency.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

Task of the External Resource Management Unit is to set-up the structure and the organizational framework described in this Strategic Development Plan (SDP), and to implement the concept, the approaches and methodologies as outlined in the SDP. The overall timeframe provided for implementation is 2 ½ years. A number of activities have already begun and some preparatory works (e.g. training, advertising of selected positions) were undertaken in 2008. Official start-up of the project activities is anticipated for early 2009.

4.1.2. Geographical area to be covered

Activities of the ERMU will relate to all externally funded projects in the KRG area, both on strategic level, and on the levels of initial project design (project concept) and monitoring / reporting.

4.1.3. Target groups

- Direct target groups are the ERMU staff in MoP, planning/liaison officers in other KRG Ministries, external project development staff in Donor agencies, international organizations, the UN or the private sector. In its core this could be between 80 -100 professionals in KRG.
- A main direct beneficiary of the ERMU outputs would be the Iraq Strategic Review Board (ISRB) and especially the representatives from KRG.
- A main indirect target group are political stakeholders within KRG, within Iraq and outside the country, and global observers of developments in KRG and Iraq, including media.
- The general public in KRG is considered an important indirect local target group.

4.2. Specific activities

The following table outlines the specific activities of the Strategic Development Plan according to the expected Results / Main Outputs. Further details (timetable, indicators etc) can be found in the respective annexes to the SDP.

It will be one of the tasks in the concept phase of project implementation (early 2009) to develop a comprehensive and more detailed annual work plan and timetable 2009 for these activities.

For Result 1

Means of verification

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1. Create an environment that supports systematic and continuous routing of external resource projects through the ERMU process	Number of projects
2. Lead and initiate the coordination between Donor and ERMU	Protocol of network of Liaison Officers
3. Support close collaboration between Ministries on project development	Draft strategies available
4. Ensure effective utilization of MoP's internal knowledge and experience	MoP internal routing and communication process
5. Maintain coordination and collaboration with MoPDC	Number of meetings between DG CCD and MoPDC ISRB engagement
6. Ensure long-term funding of ERMU operations (Donor / KRG)	Formal inclusion in KRG budget
<i>For Result 2</i>	
1. Support integration of activities into KRG financial year / MoF	Protocol on budget procedure available
2. Organize regular meetings with stakeholders	Minutes of meetings available
3. Ensure full information of stakeholders through www	Number of log-ins into website and database
4. Ensure regular information of general public	Number of publications, leaflets etc for general public
3. Translate NDS and ICI into a KRG Action Plan	Strategic Action Plan for NDS and ICI available
4. Facilitate Governorate and sector development strategies	Number of draft strategies available
5. Support strategy development on central level	Annual meeting on NDS review and update
6. Maintain strategic direction of ERMU	Coordination with Project Steering Committee
<i>For Result 3</i>	
1. Familiarize with forms, formats, procedures, strategies of Donors	Donor documents available at ERMU
2. Ensure regular liaisons with Donors	Work plans and records of meetings

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3. Support general project design	Quality guidelines for projects in KRG
4. Introduce KRG forms, formats, procedures	KRG Project Manual
5. Link new projects to database	Number of projects in database
6. Screen project proposals according to agreed forms, formats and procedures	Process in place, formats used
7. Maintain strategic orientation of project proposals in line with identified priorities	Number of projects screened
8. Make recommendations to Donor, KRG agencies, others	Coordination with Council of Ministers and ISRB
9. Follow up and report on status of project proposals	Number of appraisals released
<i>For Result 4</i>	
1. Facilitate and follow up regular update of database by Donors, RGC agencies, others	Number and percentage of Donor projects in database
2. Encode relevant data and information into the database	Percentage of completeness of information
3. Enable quick access to database from all locations	WWW speed available at different locations and number of log-ins
4. Monitor project delivery against technical and financial indicators and against timeframe	Number and schedules of reports
5. Summarize and analyze data and information in database	Number, type and schedules of reports
6. Produce regular status report for all stakeholders	Number, type and schedule of reports
7. Prepare end-of-project report / closure reports with assessment of quantity, quality, efficiency, effectiveness, impact, sustainability	1 Final report in line with PCM approach and LFM indicators
8. Maintain other consistent high quality reporting (form and content) in both hard and softcopies	Degree of stakeholder and client satisfaction on quality and quantity of reports
9. Maintain A1 filing system for digital files and records	Filing system register and update

4.3. Project management

4.3.1. Responsible body

The implementation of the Strategic Development Plan for the External Resources Management Unit is managed through the General Directorate for Coordination and Cooperation Development (GD CCD) in the Ministry of Planning, Erbil, KRG. The Head of GD CCD is also Head of the ERMU and has the overall responsibility for strategic direction, day-to-day operations, financial and administrative management, provision of relevant resources and timely execution of planned activities.

