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Iraq Governance Strengthening Project

PERFORMANCE IMPLEMENTATION PLAN (PIP)

Contract No. AID-267-C-11-00006
Deliverable No. D-016

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Acronyms

ARDP	Accelerated Reconstruction & Development Fund
CBR	Baseline Comprehensive Report
BCO	Capacity Building Office
CoR	Chamber of Representatives
CSO	Civil Society Organization
GIG	Governance Integration Group
GoI	Government of Iraq
HC	High Committee
HCCP	High Council for Province Cooperation
GSP	Governance Strengthening Project
ILGA	Iraq Local Government Association
KL	Key Law
KPI	Key Performance Indicator
KRA	Key Result Area
LA	Local Authorities
LEA	Local Executive Authorities
LGs	Local Governments
MI	Mandatory Indicator
MoU	Memorandum of Understanding
MoF	Ministry of Finance
MoP	Ministry of Planning
NPARP	National and Provincial Administrative Reform Project
NDS	National Development Strategy
N-L	National-Local
NGO	Non-Governmental Association
PIP	Performance Implementation Plan
PDS	Provincial Development Strategy
PPL	Provincial Power Law
SI	Specific Indicator
TA	Technical Assistance
TG	Training
USAID	United State Agency for International Development

Introduction

As per Section F.7.B.(1), Chemonics hereby provides the first Performance Implementation Plan (PIP) for the Iraq Governance Strengthening Project (GSP) under Contract No. AID-267-C-11-00006. This document describes the strategy, and approach to planning, implementation, and monitoring in a coordinated manner. This document will detail:

- a) A clear strategy to frame all components into one solid activity so that they do not stand alone and are not independent of each other;
- b) Clear guidelines as to how the Contractor and all subcontractors will work in a coordinated manner on contract planning, implementation and monitoring;
- c) How the Contractor will ensure that each partnering organization will contribute to the overall strategy and implementation and that the different technical components of the activity will be integrated and coordinated;
- d) A communications strategy for the regular sharing of information between the prime contractor, subcontractors and USAID Contracting Officer's Technical Representative (COTR), which would also include joint observation visits to activity sites;
- e) A designation of responsibility and decision-making authority for contract components and sub-components,
- f) Along with an explanation of how information will be shared vertically and horizontally;
- g) A plan for dispute resolution;
- h) And a general Management and Procurement Plan focused on how to efficiently and effectively use the human, technical, and organizational resources at hand.

a) Strategy for Integration

The overarching objective of GSP is to provide technical assistance and training to targeted provincial and local governments to respond more effectively to community needs. GSP comprises three technical components as follows:

- Component 1: Law Reform - Legal and regulatory decentralization reforms clarify the authorities and responsibilities of provincial and local governments.
- Component 2: Institutional Strengthening - Targeted provincial and local governments institutionalize core authorities and responsibilities.
- Component 3: Executive Oversight - Targeted provincial and local elected officials hold executive ministries accountable for improved services.

The three components work to: (1) assist in law reform to further decentralize authorities; (2) promote provincial and local government institutional development; and (3) build constructive executive branch oversight mechanisms. Activities under these components will be Iraqi-led, supporting Gol and civil society efforts to strengthen the responsiveness of provincial and local governments to community needs. GSP is of national reach. Component 1 is a national (Baghdad-centered) activity, Components 2 and 3 focus on the provincial level.

GSP’s approach is to ensure that project interventions are designed in a participatory manner that engenders stakeholder commitment and success. Additionally, interventions will be results-based to build governmental capacity to improve performance as reflected in the monitoring and evaluation plan.

Each component has specific targets and results against activities. Although each component will work independently implementing some activities, there will be an opportunity to share resources and lessons learned through the project. Component leaders work closely with one another. Through weekly meetings and ongoing discussions, linkages will be shared and capitalized on to ensure that technical assistance and trainings are shared where possible. GSP is working on three different tracks however the sum will be greater than each of the components.

b) Prime and Subcontractor Coordination

The GSP consortium comprises Chemonics International, the Kaizen Company, CHF, Tetra Tech ARD, 4Points, and G4S. The project will work with the gubernatorial offices and provincial councils of some 15 provinces along with various central-government ministries and offices. Given the large number of involved parties, effective coordination between partners and stakeholders is essential to the successful planning and implementation of project activities.

