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IRAQ GOVERNANCE STRENGTHENING PROJECT (TAQADUM)

IRAQ GOVERNANCE STRENGTHENING PROJECT

Annual Report on Lessons Learned and Best Practices

SUBMITTED BY CHEMONICS INTERNATIONAL INC.
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ACRONYMS

COP	Chief of Party
Citizen Service Desks	CSD
DCOP	Deputy Chief of Party
ESDO	Essential Service Delivery Oversight
GO	Governor's Office
GOI	Government of Iraq
GSP	Governance Strengthening Project
LOC	Letters of Credit
M&E	Monitoring & Evaluation
MoP	Ministry of Planning
OSTP	Organizational Self-assessment and Transformation Program
PC	Provincial Council
PDS	Provincial Development Strategy
PPDCs	Provincial Planning and Development Councils
SDPS	Service Delivery Performance Standards
TCN	Third country national
USAID	United States Agency for International Development
USG	United States Government

I. INTRODUCTION

As per Section F.7.A.(d) Chemonics provides its **Annual Report on Lessons Learned and Best Practices** for the Governance Strengthening Project (GSP), “Taqadum,” under Contract No. AID-267-C-11-00006. This document reflects on lessons learned in the previous year of project implementation and provides information and insight explaining why the proposed course of action in the consecutive annual work-plan is justifiable.

The goal of this document is to capture best practices developed by Taqadum over the course of the second year of implementation, from October 2012 to September 2013. Programming in a conflict environment results in special challenges, and Taqadum adapted to address these challenges with a number of innovative approaches. In an effort to address two distinct but overlapping spheres of activity, this document is divided into two parts: 1) best practices related to the implementation of program activities and 2) best practices for overall project management. Examples are provided for lessons learned, followed by the overarching best practices that resulted from these lessons.

II. BACKGROUND

In September 2011, the United States Agency for International Development (USAID) launched Taqadum. Taqadum is designed to enable provincial and local governments to respond more effectively to community needs. The project has two components:

- **Component I:** *Institutional Strengthening. Institutionalize provincial and local governments' core authorities and responsibilities.*
- **Component II:** *Executive Oversight. Provincial and local elected officials hold executive ministries accountable for improved services.*

Under each component, Taqadum promotes provincial and local government institutional development to build constructive provincial council and governor office capacity and oversight mechanisms. Activities are Iraqi-led, supporting government and civil society efforts to strengthen the responsiveness of provincial and local governments to community needs. The estimated distribution of project resources is 60 percent for Component I and 40 percent for Component II.

A. On-Site Support

During the second year of implementation, Taqadum further strengthened the relationships that were established in the first year with Iraqi officials and staff at the provincial and central levels of government. Taqadum established embedded offices in 15 provinces, with offices in the Provincial Council (PC) or Governor's Office (GO). In three provinces (Anbar, Wasit, and Basrah) provincial officials were able to provide Taqadum embedded office space in both the PC

and GO. The embedded offices allowed Taqadum embedded teams to work side-by-side with PC and GO staff on a daily basis and helped facilitate easier access to key officials. Over the past year, this strategy has also contributed to building the trusting relationship and professional regard that Taqadum enjoys from the provinces. By emphasizing the importance of building solid relationships in the past, this has directly helped us establish rapport with the newly elected council members and new provincial leadership and committee chairs.

B. Tools and Techniques

Taqadum uses a matrix organizational structure to provide the flexibility to adapt to the dynamic operating context of Iraq while maintaining geographic reach and technical depth. It also reduces dependence upon individual team members, minimizing the impact of employee turnover. The project's technical and administrative headquarters is in Baghdad, where the chief of party (COP), deputy chief of party (DCOP), team leaders, and finance and compliance management teams are based.

The COP provides overall technical direction and management in coordination with USAID/Iraq. The DCOP leads monitoring and evaluation (M&E) and communications and reporting, and ensures the integration of crosscutting issues into Taqadum programs. On an as-needed basis, the DCOP also assists the chief of party on program components. Team leaders and senior technical specialists, also based in Baghdad, provide technical support and guidance to the embedded teams in the provinces and lead the two components.

In the provinces, the embedded teams are comprised of a regional coordinator who leads a team of specialists that have been assigned to meet the provincial government's capacity building and technical assistance needs. Regional managers, based in Taqadum's four geographic hubs, oversee the work of Taqadum's provincial teams. The regional hubs are located in Baghdad, Hilla (Babil), Basrah, and Erbil. The Regional Director provides management oversight of the hubs and plays a coordinating role to ensure efficient and effective deployment of resources and program activities. Through this organizational structure, technical assistance is designed in Baghdad, and hub offices manage embedded provincial staff in the implementation of program activities. This approach enables the project to focus resources where they are needed and adjust the mix of resources and activities according to technical needs.

Taqadum's guiding principles continue to contribute to the success of the project. These principles build on the vast experience of the implementing consortium which brings significant knowledge supporting local governance in challenging operating environments. The main principles are:

- *Sustainability through local ownership*- Taqadum makes additional investment so our partners are taking the lead, while the project provides technical oversight and guidance;

- *International best practices* with an Iraqi service delivery, by emphasizing and identifying local talent and exceptional organizations;
- Capacity building by working hand-in-hand, “*learning-by-doing*” with all stakeholders, building trust, and forging durable relationships with our local partners;
- *Flexibility and adaptability*, by leveraging windows of opportunity that further governance strengthening; and
- *Focus on citizen needs, input, and feedback* for services and results so that the program is demand and commitment driven.

Another tool and resource that has proven especially effective is engaging and leveraging the resources and input of Chemonics' home office based team. Taqadum has developed a robust system for coordination between the Washington, DC based home office and field office leadership. This includes daily emails and a weekly Skype call in addition to ad hoc phone calls. A recent example of this coordination is the audit conducted in Taqadum's Baghdad office, which required significant inputs from both the home office and regional project office to produce the required documentation to the auditors.

III. LESSONS LEARNED

In its second year of implementation, Taqadum has faced a number of unique challenges. Having secured commitment from provincial governments in the first year of the project, the project's technical leadership focused on developing tailored implementation plans for each province and technical area. Taqadum addressed logistical, resource, and security challenges in order to design and deliver custom technical assistance centered on a unified and cohesive team. Efforts focused on engaged staff at all levels to internalize their roles and how their work contributes to the overall project objective.

A. Project Design

Taqadum's project design and approach for Year 2 did not undergo any major changes during implementation, with the notable exceptions of the “glide path” modification currently under USAID review, intervention in Erbil, and new capacity building initiatives for the recently elected provincial officials. While these developments resulted in some new activities, the pending programmatic changes have not affected the vast majority of year two implementation and so are not addressed here.

B. Project Management

I. Leadership Development

Taqadum continues to invest in building and expanding the capability of local staff to lead an increased portion of technical and operational program aspects. Taqadum routinely

incorporates on the job mentoring and training support and incorporates this approach whenever possible. Iraqi managers are progressively selected to assume full responsibility and accountability over their functions and tasks. Staff receive mentoring and coaching on soft and hard skills such as supervision, program management, leadership, and communications. Fostering the development of Taqadum staff, as well as investing in the long-term success of the Iraqi people, will allow technical activities to continue beyond the close of the project. Examples of the transfer of responsibility to local staff include the hiring of a local M&E director and increased delegation of responsibility to the project's Regional Managers.

2. Stakeholder and Partner Communications

Given the fast-paced and dynamic operating environment, the importance of building and maintaining professional relationships cannot be overstated. While Skype, mobile phones, and email are necessary forms of communication, nothing replaces face-to-face meetings. Regular in-person meetings are critical and are prioritized even when they are logistically burdensome or time consuming, particularly when new initiatives are being designed or the project is expanding to a new area and stakeholder feedback on needs and project performance is essential for success.

Taqadum makes a concerted effort to schedule regular, face-to-face meetings with its stakeholders. The relationship built by Taqadum with the Ministry of State for Provincial Affairs has enabled Taqadum to move quickly into implementation in areas where the project previously had little to no reach. Similarly, Taqadum's embedded approach to its technical scope has created a highly communicative relationship with its stakeholders in various Iraqi GOs and PCs. The project's embedded provincial teams work side-by-side with their government counterparts, thereby facilitating technical as well as administrative dialogue. Provincial teams then relay recommendations they receive from interacting with PC and GO personnel on a daily basis to Taqadum headquarters in Baghdad.

Taqadum provides personalized and on-demand program interventions. The COP regularly meets with many national and provincial leaders. Provincial Coordinators and Regional Managers drive the ongoing relationships and work to maintain stakeholder buy-in and commitment as technical work progresses.

In addition, Taqadum continues to coordinate with other governance and capacity building implementers, thereby reducing programmatic redundancy across donor projects. Taqadum strives to leverage United States Government (USG) resources by coordinating with other partners and donors including the USAID-funded projects *Tarabot* and *Access to Justice*. Taqadum will continue to conduct regular meetings with other implementers to create opportunities for cooperation between similar development programs, particularly with regard to policy coordination between provincial governments and central government.

3. Risk Mitigation

Though Iraq's security context present challenges to Taqadum, the project has been successful in developing creative solutions to enable programmatic headway while minimizing risk. While every security context requires different risk-mitigation strategies and tactics, Taqadum has learned several critical lessons that enabled a more efficient security platform and maximized technical assistance activities.

Open and clear communication between all levels of security personnel and project staff is the core of a robust security platform. While this may be intuitive, Taqadum found that developing the right vehicle for open communication between all parties was critical to the success of the project. Pre and Post- deployment briefings for new staff set expectations for life and work in Iraq and developed an understanding of the security platform, allowing for an easier transition to the new operating environment and more efficient programming. A constant communications and feedback cycle enabled the security provider to adjust to the needs of project personnel and better explain to project staff when certain requests could not be met. Close coordination of initiatives with the security provider and the home office team has also enabled Taqadum to redistribute additional resources for the most critical needs while still providing the necessary level of support for the rest of the project.

Iraq's fluid environment and the need to be efficient with resources has also prompted Taqadum and the security provider to be very creative in finding safe solutions to security challenges during project implementation. An enabling mindset from both the security provider and Chemonics security team has been critical in fostering safe and meaningful project implementation. The shared approach of balancing maximum technical impact with security requirements has proven effective and fostered greater collaboration on security concerns.

As Taqadum has continued to develop its provincial teams, the embedded and regional advisors are able to mitigate risk by carefully managing the amount of expatriate travel needed to support activities. This embedded approach allows senior staff to rely more heavily on the national staff for implementation, thereby reducing exposure and lowering Taqadum security profile in the provinces while simultaneously building the leadership and management capacity of local provincial staff.

4. Expatriate and Third Country National (TCN) Recruitment

Working in Iraq is unique compared to many other places where USAID implements programs. Living conditions are contained, security concerns create unprovoked stress, and other challenges make this a unique operating environment that does not necessarily work well for all individuals. During its second year of implementation, Taqadum continued to implement a dynamic recruitment and hiring approach reflective of the operating environment in Iraq that allows international staff to manage the challenges of transitioning to the project. All staff are

provided with information about life on the Baghdad compound and are given access to resources to support mental and physical well-being as part of Taqadum's on-boarding process. Additionally, emphasis was placed on hiring staff that have experience living in compounds before or have fluency in Arabic as it allows for a more smooth adjustment period.

In order to identify staff who will succeed in the restrictive environment, Taqadum has integrated questions regarding a candidate's suitability for compound life and previous Iraqi local government experience into the interview and reference checking process. Additionally, by focusing recruitment on Arabic-speaking staff from the region, staff are more likely to adjust easily to life in Iraq. As a result of these efforts, in the second year of implementation, Taqadum has recruited staff and consultants better suited for assignments in these unique conditions and achieved significantly better retention of expatriate staff.

Many of Taqadum's expatriate and TCN staff are native or fluent Arabic speakers. While Arabic language skills are not a requirement for any of the previously mentioned positions, this level of fluency allows Taqadum to integrate extremely well into the Iraqi context. In addition to the clear advantage of being able to better communicate with the project's Iraqi staff, these senior personnel are able to connect seamlessly with Government of Iraq (GOI) counterparts in meetings, trainings, conferences, and events. Taqadum's positive experience suggests that seeking out expatriates and TCNs for short-term or long-term positions who are proficient or fluent in Arabic should be incorporated into the project's future recruitment efforts.

Notably one of the project's major advantages is the recruitment of an Iraqi expatriate for the chief of party position. Taqadum's COP has extensive previous experience with local governments in Iraq and elsewhere and has successfully leveraged these qualifications to build strong relationships with GOI officials and provide critical local and political context for the project.

5. Procurement in a Challenging Environment

Due to the tenuous security environment and the prevalence of graft and corruption, procuring goods and services for daily operations and program activities continues to be challenging. Taqadum has found that recruiting and training the most qualified procurement staff is essential. Taqadum recommends hosting quarterly procurement trainings for staff in order to review important rules, regulations, and timelines and how to apply this information to their role on the project. Further, by developing a robust compliance system with multiple checks ensures that competition for procurements is always implemented to the fullest extent possible. Arabic speaking international staff in both the Operations and Compliance Director position and the Finance Director position are able to call vendors to verify quotes, more easily confirm written documentation, and provide ongoing training to staff on how to conduct open procurements.

To streamline procurements, the program also developed Blanket Purchase Agreements when it needed to procure large quantities of the same item or service from a single vendor. This allowed Taqadam to enter into an agreement with a vendor, negotiate a fixed price, and purchase products on-demand without using the longer Request for Quotation process.

C. Project Implementation

1. Flexibility to Provide Just-in-Time Assistance Provides Timely Results

The presence of Taqadam's embedded teams in the 15 provinces has provided Taqadam specialists with a bird's eye view of the individual needs of the provinces and the ability to provide technical assistance that meets their immediate needs. This flexibility has also allowed sharing best practices and success stories with other provinces as needed, and further enhanced Taqadam's success in implementing standardized and systematic higher-level project assistance.

Taqadam's flexibility has been demonstrated in many areas of technical assistance. For example, Taqadam provided demand-driven financial management technical assistance in the provinces. In Basrah, Taqadam worked with the accountants and audit staff to map provincial payments to contractors. Improvements were identified to streamline and simplify the payment process. The process owners helped develop forms that clearly define which department is responsible for providing specific documentation and approvals. The forms can also be used by senior management and auditors to identify the causes of delay and non-performing capital projects. It has been determined that there is a need for this type of assistance in other provinces and Taqadam is expanding this activity to four other provinces.

Provincial staff in Dhi Qar approached Taqadam specialists regarding their inability to generate letters of credit (LOCs) without third party assistance, thus creating difficulties in doing business with foreign companies. Taqadam provided training on LOCs and the Dhi Qar GO has established a LOC unit. The new LOC capacity will enable the province to more readily conduct business with foreign companies, providing more options for acquiring goods and services to complete capital projects. LOC assistance has also been provided in Basrah and Wasit.

Taqadam has worked with internal audit department staff in provincial governments to enable them to respond to audit reports from the Supreme Audit Board. For example, with Taqadam's assistance, the Baghdad PC responded to audit reports for the years of 2007-2011 and revised procedures based on the audit findings. Prior to Taqadam's technical assistance, the PC had been unable to respond to the reports or to make suggested corrections. Taqadam has developed a Self-Audit Tool for the PCs and GOs to serve as a guide for internal audit and control departments to further support the provinces in their efforts to improve financial management, transparency, and accountability.

2. Serving as Flexible Partners Creates Opportunities to Pivot to Meet Central Government Directives

Taqadam has earned the respect and trust of central government officials by supporting provincial governments responding to central government directives. The best example of Taqadam's capacity to pivot to meet central government directives is Taqadam's technical assistance and capacity building support for Provincial Planning and Development Councils (PPDCs). In Year 1, Taqadam provided provinces with planning assistance based on the provincial development strategies (PDS) system being used in Iraq. This intervention had the full support of the Ministry of Planning (MOP), and Taqadam worked with provincial officials in 15 provinces to develop a combined list of 72 challenges to the planning process. Taqadam then brought together provincial and central officials to discuss these challenges, and to facilitate a forum for the MOP to address concerns and to brainstorm solutions.

Shortly thereafter, the MOP issued a directive to the provinces to establish PPDCs, yet none of the provinces had the capacity or expertise to establish them. The PPDCs were mandated by the MOP to formalize coordinated and inclusive capital planning and implementation. Taqadam pivoted to respond to this need, modifying its action plan in this area and allocating the necessary resources.

Taqadam immediately obtained a copy of and reviewed the PPDC mandate to prepare provincial assistance. Taqadam staff then provided an overview for PC and GO officials in 15 provinces, explaining the instructions and guidelines provided by the MOP. This was followed by a detailed review of the PPDC structure, bylaws, objectives, roles, and responsibilities. Taqadam's flexibility allowed it to play an instrumental role, acknowledged by provincial and central authorities, in the successful establishment of PPDCs.

Taqadam continues to support PPDCs as they transform the planning and budgeting process in Iraqi provinces. The PPDCs have brought together various stakeholders from central ministries, governorates, and directorates as well as various working groups, citizens, academics, and private sector representatives into one body that recommends provincial priority projects and programs. This has also helped strategically position Taqadam's additional interventions, especially in essential service delivery oversight (ESDO) and citizen participation to ensure maximum benefit possible in helping provincial governments meet citizen needs. The ESDO system has established the foundation for managing and/or overseeing the future delegated services to provincial governments. The system is based on standards and involves all the stakeholders for collaborative improvement of the services.

3. Identifying Champions to Share their Successes Breeds More Success

As part of Taqadam's effort to ensure long-term sustainability of project successes through increased cooperation among the provinces, Taqadam has coordinated numerous national

events to provide provincial representatives a forum to learn with and learn from their colleagues. This strategy is being used in most of Taqadum's project elements, but has been especially successful for ESDO and Service Delivery Performance Standards (SDPS). Two national ESDO workshops, conducted in March and August 2013, helped prove that this approach would lead to increased success and sustainability.

In March 2013, officials and staff from 15 provinces and the central government came together to learn how to address citizen demands by activating ESDO units, developing and applying SDPS, and conducting rapid citizen scan surveys of underserved neighborhoods. The workshop featured a presentation by the Governor of Wasit, who shared Wasit's ESDO/SDPS successes and methods for overcoming challenges. The presentation put a high profile Iraqi face on a Taqadum intervention, encouraging and motivating provinces to strive to achieve the same successes. The Wasit GO became the champion that shared successes, which in turn bred cooperation, shifted views, and allowed the provinces to focus on successes. Provincial competition to achieve has traditionally been unfriendly competition, and knowledge-sharing was practically unheard of until recently. Wasit set an example that other provinces wanted to duplicate. Wasit continues to be the ESDO champion, and recently procured \$25 million in heavy equipment to further improve service delivery.

Provincial and government officials gathered again in August 2013 to evaluate the ESDO work that had been completed in the provinces with Taqadum support over the past year. The workshop gave participants from 10 provinces a chance to collectively and thoughtfully evaluate their ESDO work in the past year, share their best practices, and discuss the obstacles encountered. Participants also proposed suggestions for Taqadum assistance in the upcoming year and suggested ways to promote sustainability. Again, Wasit representatives championed ESDO successes and sustainability and, along with Najaf, agreed on the need to institutionalize ESDO by adopting provincial legislation to organize and regulate ESDO work.

4. Empowering Provincial Government Yields Results

In all of its interventions, Taqadum has found that the best strategy has been to let the Iraqi beneficiaries take the lead in making improvements and be the face of success. This begins with working with them to let them identify gaps with data, challenges, and potential areas for improvement. This has worked especially well in the areas of financial management, capital projects monitoring and oversight, essential service delivery oversight, and citizen participation. Taqadum staff serve as technical experts, advisors, and consultants; however, the GOI counterpart is the client in these situations and defines the need.

Following this, the capacity building and technical assistance is delivered in a manner in which participants learn by brainstorming, planning, and doing. Taqadum activities include, when appropriate, action planning so that provincial officials and staff learn the reasoning behind the

approach and are involved in planning next steps. For example, PPDCs and ESDO units have done well in preparing quarterly action plans.

Taqadum Organizational Self-assessment and Transformation Program (OSTP) is empowering change agents within GOs in select provinces, and in the Baghdad PC. Provincial OSTP teams follow the OSTP methodology to identify institutional areas for improvement, select solutions, and prioritize solutions. GO and PC staff feel empowered and are taking ownership for their work. This empowerment has resulted in the implementation of numerous solutions, and staff are cooperating across departments and across provinces. This approach helps establish the foundation for sustainability of the work being accomplished by these entities. Additionally, OSTP teams have learned to continuously self-evaluate from the bottom up to make the organization more productive and to propose solutions to their own problems rather than waiting for the traditional top-down edict from senior management.

5. Encouraging Cooperation Between Provincial and Central Governments Yields Results

As mentioned previously, Taqadum has established strong relationships with provincial and central government officials. Taqadum has strategically positioned these relationships to strengthen cooperation and coordination between central and provincial officials. Improved coordination will ultimately benefit the citizens through improved service delivery.

The examples of improved cooperation and support, specific to Taqadum interventions, are numerous. The Prime Minister's Office demonstrated support for PPDCs and citizen participation by encouraging PCs to conduct public meetings and for the results of those public meetings to be incorporated into planning.

COMSEC has been especially supportive of Citizen Service Desks (CSDs), issuing hotlines for citizens to be able to easily reach CSDs. The State Ministry of Women's Affairs participated actively in the development of gender-based provincial project priority lists at regional workshops facilitated by Taqadum. Taqadum has gained the support of the State Ministry of Provincial Affairs since the early stages of the project, and is known for its practicality, relevancies, and flexibility.

Central and provincial governments were especially pleased with the ultimate success achieved in streamlining the payment process for compensation of victims of terrorism and military operations. The Babil GO OSTP team first identified this issue as a priority area for improvement. Taqadum involved relevant central government entities and their representatives and all stakeholders worked together to successfully streamline the process. Hundreds of payments have been issued since then, and central officials expressed a desire to duplicate the process in other provinces.

Taqadum continues to encourage central-provincial government coordination and cooperation with positive results. One of the example is gaining the support of the central government in providing citizen complaint hotlines to the provincial councils.

6. Leveraging Long-standing Professional Relationships Open Doors to Key Players

Taqadum management realizes that the success of the project in gaining access to key players at the central and provincial levels is largely due to the presence of Taqadum staff who established strong ties during their employment in previous USAID projects such as the Local Governance Program. These individuals proved their professionalism and commitment to supporting efforts to strengthen Iraqi government in its service to citizens, and GOI officials welcomed their continued presence as an ally in building on past improvements.

7. Responsiveness, Neutrality, and Practical Expertise Creates Demand

Taqadum staff made a concerted effort to gain the respect and trust of GOI participants to further the success of Taqadum interventions. Taqadum's responsiveness to on-demand technical assistance and ability to adjust interventions quickly to address new directives and meet needs has positioned embedded teams and senior staff to be called upon for additional assistance from provincial and central government. Practical solutions are being introduced to resolve real world challenges, which has made Taqadum a reliable partner in improving systems and processes that will contribute, directly and indirectly, to improving services to citizens. Taqadum's political neutrality has also created demand, especially in light of the recent provincial elections and as central government devolves some of the authorities and responsibilities of the line ministries to the provinces.

Taqadum positioned itself as a key resource to the newly elected provincial councils, providing orientations to new PC members, and technical assistance to staff, pre and post-elections, to help ensure a smooth handover.

IV. BEST PRACTICES

The following are the overarching best practices that Taqadum developed and implemented in Year 2 as a result of lessons learned:

- *Maintaining flexibility to address new directives and just-in-time assistance. Flexibility has been central to the success of Taqadum's interventions.*
- *Empowering provincial governments to yield results. Taqadum's ability to provide capacity building and technical assistance to officials and government staff has promoted ownership and enlightened perceptions with regard to serving citizens.*

- *Establishing linkages between key stakeholders to drive success and sustainability. Taqadum has built on its efforts to link stakeholders in the PCs, GOs, and central government to include citizens, academics, and non-governmental organizations through PPDC, ESDO, and other initiatives.*
- *Identifying champions to yield additional successes. Taqadum has promoted the sharing of information, knowledge, and experience within and among provinces to increase successes. By identify champions to share their successes, Taqadum has helped breed cooperation, shift views, and bring other provinces into the fold to more readily accept solutions proven by their counterparts.*
- *Institutionalizing best practices. Taqadum aims by the end of the project is to institutionalize organizational development, provincial planning, projects and service delivery monitoring and oversight, citizen participation, and legislation implementation systems.*

V. OPPORTUNITIES GOING FORWARD

Going forward, Taqadum will continue to work towards ensuring sustainability of its design and interventions by emphasizing a locally driven approach. Taqadum will build on Year 2 successes by further engaging stakeholders with an emphasis on government performance and results, particularly positioning the new PCs to respond to citizen needs. In preparation for the end of the project, Taqadum's work will have an increased focus on sustainability and institutionalization of systems and processes.

Taqadum will also pave the way for the provincial governments to plan for effectively and efficiently managing service delivery from devolution of eight central ministries based on the amendment to Law 21.