The Head of ERMU has special responsibilities for assuring full 2 ½ years funding during the concept phase of the project, and for long-term integration of the project into the MoP / KRG government structure (or any other alternative sustainable option).

Overall management of the ERMU will be supported by a Project Steering Committee (PSC) that will provide strategic and inter-ministerial coordinating guidance and specific operational assistance, if required. The Project Steering Committee will meet twice a year; special sessions can be called in by the Head of the ERMU. It is suggested that the PSC is composed of:

- Minister MoP (Chairman)
- 1 Representative of Donors in Erbil
- 1 Representative from ISRB
- 1 Representative from Council of Ministers
- 1 Representative from Ministry of Finance
- 1 Representative from the UN system

4.3.2. Management structure

The Regional Ministry of Planning (MoP KRG) as Executing Authority for the ERMU is composed of 5 General Directorates (GD), and several offices and Directorates in support to the Minister MoP and the Under-Secretary MoP.

There are a number of entities in the MOP that eventually could collaborate with the ERMU, e.g.:

- Directorate of Information and Mapping
- Regional Statistical Group
- Regional Centre for Administrative Development
- Directorate Social Development Policies
- Directorate Priority Studies of Projects
- Different Directorates dealing with Sector Planning
- IT Directorate

A more in-depth review on the professional capacity of these separate entities would need to be undertaken in the concept phase of the ERMU (early 2009) to define the scale of their practical contributions to the ERMU process.

The General Directorate Coordination and Cooperation Development (GD CCD) as Implementing Agency for the ERMU presently consists of 3 Directorates and is in charge for a number of additional tasks (e.g. Registration of NGOs). The 3 Directorates are:

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Directorate for Coordination with MoPDC

Directorate for Follow-up of Offering Countries Affairs

Directorate for Private Sector and Investment Encouragement

Presently the 3 Directorates are on different levels of operational functionality but in principle their tasks are very complementary to the ERMU concept, and a good degree of cross-fertilization and spill-over effects should be expected.

The ERMU will be composed of four complementary sections, each working as a core team of specialists, but as well as a joint project task force team in support to the Strategic Development Plan and the overall objective and the purpose of the ERMU under the guidance of the Head of ERMU and the Team Leader ERMU. The 4 sections are:

CS: Section for coordination with KRG agencies and strategies development (2 staff)

The staff in this section will be primarily responsible for integration of the ERMU into the overall governing structure of KRG, maintaining liaisons with all relevant Ministries and KRG agencies. They will coordinate with the KRG administration and guide the framework for development of sector or governorate strategies under the umbrella of the NDS and the ICI.

PD: Section for project development and Donor dialogue and coordination (4 staff)

This section will support the formatting and do the screening of new project proposals according to NDS, ICI, sector priorities, and economic, social, environmental, institutional criteria. The section will maintain a close dialogue with external partners, Donors and other sources of project proposals, and follow up the routing and approval process for new project documents.

IK: Section for information and knowledge management and the DAD (4 staff)

In this section all relevant information on projects in KRG will be encoded into the DAD, and made available through the new DG CCD web portal. Regular quarterly reports will be produced, and specific thematic or Donor reports will be issued. The staff will systematically follow up the completion and regular update of the information in the database with all partners, Donors, stakeholders.

SU: Support services section: secretary, translator, IT officer, records officer (4 staff).

If financial and budget management is falling under the responsibility of ERMU, and administrative officer / accountant might be recruited additionally.

4.3.3. Facilities to be provided by the Executing Authority and/or other parties

The MoP through the GD CCD will provide sufficient office space and two meeting room facilities, partly refurbished, partly renovation works are necessary.

Office equipment like computers and desks are available in limited numbers; additional and missing equipment has to be procured through the project, in line with funding available.

Regular ERMU staff will be recruited and paid through a private consulting firm “Al-Nannar Engineering”, which has been contracted by UNDP Iraq for this purpose. (This can only be seen as a temporary measure and has to be modified into a more long-term staff management scheme.)

Auxiliary support staff like driver, guards, and cleaners will be recruited through the MoP.

A 50% share on the operational cost (power, fuel, tele-communication, stationery etc) will be born by MoP.