Each Subcontract has specific areas of specialization where the subcontractor will be focusing. Each partner will fulfill the below roles:

Team Partner	Roles
Chemonics	Prime contractor, technical and management lead, long-term technical assistance: COP, DCOP, decentralization/local government policy advisor, short-term technical assistance for Components 1,2, 3, financial/contractual and personnel support systems,
CHF International	CAP methodology Components 2 and 3, senior technical advisor/decentralization and local governance, qualified local staff in Hilla, Baghdad and program expansion provinces, provincial services specialist team (3)
4points	Surveying and data analysis all components country-wide, targeted training NGO/CSOs, targeted training across components, qualified local staff Erbil and Bosra, training and operations logistics,
The Kaizen Company	OSTP methodology for institutionalization Component s 1, 2, 3, long-term technical assistance, change management specialist team (3), Component 2 advisor, Component 2 Leader, senior change management specialist
Tetra Tech ARD	Decentralization policy advisory support, long-term technical assistance, Component 1 advisor, Component 1 leader
G4S Security provider	Turn-key security services, in-country logistics and communication

Each partner will have an opportunity to contribute to the workplan prior to its finalization. This will include the field office sharing drafts and incorporating subcontractor’s contributions into the document; interviews and discussions with partners to gauge priorities; and analysis of technical competencies to ensure maximizes resources.

c) Ensuring the Contribution of Partners

For internal coordination, GSP management will ensure that project activities are collaboratively planned through workshops and meetings that bring together staff from across components and regional offices

and schedules, resource requirements, and plans will be disseminated regularly including the workplan and project activity calendar. Needs assessments and stakeholder input will be reflected in the workplan, and select stakeholders will be invited to participate in work planning sessions. Additionally, GSP will share its workplan with stakeholders and seek feedback and concurrence. For more on internal coordination, please see *Project Integration* in this document.

For external coordination, GSP will actively participate in the Donor's Coordination Meeting held by the Council of Minister Secretariat, and will closely liaise with USAID CBO. Regarding Tarabot and other governance-related initiatives, GSP will coordinate closely with USAID's Tarabot project to avoid overlap and that activities and activity schedules are complementary. This includes sharing the project workplan and project reports, and including Tarabot representatives in GSP work planning meetings.

d) Communications Strategy

The GSP communication strategy principals are:

1. Encourage open communication throughout the project to empower staff, inform decisions, and support performance
2. Maximize the transparency of project plans, reports and progress with outside stakeholders including other projects and governmental counterparts
3. Actively seek the input of internal and external stakeholders
4. Standardize communications and reporting formats whenever possible

A robust communications team is actively engaging the technical team with regard to reporting deliverables and communications products that will be developed as the project progresses. A top-down and bottom-up approach to communications is being developed so that all staff are kept aware of project developments and messaging. It is important that all GSP staff carry the same project message to the Iraqi counterparts with whom they interact. This approach will be implemented within each component and across components.

Communications within the project will reflect Chemonics' institutional emphasis on learning and knowledge sharing. Discussions of lessons learned will provide team members with vital input on how to leverage successes, overcome challenges, and avoid past mistakes. This type of communication will be ongoing in the project, currently shared during weekly meetings. Quarterly progress reports will include sections on challenges, lessons learned, and planned activities for the coming period.

In addition to contract reporting requirements, GSP has been and will continue to communicate with USAID regularly to discuss project developments and challenges, and to inform USAID of upcoming meetings and events that are critical to the project. GSP will also maintain communication and coordination with Tarabot to avoid overlap and maximize the combined impact of both projects in line with USAID's vision for GSP and Tarabot.

A stakeholder analysis will be conducted in the early part of 2012 to identify priority audiences for the project's communications efforts and to help indicate the best means to reach them. Priority will be decided based on GSP vision and mission, USAID priorities, and the situation on the ground. GSP will continually draw on the experiences of previous projects to identify and employ the most effective means for reaching out to various stakeholders. The following issues must be considered:

- Situation analysis;
- Goal of communications;
- Target audiences (disaggregated);
- Messages to engage audiences;
- And access and exchange with audiences.

While interpersonal communications is the primary means of communication with the project's key stakeholders, especially high-level officials in the early stages of GSP, the project will develop a robust set of communications channels to reach its wide target audience appropriately marked in compliance with ADS 320. The establishment of a GSP website will serve as a tool to communicate with stakeholders in Iraq and to share successes with interested parties. The website will be developed in close coordination with the GSP's COTR and in line with established USAID policies. Short-term technical assistance will include video experts that will train Iraqi professionals in how to showcase stories in video format as part of GSP's effort to transfer knowledge, skills and abilities to Iraqi nationals (as per Section H.10 of the GSP contract).

Other communications materials will be produced as the project progresses based on needs identified by the technical team and as tangible results offer the opportunity to document project successes.

Much of the technical implementation will be done by local Iraqi professionals. These specialists will be mentored as needed by expatriates and will be the first line of contact with many of the GSP stakeholders. Each visit with a stakeholder will require the submission of a field visit report that responds to specific standard questions about the objective of the visit; main challenges faced; topics addressed; support requested; and opportunities requiring action. These site visit forms can be shared with USAID upon request.

e) Authority and Decision Making

High level decision making on project matters rests with the Chief of Party (COP), in close consultation with USAID and the Chemonics Home Office Project Management Unit (PMU). As referenced above in the project's communication strategy, the COP and PMU are in contact on a daily basis and will maintain regular contact with USAID.

Component advisors and team leaders will consult with the COP and Deputy COP (DCOP) regularly as part of normal work procedures to orient technical implementation for the best possible outcomes. Regular meetings that include the COP, DCOP, and project team leaders and advisors will ensure that decisions being made regarding project activities and communications are consistent with GSP intentions and compliant with USAID regulations and Mission guidance.

Decisions related to security of staff will be made by the Country Security Director (CSD), in consultation with the COP.

f) Dispute Resolution

Chemonics through the PMU maintains almost daily contact with the US subcontractors. The field office through the Chief of Party and/ or the Subcontracts Procurement Manager are in touch with the Iraqi subcontractors. All involved partners in the GSP consortium will promptly attempt to resolve any

dispute in the normal course of business facilitated by the COP. As issues may arise between components, the COP will make any final decisions. If disputes arise between GSP and counterparts, the COP will consult the USAID COTR. If disputes arise between Chemonics and subcontractors, either party may request in writing that the dispute be resolved via executive consultation; and if still not resolved the claiming party may seek to resolve the matter through arbitration. The mechanisms for dispute resolution are detailed in the subcontracts between Chemonics and the subcontractors. All subcontracts, including any related disputes, are governed by the laws of the District of Columbia.

Chemonics and subcontractors will diligently proceed with the performance of all work related to GSP pending final resolution of any dispute.

Chemonics has registered an entity in Iraq under the name of Iraq Development and Sustainability, LLC. (IDS) in order to comply with local Iraqi laws, Chemonics executes local employment agreements and purchase orders under the name of IDS. With the support of a seasoned Iraqi law firm, Chemonics having all legal and policy documents related to local operations or employment reviewed by the local lawyer.

g) Information Flow and Project Integration

GSP management will support project integration through:

1. A unified project vision;
2. A “one team” approach;
3. Collaborative and interactive planning;
4. Information sharing through multiple media and opportunities;
5. And periodic project reviews.

Project integration begins with a shared project vision created through a collaborative exploration of the contract requirements, operating context, and stakeholder needs. Management will reinforce the project vision through regular communication and by providing opportunities for discussion. GSP management has and will continue to communicate a “one-team” approach to project staff whereby the GSP identity and purpose will be communicated and prioritized over that of any implementing partner, component team, or regional office. Business cards only feature the GSP logo. Additionally, project staff will ensure that standardized project and component descriptions are used by project staff whenever representing the project.

GSP management will convene regular internal workshops and meetings for planning that bring together team members from across component and regional teams. GSP conducted a two-day workshop during the first quarter to clarify roles and responsibilities for staff. Plans and schedules will be shared across technical and regional teams.

Communication is the most important tool to ensure project integration. The GSP Monitoring and Evaluation team will provide regular updates on project progress against targets and plans as well as weekly and quarterly reports. Project data will be disaggregated by component and province, allowing for easy comparison, and successes and lessons learned will be highlighted on an ongoing basis and at least quarterly. These will be shared with subcontractors as well for reflection and action where needed.

h) Management and Procurement Plan

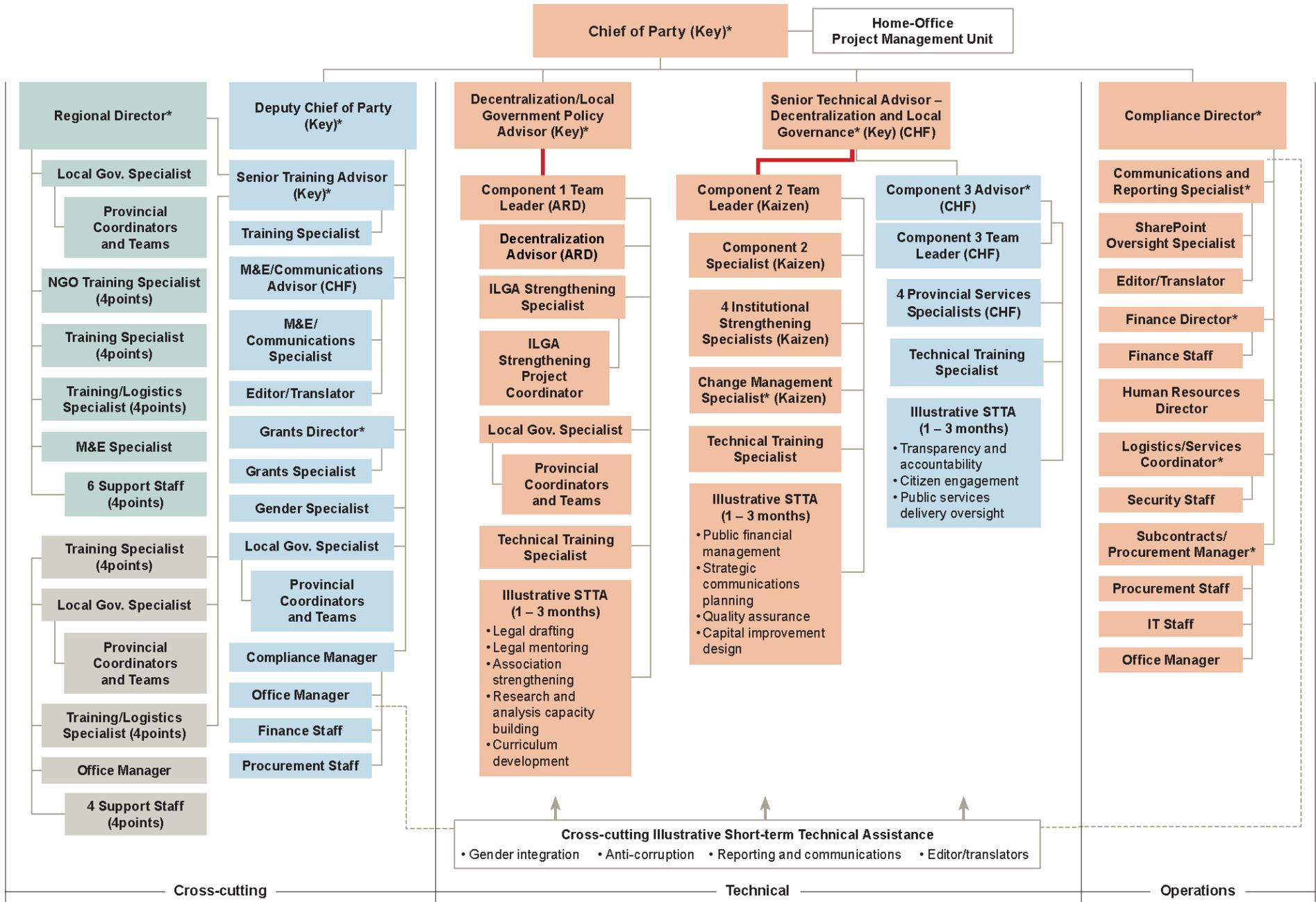
Managing resources effectively is central to the smooth operations and strategic success of the GSP program. Chemonics' extensive experience managing complex international projects in difficult operating environments informs our management approach for GSP.

GSP COP, Geoff Swenson, and DCOP, Caroline Roufousse, will provide \ technical and managerial oversight to GSP to engage the full potential of available human resources and encourage managers and component leaders to do the same down the chain of command. In addition to technical resources, Chemonics will take advantage of the technical experience of our consortium members to identify and utilize available technical resources and short-term technical assistance for project activities. Where short-term consultants have specialized skills, opportunities will be leveraged to build the capacity of our local staff. Examples will include lunch time training sessions, having local professionals shadow senior technical experts. Organizationally, Chemonics has designed its staffing structure to allow for practical communication and reporting. Internally, the GSP organizational chart is carefully crafted to provide clear lines of authority and ample supervision of project activities. Externally, GSP will seek to establish and use various networks including security, technical, and administrative, that will facilitate integration and cooperation with other implementers and USAID. Further, as a 9001-certified company, Chemonics will leverage our proven home office support units to provide backstopping to the field office ensuring that human, technical, and organizational resources are fully utilized.

Recruiting and human resource management is supported by a Human Resource Director based in Baghdad with support from the PMU. Chemonics has and will continue to seek the most well qualified professional and administrative staff. Chemonics and its partners undertake rigorous verification of all necessary background and support documents to ensure, to the best of our ability, the veracity of information provided to us on employment documents. All candidates will be screened before hiring, and Chemonics will submit all information for vetting to the contracting officer's technical representative when appropriate.

Chemonics is committed to transferring knowledge and skills to local staff and partners in a way that encourages sustainability of project activities and results. To that end, Chemonics will implement a plan for capacity building and hand-over to Iraq specialists of component leader positions early in Year 3. Please refer to the organizational structure and table below for GSP staff, both expatriate and local, as of December 31, 2011.

The project's operations director will oversee a procurement staff of Iraqi specialists. Chemonics' home office procurement support department obtains—or supports the field office in obtaining—all equipment, furnishings, and supplies in compliance with U.S. federal government and international regulations. GSP will comply with USAID rules and regulations and rely on Chemonics time-tested procurement systems to ensure best value to the government



*Expatriate Erbil-based (phase-in) Bosrah-based (phase-in) Hilla-based Baghdad-based Final recommended changes