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UNDP Iraq will continue to provide specific technical support to the Development Assistance Database and related IT investments.

Relevant details effecting the present cost-sharing agreement between MoP and UNDP have to be clarified bi-laterally between the two parties.

5. LOGISTICS AND TIMING

5.1. Location

The home base and operational centre of the ERMU is the KRG Ministry of Planning, Erbil. In a later stage of development two sub-branches in the Dohuk and Sulaimania Governorates could be established. ERMU liaison officers will be in all relevant KRG Ministries or agencies. A direct operational link with MoPDC in Baghdad will be established.

5.2. Commencement date & Period of execution

The intended commencement date is January 2009 and the period of execution of the strategy will be 30 months from this date.

The ERMU setup and the implementation of the designed Strategic Action Plan is a logical and subsequent follow-up of activities funded and actions undertaken by UNDP Iraq (Human Resources Development, training, Development Assistance Database etc.) during 2007 and 2008.

6. REQUIREMENTS

6.1. Personnel

6.1.1. Key experts

The following experts will have a crucial role in implementing the ERMU Strategic Plan. They are referred to as key experts. The profiles of the key experts for the ERMU are below; further details are sketched out in a template for Terms of References (see annex):

Key expert 1: Head of ERMU

Qualifications and skills

- Senior Officer in the KRG Government with proven cloud to stimulate cooperation and innovation

General professional experience

- Academic background related to planning or international relations
- Strategic orientation

Specific professional experience

- Developed team management and motivation skills
- Demonstrated communication skills
- Excellent international language skills, Kurdish, Arabic
- Very good computer skills

Key expert 2: Team Leader ERMU

Qualifications and skills

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- Senior Officer with 15 years of management experience in a complex institutional environment

General professional experience

- Academic background related to management, project planning, donor coordination
- Strategic orientation

Specific professional experience

- Demonstrated coordination skills
- Proven analytical character
- Proven structured and systematic approach
- Capable to linking theory with practice and vice versa
- Excellent international language skills, Kurdish, Arabic
- Excellent computer skills

Key expert 3: Technical Assistance in support to KE1 and KE2

Qualifications and skills

- Senior professional with at least 15 years of management experience in international institutions, complex projects and with different Donors

General professional experience

- Masters' degree (MSc) related to management, project planning, donor coordination
- Strong and proven strategic orientation

Specific professional experience

- Capable to undertake training-on-the-job
- Successfully proven project development skills across all phases of the Project Cycle
- Demonstrated coordination skills
- Proven analytical character
- Proven structured and systematic approach
- Capable to linking theory with practice and vice versa
- Excellent international language skills, Kurdish, Arabic an advantage
- Excellent computer skills

6.1.2. Other experts

Other experts of the ERMU are included in the table of all ERMU staff below. Recruitment is envisaged to take place in two batches / phases, according to funds available.

<i>Function</i>			Batch 1: 30 months	Batch 2: 24 months	Level S, M, J
1	Head ERMU		X		GD CCD
2	Team Leader ERMU		X		S
3	Strategist / Senior Planner	CS		X	S
4	KRG Liaisons Officer	CS	X		M
5	Project Developer Economics	PD	X		S

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6	Project Developer Social	PD		X	J
7	Project Development Environment	PD		X	J
8	Project Developer Institution	PD	X		M
9	Analyst	IK		X	S
10	Reports / Publication Officer	IK	X		M
11	Data Officer 1	IK	X		M
12	Data Officer 2	IK		X	J
13	Secretary	SU	X		S
14	Records Officer	SU		X	J
15	Translator	SU	X		J
16	IT Officer	SU	X		J

6.1.3. Support staff

Auxiliary support staff are: 1 driver, 2 cleaners, 3 guards (provided by MoP).

6.2. Office accommodation

Office accommodation of a reasonable standard and of approximately 6 square metres for each staff working in the ERMU is to be provided by the Executing Authority (MoP).

An initial plan on structure and lay-out of the ERMU office is attached as annex.

6.3. Facilities to be provided

The MoP / ERMU office will provide these facilities:

- Sufficient office rooms for all 16 staff and Technical Assistance
- 1 IT / server room
- 1 Archive / files and records room
- 1 Small meeting room (for staff and visitor)
- 1 Large training and workshop room
- 1 Reception area
- Area / shelter for guards, cleaner, driver
- Security installations at stairs and windows
- Reasonable toilet / bathroom facilities for men and women
- Small kitchen facility
- Parking lot

6.4. Equipment

The following equipment is needed to implement the Strategic Development Plan through the ERMU. Limited equipment is already available. Costs for purchase of equipment will be shared between MoP and Donor.

Equipment
1 internet communication system, wiring, router etc. for LAN
1 server with peripherals and accessories
16 pc work stations with peripherals, printers, fax, scanners etc.

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16 office desks / furniture sets
1 furniture set meeting room / reception area
Presentation / communication system meeting room
Filing and storage system for hardcopies, materials, documents
16 Air conditioners
Transportation
1 Vehicle, Prado type

One all-road vehicle is necessary to manage the considerable number of visits to KRG partners, meetings with external partners and Donors, and eventual monitoring visits in the field.

6.5. Cost Estimates

The total budget estimate for 30 months of project implementation according to the Strategic Development Plan is **USD 2,065,515**.

For details of the cost estimates please refer to the annexes.

<i>Overall Budget Estimate ERMU MoP Erbil KRG Iraq</i>	<i>USD</i>
<i>Item</i>	
Personnel, Salaries	777000
Refurbishment / Renovation Offices, Security	16500
Equipment	96600
Transportation	30000
Publications, visibility	50000
Workshops, meetings with Donors, KRG, Gol etc agencies	30000
Technical Assistance	540000
Formal HRD Programme / Training, 10 courses	80000
In-house / training-on-the-job, 10 staff	16000
Per diem / DSA	54000
Operational cost, power, fuel, telecommunication, stationery etc	90000
Expenditure verification, audits	16000
Grand Total 1	1796100
Contingencies	269415
Grand Total 2	2065515

* The figures in this column refer to items already available, or presently in the process of procurement, or to future funding to be made available during implementation phase.

Some items partially covered under cost-sharing agreement UNDP / KRG

6.6. Expenditure verification

Management of funds is under the overall responsibility of the Head of ERMU through the Support Services Section (or alternatively through UNDP Iraq). An on-site verification of expenses or audit following international standards of good practice will take place once a year, based upon TORs for the verification / audit provided and approved by the Project Steering Committee.

7. REPORTS

7.1. Reporting requirements

Please refer to Article 26 of the General Conditions. Interim reports must be prepared every six months during the period of execution of the contract. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the General Conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of execution. The draft final report must be submitted at least one month before the end of the period of execution of the contract. Note that these interim and final reports are additional to any required in Section 4.2 of these Terms of Reference.

Each report shall consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, of the incidental expenditure and of the provision for expenditure verification.

7.2. Submission & approval of reports

The ERMU will produce the following reports and publications during the 30 months implementation period:

- 10 Quarterly Status Reports (as reflected in the Development Assistance Database) for all Donors, external partners
- 2 Annual Reports for the general public
- 4 Thematic Reports on selected topics
- 4 Progress Reports on status of implementation of the Strategic Development Plan for the PSC members
- 1 Final Report after end of implementation phase (after 30 months)

Six copies of the Progress Reports must be submitted to the Project Steering Committee suggested in this Strategic Development Plan. The Progress Reports will be written in English. The Project Steering Committee is responsible for approving these 4 Progress Reports, as well as the Final Report.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

In this Strategic Development Plan only the indicators for the upper planning levels are defined. More indicators can be used in the detailed annual work plans to be drafted by the ERMU.

Narrative Summary	Performance Indicators
Overall Objective	
1 Effective and efficient utilization of external resources through a transparent and accountable government system in line with national and regional strategic priorities	1.1 # of external agencies cooperating with ERMU 1.2 # of KRG Ministries cooperating with ERMU 1.3 # of coordination meetings with MoPDC
Project Purpose	
Management and coordination of external resources to enhance project development, monitoring and reporting to stakeholders in KRG and the international community	1.1 # of projects routed through ERMU 1.2 Financial volume in USD of projects routed through the ERMU
Project Results	
1 Consolidation of an enabling environment	1.1 Long-term funding available by March 2009
2 Effective coordination and strategies developed	2.1 # and type of strategies facilitated
3 Harmonized and standardized project development in line with national and regional strategies	3.1 Screening system in place Number of project proposals screened
4 Real-time information on status and progress serving project monitoring by stakeholders	4.1 Database and access to it fully functional at any time Number of reports produced and distributed

8.2. Special requirements

This Strategic Development Plan for the ERMU is approved by H.E. Minister MoP, Erbil, KRG.

Date:

Signature:

Name in letters: