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Iraq Governance Strengthening Project

Provincial Governments: Centers of Excellence Conference (April 19-20, 2012) Baghdad, Iraq

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GSP Event Report: “Provincial Governments: Centers of Excellence” Conference April 19-20, 2012, Baghdad, Iraq

DAY ONE

Despite security challenges that resulted from several incidents in Baghdad and other provinces the morning of Thursday, April 19, conference attendance was remarkable. Approximately 40 individuals representing 15 provinces participated in the conference, as well as 20 individuals representing the Council of Ministers and various ministries. Two members of the Council of Representatives, 28 representatives from various universities, civil society organizations, implementing partners, and other projects, and two USAID field monitors were also present. Unfortunately, due to the security situation, USAID Mission representatives, the Secretary of the Council of Ministers, Dr. Ali Al-Alaq, and Chairman of the Baghdad Provincial Council, Mr. Kamil Zaidi, were unable to attend. However, Dr. Torhan Al-Mufti, Minister of Provincial Affairs, and Dr. Salah Abdul Razaq, Governor of Baghdad, both attended the conference, a testament to their understanding of the importance of this conference and their appreciation and support for the work that GSP will be doing in the provinces.



Conference participants stand for the Iraqi National Anthem

The conference provided an opportunity for GSP to build upon the support it has already gained from the various ministries and provinces GSP representatives have previously visited and to

provide additional clarity regarding GSP's commitment to support the Iraqi government in building the capacity of local governments to improve service delivery to its citizens. Cameron Berkuti, GSP's Chief of Party, opened the conference by presenting the conference objectives, the major components of GSP, and the project's implementation approach. He emphasized that GSP is an advanced phase of USAID assistance to strengthen capacity of local governance. He stated that GSP and Tarabot, both funded by USAID, will work together and complement each other in the Iraqi Government to improve its service delivery capacity to Iraqi citizens. He also explained the commitment that was necessary from all parties to succeed in achieving mutual objectives. The COP also discussed the importance of cooperative implementation to help assure sustainability.



Dr. Torhan Al-Mufti speaking with conference participants during a break

Dr. Al-Mufti addressed the participants, urging them to focus on improving provincial capacities especially with regard to planning and prioritization of projects. He reminded them that when responsible parties do not work together to maximize the benefits of efforts put forth in projects and various events, ultimately the Iraqi citizens are the ones that lose in the end, through no fault of their own. Dr. Abdul Razaq also addressed the audience, noting that the Iraqi central government is coming to realize the importance of the local governments but that many challenges still lie ahead. He stated that there is still a lack of agreement among government entities regarding decentralization, and that a great deal of capacity-building is still required for middle and upper management. He asked that, by the close of the conference, practical recommendations be put forth for consideration and follow-up by the provinces with GSP support.

Dr. Rick Huntington, Tarabot's Chief of Party, presented the role of Tarabot with regard to supporting local governments and to help clarify the different yet complimentary roles of GSP and Tarabot. The question and answer period after the presentation allowed participants to seek further clarity regarding Tarabot's work, especially with the local councils. Martin Mayerchak, GSP's Organizational Development Advisor, provided an introduction to the Organizational Self-Assessment and Transformation Program (OSTP). He shared examples of how OSTP was previously implemented both in and outside Iraq. Conference participants were clearly interested in learning more about OSTP and provided suggestions regarding considerations for implementation of OSTP specifically within the Iraqi provincial governments. Representatives from two Iraqi ministries presented the application of OSTP in their ministries' under previous USAID-funded projects and provided examples of achievements.

DAY TWO

The format of the conference changed on the second day. While the first day consisted of formal speeches and presentations with question and answer sessions, the second day was comprised of break-out activities on four different topics, namely budgeting, planning, executive oversight, and critical success factors for government excellence programs and OSTP mechanics. Short presentations were followed by Q&A and discussions among the participants who had been divided into three break-out groups.



At the conclusion of Day One, Dr. Qassim Khudheir Abbas, the Legal Advisor to the Ministry of Provincial Affairs, was so impressed with GSP's proposed activities that he requested an opportunity to give a short presentation on Law 21 during Day Two of the conference.

Dr. Al-Mufti surprised many by coming to the conference on the second day given the security

Dr. Qassim Khudheir Abbas speaking on Law 21 of Iraq

situation and that it was a Friday. He reiterated his support for GSP and was impressed with the set-up for the break-out sessions that followed the presentations for the main topics of the conference. Namely, Dr. Al-Mufti was pleased to see provincial representatives discussing governance topics together in one room. During the break, the minister had a very productive discussion with several provincial leaders on various issues related to their provinces. Dr. Abdul

Razaq was unable to attend the second day but sent his media team to videotape the conference so that he could view it later, another indication of support and interest in GSP.

The session on planning, led by Dr. Anwar Bunni, Director General for Foreign Affairs in the Ministry of Planning was especially interactive. Her presentation provided an opportunity for provincial officials to inquire about many issues related to their provinces. Officials appeared comfortable debating a number of issues with Dr. Bunni and she committed to follow up with each province. At the end of the session, Dr. Bunni thanked GSP for the opportunity to engage with provincial officials in this manner.

Recommendations, concerns, and issues for consideration were noted for review and use by the GSP team. The following is a list of the major recommendations that were noted by each of the groups for budgeting, planning, and service delivery oversight:

BUDGETING

1. MOP, MOF, and provincial governments should work together to define a common vision and establish a strategy for the country and the provinces.
2. Additional authority should be given to provincial governments to implement budgeting and to simplify the process of executing the budget.
3. Budget preparation should be in coordination between MOP, MOF, and the provinces, and the agreed upon budget should be binding among all parties.
4. Provincial representatives should be present and have an active role in the budget preparation process.
5. MOF, in cooperation and coordination with the MOP, should be obligated to distribute funds to the provinces on January 1 of each year.
6. A center should be established to train provincial officials and their staff on budgeting.
7. Provincial representatives should be present when the COR makes the final decision regarding the budget.



Participants discuss budgeting during a breakout session

8. COR should be obligated to approve the annual budget before the beginning of each year.
9. Budget planning should be completed earlier in the year.
10. Officials should be made aware of line ministry projects in their provinces and should be able to participate in the decision-making and have some oversight authority.

11. Amend Law 32 of 1986 regarding the sale and rental of government property to be consistent with Article 44 of Law 21 of 2008 which allows provinces to collect revenues, whereas Law 32 mandates that the revenues be returned to the central government.
12. Amend Law 95 of 2004 to include provincial budgets (note: this requires COR approval).

PLANNING

1. Conduct a thorough census in each province with unbiased results and no political influences and use the census for planning and budgeting.
2. When planning, not only the total population should be taken into consideration, but also the deprived populations, unemployment geographic size of province, etc.
3. Provinces with religious shrines, especially during peak holy seasons, should be given special consideration.
4. Coordination between MOP and other ministries and provinces to ensure that budget allocations meet actual needs.



Two Provincial Council members study conference materials

5. Coordinate provincial and line ministry projects to avoid duplication and maximize resources.
6. MOP should inform each province of project budgets for each ministry within the province.
7. Fees collected in each province for electricity purchased with petrol dollars (from the provincial budget) should remain as a revenue for the province and not go to the central government.

8. Projects within a province that are of a strategic nature for the entire country should not come out of provincial budgets.
9. MOP should not approve any capital budget for any line ministry for projects in the provinces without a fair allocation to all provinces.

OVERSIGHT

1. Specify and clarify the roles of all parties involved in the oversight process (Integrity Commission, Supreme Board of Audits, and provincial governments).
2. Consult with all stakeholders regarding the definition and assignment of oversight authority.
3. Institute citizen oversight on service provision.
4. Include provincial governments in oversight of lines ministry projects within their provinces.
5. Create a unified system for PCs, GOS, and line ministries to oversee capital budgets.
6. Create a special citizens' committee to resolve disputes between PCs and GOs.
7. Make mandatory the decisions of monitoring bodies in the provinces over the line ministries.
8. Institutionalize citizen service desks for receiving and following-up on complaints.

At the conclusion of the conference, provincial officials and other participants confirmed their willingness to work with GSP and their appreciation for GSP's focus on issues that were critical and timely in the development and strengthening of provincial governments. GSP will follow up with the provinces and ministries in the coming weeks.



Conference participants engaged in a break-out session

LESSONS LEARNED

GSP was able to glean a great deal of information from the evaluation forms completed by the conference participants. The results of the evaluations, while positive, also provided areas for improvement that GSP will reference when hosting future conference and workshops. Participants expressed that it is ideal to hold conference during the week instead of on weekends. GSP also learned that participants preferred that formal addresses and speeches be minimized in the future so that additional time can be dedicated to breakout sessions, allowing participants more time to contribute to technical dialogue. GSP received positive feedback from Dr. Al-Mufti regarding the logistics of the event. He commented that provincial government officials rarely have the opportunity to gather together in the same room and discuss their shared questions and concerns. GSP will take this important information into account when planning future events.

NEXT STEPS

GSP plans to roll out its programmatic activities according to the needs and commitments of the Iraqi governorates. In partnership with its Iraqi counterparts, GSP will work in the following areas:

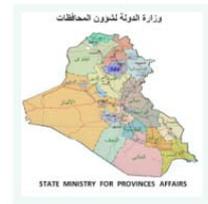
1. Organizational Self-assessment and Transformation Program (OSTP) – The OSTP cycle will be institutionalized as a sustainable methodology that ensures that provincial governments will continuously evaluate and improve performance, effectiveness, efficiency, and transparency.

2. Municipal Capacity Index (MCI) – GSP will inventory the capabilities, systems, and policies for planning, budgeting, governmental services, and community outreach. GSP will then translate the indicators into a single score. Progress will be measured through annual changes in MCI scores.



Iraqi OSTP Champions share their experience with conference participants

3. Improve budget execution rates of Accelerated Reconstruction and Development Program (ARDP) projects – GSP provincial teams will develop capital budgeting action plans and budget accountability as part of the Integrated Development Plan approach that will be supported by targeted training and on-going mentoring from embedded teams.
4. Local Governance Associations (LGA) – GSP will assist in establishing and/or developing effective LGA(s) and provide technical assistance and material support to LGA(s).
5. Policy Units in Offices of the Governors – GSP will assist in establishing policy units in GOs that are linked to ministerial policy units (supported by Tarabot).
6. Capital Projects Management – GSP will support the provincial governments to plan, manage, and execute ARDP capital projects and improve budget execution. GSP will provide training on the use of the Governorates Accounting and Project Tracking System (GAPTIS) in the provinces.
7. Communication and Outreach – GSP will improve and institutionalize citizen engagement and participation in local decision making and local governments public outreach through town hall meetings, focus groups, social media, and other venues.
8. Establish Essential Services Delivery Oversight (ESDO) units – GSP will assist provincial councils and governors' offices in the establishment of joint PC-governors ESDO units to leverage the authority of both entities to advocate and guide improved service delivery.
9. Oversight assessments – GSP will assist the provincial councils and governors' offices in developing monitoring techniques and evaluation criteria for executive services. GSP will also conduct a Citizen Satisfaction Survey (CSS) and assist the PC in adopting the CSS process.
10. Engaging DACs, NACs, and CAGs for service deliver oversight – GSP will build demand for improved governance and empower PCs by incorporating citizens and local organizations into executive oversight.
11. Establish citizen service desks – GSP will assist in the establishment of citizen service desks that provide information on government services and receive and address complaints and comments from citizens that will be systematically reviewed, followed up, and incorporated in the IDP process, if needed.
12. Grants – GSP's grants program will enable local organizations to support the GSP program.
13. Legislative tracking systems – GSP will work with the provincial councils and governors' offices to institutionalize legislative tracking systems to monitor the review and ratification process to draft provincial laws submitted to the governors' offices.



State Minister of Provincial Affairs
and
the USAID-Funded Governance Strengthening Project

Provincial Governments: Centers of Excellence
Conference Agenda

April 19 & 20, 2012, Baghdad, Iraq

Day 1

Start	Activity	Speaker
9:30	Iraqi National Anthem	
9:35	Qur'an Recitation	
9:40	Welcome & Opening Remarks	Mr. Cameron Berkuti, Chief of Party, GSP
9:55	Introduction to the Conference	H.E. Dr. Torhan al Mufti, Minister of Provincial Affairs
10:10	National Vision for Provincial Governments in Iraq	H.E. Dr. Ali Al-Alaak, Secretary General of the Cabinet of Ministers
10:25	Welcome & Support from the Baghdad Provincial Council	Mr. Kamil Zaidi, Provincial Council Chairman of Baghdad,
10:35	Welcome & Support from the Governor of Baghdad	Dr. Salah Abdel Rizaq, Governor of Baghdad
10:45	Break - Coffee & Tea	
10:55	USAID & Local Governance in Iraq	Mr. Alexander Dickie, Mission Director, USAID/Iraq
11:20	Creating Centers of Government Excellence	Mr. Cameron Berkuti, Chief of Party GSP
11:40	Tarabot's Role in Assisting Governance in Iraq	Dr. Rick Huntington, Chief of Party, Tarabot
12:00	Lunch	
1:00	Introduction to the Organizational Self-Assessment & Transformation Program (OSTP)	Mr. Martin Mayerchak, Organizational Development Advisor, GSP
2:00	Break – Coffee & Tea	

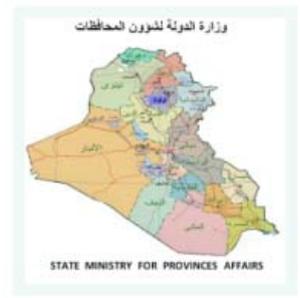
2:30	The Iraqi OSTP Perspective: Viewpoints from the Ministries	Mr. Sa'eb Hussein – MoA Mr. Mahdi Hamdan – MoO OPDC Diwan, Dr. Hussein Luaibi – MoWR Mr. Amir Hussein – MoH
4:00	Closing Remarks	Ms. Caroline Roufousse, Deputy Chief of Party, GSP

Day II

Start	Activity	Speaker
9:30	Breakout Activity I: Budgeting	Mr. Najed Hamood, Local Governance Specialist, GSP
10:45	Break – Coffee & Tea	
11:00	Breakout Activity II: Planning	Ms. Anwar Bonny, Director General for Foreign Affairs, Ministry of Planning
12:15	Lunch	
2:00	Breakout Activity III: Executive Oversight	Mr. Ali Kazan, Regional Director, GSP & Mr. Yousif Qadi, Executive Oversight Team Leader, GSP
3:15	Break – Coffee & Tea	
3:30	Breakout Activity IV: Critical Success Factors for Government Excellence Programs & OSTP Mechanics	Dr. Kevin Wheeler, Organizational Development Advisor, Ms. Anne Marie Brun, Institutional Strengthening Advisor, and GOI Ministry OSTP Team Champions
4:45	Next Steps & Closing Remarks	Mr. Cameron Berkuti, Chief of Party, GSP



USAID
من الشعب الأمريكي



برعاية معالي وزير الدولة لشؤون المحافظات و
برنامج مشروع تعزيز الحوكمة الممول من قبل الوكالة الامريكية
للتنمية الدولية

يعقد مؤتمر الحكومات المحلية: مراكز التميز
في بغداد / عشتار شيراتون

للفترة من 19 الى 20 من نيسان 2012

جدول اعمال المؤتمر

المتحدث	الفعالية / الموضوع	الوقت
اليوم الاول		
	النشيد الوطني العراقي	9:30
	تلاوة عطرة من القران الكريم	9:35
السيد كاميران بركوتي مدير برنامج مشروع تعزيز الحوكمة	كلمة الافتتاح و كلمة ترحيبية لمدير مشروع تعزيز الحوكمة	9:40
معالي الدكتور طورهان المفتي وزير الدولة لشؤون المحافظات	مقدمة تمهيدية عن المؤتمر	9:55
معالي الدكتور علي العلق الامين العام لمجلس الوزراء	الرؤية الوطنية للحكومات المحلية في العراق	10:10
الاستاذ كامل الزيدي رئيس مجلس محافظة بغداد	كلمة دعم و ترحيب مجلس محافظة بغداد	10:25
الدكتور صلاح عبد الرزاق محافظ بغداد	كلمة دعم و ترحيب محافظة بغداد	10:35
	استراحة	10:45
السيد الكسندر ديكي ، مدير بعثة الوكالة الامريكية في العراق	الوكالة الامريكية للتنمية الدولية / و الحكم المحلي في العراق	10:55
السيد كاميران بركوتي مدير مشروع تعزيز الحوكمة	تأسيس مراكز التميز الحكومية	11:20

الدكتور ريك هنتغتون ، مدير مشروع ترابط	دور مشروع ترابط في دعم الحوكمة في العراق	11:40
	فترة تناول الغداء	12:00
السيد مارتن ميرجك ، مستشار التطوير المؤسسي في برنامج تعزيز الحوكمة	مقدمة عن برنامج التقييم الذاتي و التحول المؤسسي	1:00
	استراحة	2:00
السيد صائب حسين / وزارة الزراعة السيد مهدي حمدان / وزارة النفط الدكتور حسين لعبيبي / وزارة الاشغال السيد امير حسين / وزارة الصحة	برنامج التقييم الذاتي و التحول المؤسسي من وجهة نظر بعض الوزارات العراقية	2:30
نائبة مدير مشروع تعزيز الحوكمة السيدة كارولين روفوس	كلمة الختام	4:00
اليوم الثاني		
السيد ناجد حمودي ، مستشار الحكومة المحلية في مشروع تعزيز الحوكمة	الجلسة الحوارية الاولى حول الموازنة	9:30
	استراحة	10:45
الدكتورة انوار جميل بني ، مدير عام التعاون الدولي في وزارة التخطيط	الجلسة الحوارية الثانية حول التخطيط	11:00
	فترة تناول الغداء	12:15
الاستاذ علي كازان ، المدير الاقليمي و السيد يوسف قاضي، مدير فريق الاشراف التنفيذي في مشروع تعزيز الحوكمة	الجلسة الحوارية الثالثة حول الاشراف التنفيذي	2:00
	استراحة	3:15
الدكتور كيفن ويلر ، مستشار التطوير المؤسسي و السيدة آن ماري برن ، مستشارة التطوير المؤسسي وفريق برنامج التقييم الذاتي و التحول المؤسسي من الوزارات العراقية	الجلسة الحوارية الرابعة حول عوامل النجاح الاساسية لبرامج التميز الحكومية و آليات برنامج التقييم الذاتي و التحول المؤسسي	3:30
السيد كاميران بركوتي ، مدير مشروع تعزيز الحوكمة	الخطوات اللاحقة و كلمة ختام المؤتمر	4:45



FOR IMMEDIATE RELEASE

April 19, 2012

Email: cberkuti@iraqgsp.org

PRESS RELEASE

USAID Supports Local Governments in Iraq

Baghdad, Iraq – On Thursday, April 19, 2012, the Iraqi Minister of Provincial Affairs introduced the Iraqi Governance Strengthening Project (GSP) to the Iraq’s central government leaders, local government officials, and civil society organizations. The Iraqi Governance Strengthening Project is funded by the U.S. Government through the United States Agency for International Development (USAID) and is outlining American support for Iraqi efforts to improve local governments’ service delivery and make them more responsive to citizens, as called for under the U.S. – Iraq Strategic Framework Agreement.

GSP supports the Iraqi government’s commitment to building the capacity of local governments to improve service delivery to citizens. GSP works with its counterparts to pursue the Iraqi vision of government excellence based on their own priorities to become more citizen-centered, results-focused and transparent. Under the auspices of the Minister of Provincial Affairs, Mr. Torhan Al-Mufti, GSP hosted its first conference, entitled *Provincial Governments: Centers of Excellence*, on April 19-20, 2012. The conference was attended by the representatives from provincial councils, governors’ offices, and various non-governmental institutions. The conference provided a forum for GSP to speak to the provincial officials collectively to further promote effective coordination and cooperation among the project and the provinces. H.E. Minister Al-Mufti stated: “This conference has enhanced the technical and administrative capacities of the governors’ offices and provincial councils to manage their governorates based on the principle of decentralization as granted by the Iraqi Constitution and Law 21.”

GSP representatives have visited officials in a large number of provinces thus far, providing officials with information about the project and gaining insight and feedback on the needs of local government and how GSP can effectively support them. Mr. Kamel Nasser Al-Zaidi, Baghdad Provincial Council Chairman stated, “Our local governments are in desperate need of this type of assistance. This is a crucial time.” GSP staff will resume visits to the remaining provinces in the weeks following the conference.

GSP will build on the successes of previous local governments’ projects and offer technical assistance specific to the needs of each province, working with counterparts to achieve maximum results and to ensure the sustainability of those results in future.



بيان صحفي

للنشر الفوري

16 نيسان ، 2012

البريد الإلكتروني: cberkuti@iraqgsp.org

دعم الوكالة الامريكية للتنمية الدولية للحكومات المحلية في العراق

بغداد ، العراق. في يوم الخميس التاسع عشر من نيسان عام 2012 يقوم السيد وزير شؤون المحافظات بتقديم برنامج تعزيز الحوكمة الى مسؤولين قياديين في الحكومة المركزية و الحكومات المحلية و منظمات المجتمع المدني. ان مشروع تعزيز الحوكمة هو برنامج ممول من قبل الحكومة الامريكية من خلال الوكالة الامريكية للتنمية الدولية يحدد الدعم الامريكي للجهود العراقية الرامية الى تحسين الخدمات التي تقدمها الحكومات المحلية و جعلها اكثر استجابة للمواطنين ، وفقا لاتفاقية الاطار الاستراتيجي بين الولايات المتحدة و العراق.

يقوم مشروع تعزيز الحوكمة بدعم التزام الحكومة العراقية لبناء قدرات الحكومات المحلية من اجل تحسين الخدمات المقدمة للمواطنين ، و يعمل مع نظرائه للسعي الى متابعة الرؤية العراقية لتميز الحوكمة التي تستند الى اولوياتهم لتصبح اكثر اهتماما باحتياجات المواطنين و اكثر قدرة على تحقيق النتائج المطلوبة و العمل بمبدأ الشفافية. و برعاية وزير الدولة لشؤون المحافظات الدكتور تورهان المفتي ، يقوم مشروع تعزيز الحوكمة باستضافة مؤتمره الاول تحت عنوان " الحكومات المحلية: مراكز التميز " للفترة 19 – 20 نيسان ، 2012 ، و سيحضر المؤتمر ممثلين عن مجالس المحافظات و مكاتب المحافظين و مؤسسات غير حكومية مختلفة. ان هذا المؤتمر سيكون بمثابة منبر لمشروع تعزيز الحوكمة للتحدث لمسؤولين من المحافظات بشكل جماعي من اجل تعزيز التنسيق و التعاون الفاعل بين المشروع و المحافظات. و حول المؤتمر ادلى سيادة الوزير بتصريح قال فيه " ان هذا المؤتمر سيعزز القدرات الفنية و الادارية لمكاتب المحافظين و مجالس المحافظات في ادارة شؤون المحافظات استنادا الى مبدأ اللامركزية المنصوص عليه في الدستور و قانون 21".

لقد قام ممثلوا مشروع تعزيز الحوكمة لحد الان بزيارة مسؤولين في عدد كبير من المحافظات و قاموا بتقديم معلومات الى المسؤولين هناك حول مشروع تعزيز الحوكمة و الأخذ بأرائهم حول احتياجات الحكومة المحلية و كيفية دعم المشروع لجهودهم بشكل فاعل و كفوء. و بهذا الخصوص قال السيد كامل ناصر الزبيدي رئيس مجلس محافظة بغداد " ان حكوماتنا المحلية بحاجة ماسة الى هذا النوع من الدعم و المساعدة خصوصا في هذا الوقت الحرج " و سيستمر موظفوا مشروع تعزيز الحوكمة بزيارة المحافظات الباقية خلال الفتره القادمة.

ان مشروع تعزيز الحوكمة سيعمل على الاستفادة من نجاحات المشاريع السابقة الخاصة بالحكومات المحلية و تقديم مساعدة تقنية خاصة باحتياجات كل محافظة من المحافظات ، و العمل نظرائنا لتحقيق افضل النتائج و ضمان استمرارية تلك النتائج في المستقبل.

استمارة تقييم

شكرا على حضوركم الى مؤتمر برنامج مشروع تعزيز الحوكمة / تحت شعار: الحكومات المحلية - مراكز التميز. يرجى الاجابة على الاسئلة ادناه و اعادة الاستمارة الى الموظفين العاملين في المؤتمر. ان اجاباتكم ستساعدنا على التعرف على التأثير الناجم عن المؤتمر. نشكر لكم مشاركتكم.

اسم المشترك : ----- المنصب : -----

1. ما مدى رضاك عن قاعة المؤتمر و المرافق الاخرى؟

ر

راض راض جدا غير راض

2. هل تعتقد ان محتوى المؤتمر مناسب و يوفر معلومات مفيدة؟

نعم جدا نعم الى حد ما كلا ، أبدا

3. هل كانت اهداف المؤتمر و الغرض منه واضحة؟

نعم جدا نعم الى حد ما كلا ، أبدا

4. هل تعتقد ان طول جلسات المؤتمر مناسبة ام طويلة جدا ام قصيرة جدا؟

5.

مناسبة طويلة جدا قصيرة جدا

5. اي جزء من اجزاء المؤتمر وجدته اكثر فائدة؟

التخطيط الموازنة الاشراف التنفيذي التقييم الذاتي و التحول المؤسسي و تميز الحكومة

6. اي جزء من اجزاء المؤتمر وجدته اقل فائدة؟

التخطيط الموازنة الاشراف التنفيذي التقييم الذاتي و التحول المؤسسي و تميز الحكومة

7. ما نوع الجلسات التي ترغب في ادراجها في المؤتمرات المستقبلية؟

8. وفقا لتجربتك مع هذا المؤتمر ، هل تجد فرصا لمحافظةك للعمل مع مشروع تعزيز الحوكمة؟

نعم لست متأكدا كلا

إذا كانت الإجابة على السؤال السابق بـ " نعم " أو " لست متأكدا " ، يرجى الإشارة إلى اهتمامك للعمل مع مشروع تعزيز الحوكمة في تطوير الخدمات التالية في محافظتك أو منطقتك بوضع دائرة حول الأعداد من 1 إلى 4 . الترتيب رقم (1) يشير إلى عدم الاهتمام بالخدمات و الرقم (4) يشير إلى اهتمام كبير بالخدمات.

لا يوجد اهتمام	اهتمام قليل	اهتمام عام	اهتمام كبير	
1	2	3	4	التخطيط الخاص بالمحافظة
1	2	3	4	تنفيذ الموازنة
1	2	3	4	المشاركة العامة\ مشاركة المواطن
1	2	3	4	الصياغة التشريعية و متابعتها
1	2	3	4	الإشراف على تقديم الخدمات
1	2	3	4	الخدمات الخاصة بشكاوى المواطنين و التواصل معهم
1	2	3	4	الشراكة بين القطاع العام و الخاص بخصوص تقديم الخدمات
1	2	3	4	العلاقة بين الحكومات و مراجعة السياسة العامة

9. كان المؤتمر منظما تنظيما جيدا.

اوافق بشدة اوافق لا اوافق لا اوافق بشدة

10. كان الموظفون العاملون في المؤتمر متعاونون و مهذبون.

اوافق بشدة اوافق لا اوافق لا اوافق بشدة

11. يرجى ابداء ملاحظتك و تعليقاتك ادناه حول لتحسين المؤتمرات القادمة.

ملاحظة : يرجى استعادة الاستمارة بعد تعبئتها إلى ممثل مشروع تعزيز الحوكمة في المؤتمر.

Monitoring & Evaluation Report Conference Evaluation Analysis

No. of Participants: 51

1. How satisfied were you with the conference facilities?

	Very Satisfied	Satisfied	Dissatisfied
	30	19	2
%	53.83	37.25	3.92

2. Did you find the content of the conference appropriate and informative?

	Yes very much	To some extent	Not at all
	14	37	0
%	27.45	72.55	0

3. Were the objectives and purpose of the conference made clear?

	Yes very much	To some extent	Not at all
	21	28	2
%	41.18	54.90	3.92

4. Did you feel the length of conference sessions were just about right, too long, or too short?

	Just about right	Too long	Too short
	35	14	1
%	68.63	27.45	1.96

5. Which portion did you find the most useful?

	Planning	Budgeting	Executive Oversight	Government Excellence & OSTP
	14	12	11	21
%	27.45	23.53	21.57	41.18

6. Which portion did you find the least useful?

	Planning	Budgeting	Executive Oversight	Government Excellence & OSTP
	4	9	12	8
%	7.84	17.65	23.53	15.69

7. What kinds of sessions would you like to see included at future conferences?

Participants were agreed to receive sessions that covers the following areas:

*Local governments' authorities and overlap with ministerial authorities.

* Deliver OSTP workshops to the local governments and ministries.

* Discuss the proposed amendments that to law 21 in terms of expand the authorities of the provincial councils.

* Deliver technical assistance to the provincial councils, governor's offices and line ministry departments about Planning and Budgeting.

* Deliver specific workshops to the governmental organizations presenting in much detail the areas that GSP covers in its mission in Iraq.

* Separate the roles and functions of the monitoring commissions: Integrity Commission, Audit Supreme Board and General Inspection Bureau.

* The current legal framework of the provincial councils and governor offices.

* Expand citizens' participation in decision making especially regarding the service delivery and projects implementation.

* Enhance relationship and coordination between the PCs, GOs and line ministry departments for better service delivery to the local communities.

8. Based on your experience with this conference, do you see opportunities or your province to work with the Governance Strengthening Project?

	Yes, very much	I'm not sure yet	No
	41	8	0
%	80.39	15.69	0.00

Monitoring & Evaluation Report Conference Evaluation Analysis

10. The conference was well organized.

	Strongly agree	Agree	Disagree	Strongly disagree
	19	28	3	
%	37.25	54.90	5.88	0.00

11. Conference staff were helpful and courteous.

	Strongly agree	Agree	Disagree	Strongly disagree
	39	11	0	0
%	76.47	21.57	0.00	0.00

12. If you have any notes or recommendations to improve future conferences, please share them below.

The following recommendations were agreed on by all participants:

*Giving enough time for participants' inputs and dialogues.

* Urging participants to be committed to the time of agendas and breaks.

* Such conferences need additional day to discuss the specific areas of the program.

* A follow up and tracking committee need to be formulated during the conference to make sure of executing the recommendations.

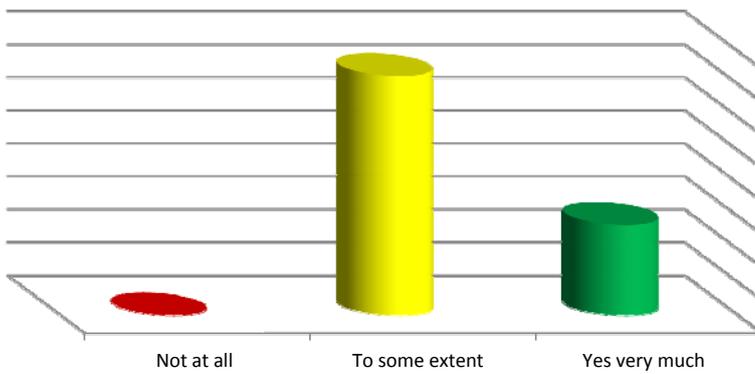
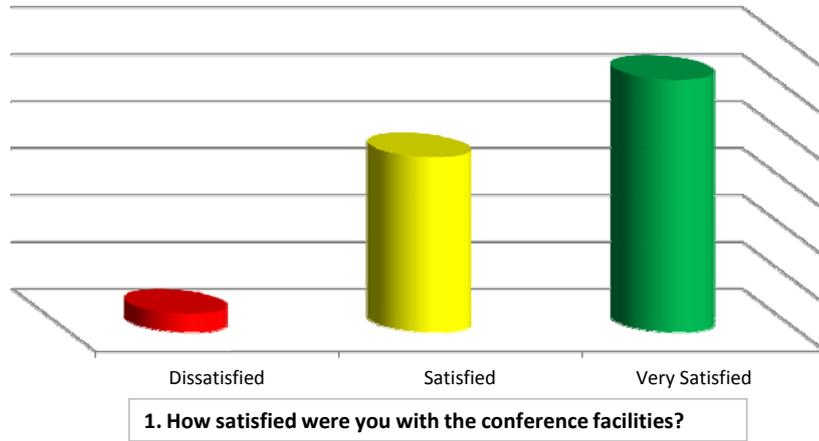
* Giving the media more role to cover the conference and the recommendation need to be published to the public to push the decision makers

* Provide professional translators to can convey the meaning of the conference speeches in clearer manner and more simplified interpretation.

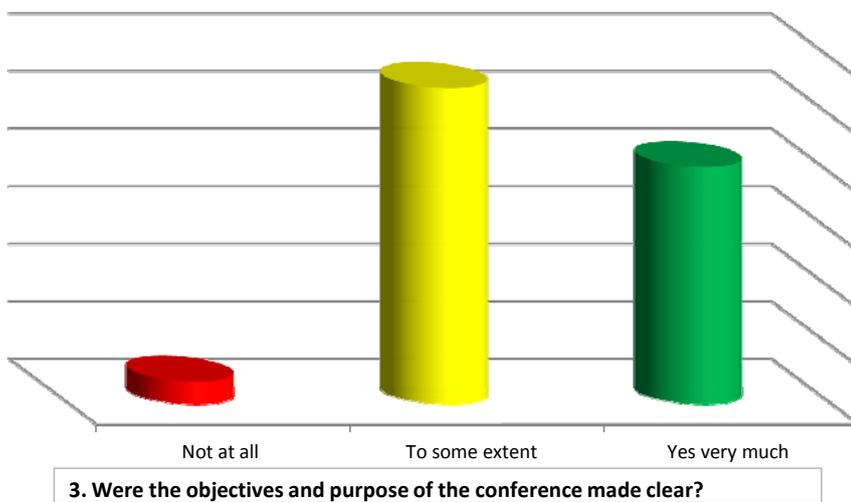
*Involve more number of civil society organizations in such conferences, especially those NGOs who works on capacity building and community development.

* Avoid holding conferences during the holidays and the weekends.

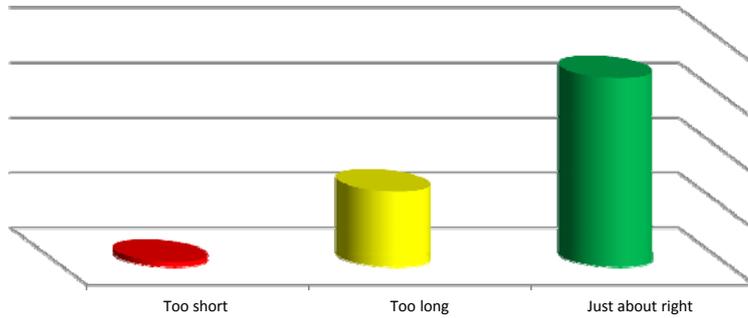
Monitoring & Evaluation Report
Conference Evaluation Analysis



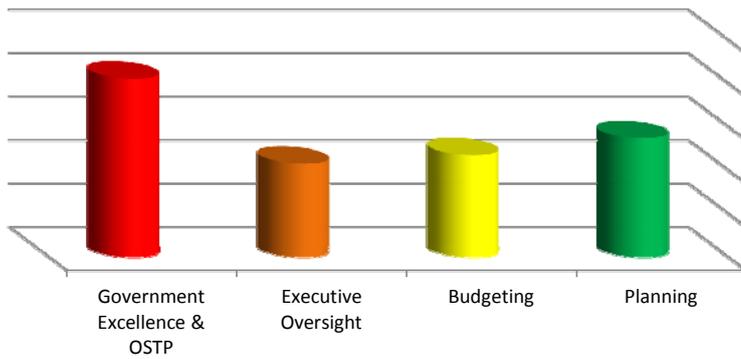
2. Did you find the content of the conference appropriate and informative?



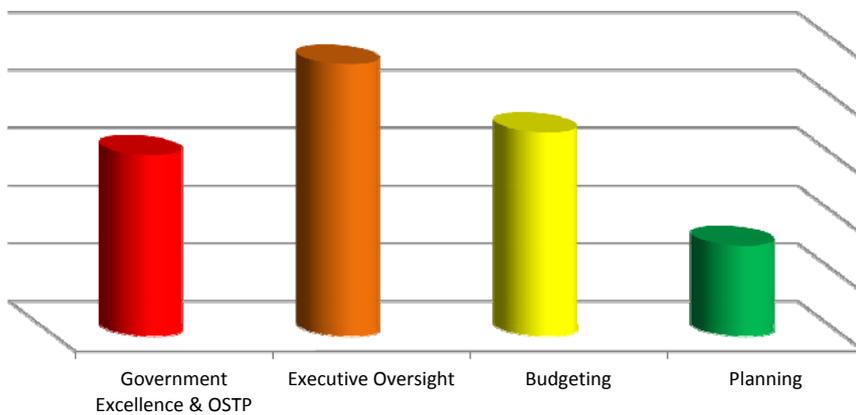
Monitoring & Evaluation Report
Conference Evaluation Analysis



4. Did you feel the length of conference sessions were just about right, too long, or too short?

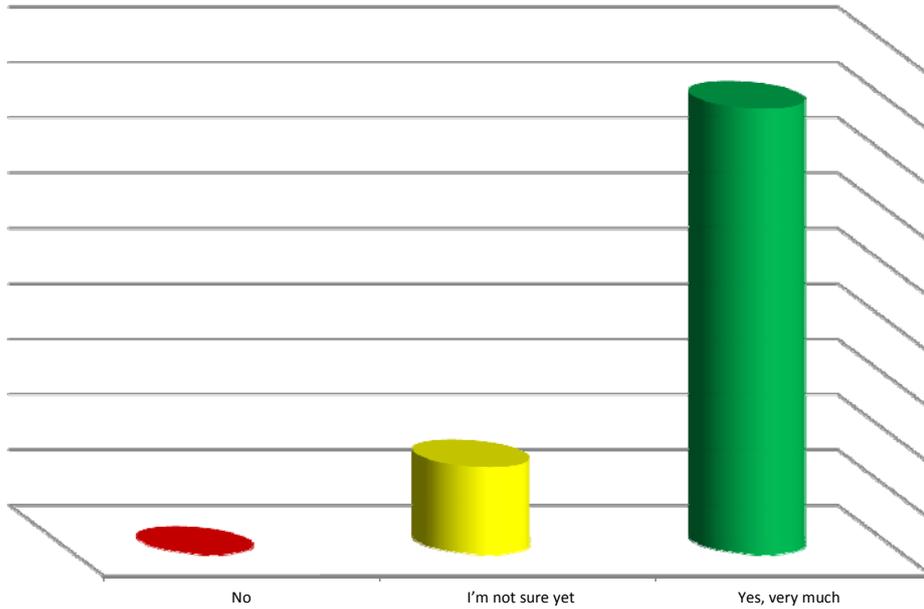


5. Which portion did you find the most useful?

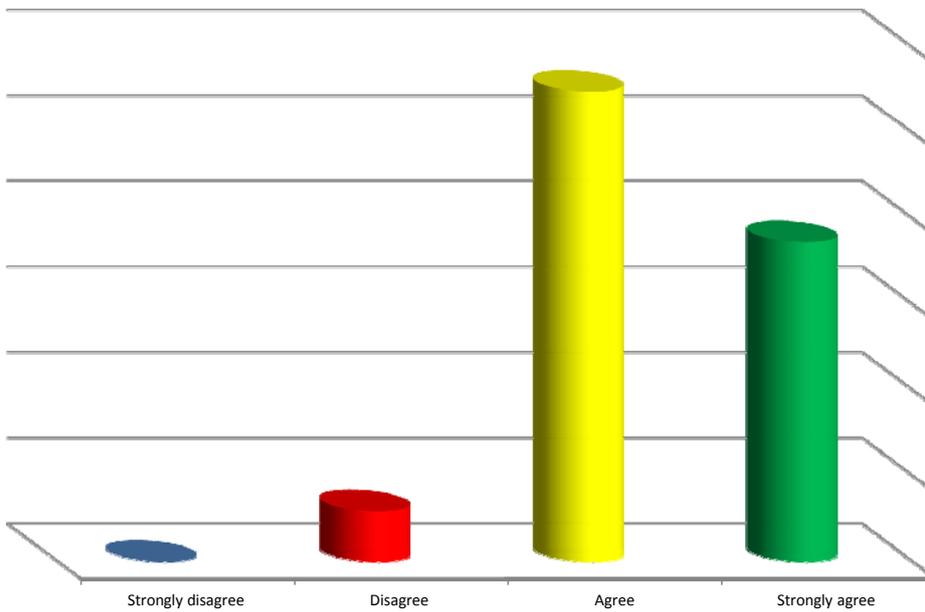


6. Which portion did you find the least useful?

Monitoring & Evaluation Report
Conference Evaluation Analysis

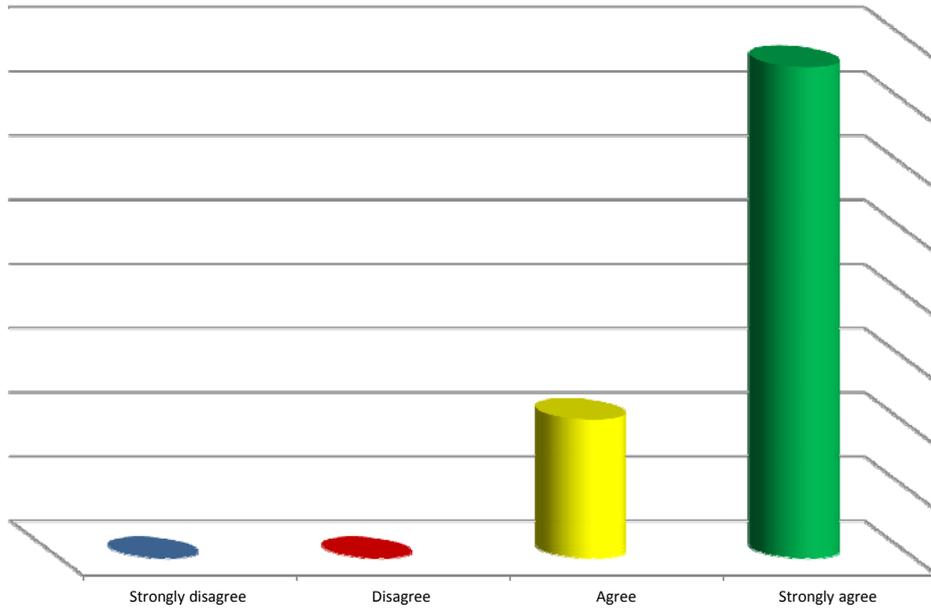


8. Based on your experience with this conference, do you see opportunities or your province to work with the Governance Strengthening Project?



10. The conference was well organized.

Monitoring & Evaluation Report
Conference Evaluation Analysis



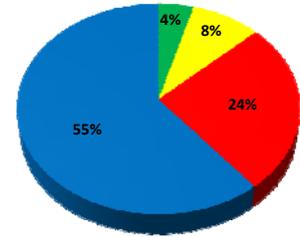
11. Conference staff were helpful and courteous.

9. Participants interests in working with the Governance Strengthening Project areas:

No. of Participants: 51

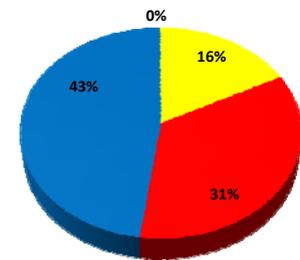
	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Provincial Planning	2	4	12	28	86.27
	4%	8%	24%	55%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



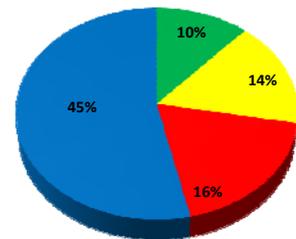
	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Budget Execution	0	8	16	22	90.20
	0%	16%	31%	43%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



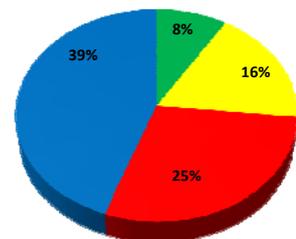
	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Public Participation	5	7	8	23	74.51
	10%	14%	16%	45%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Legislative Drafting and Tracking	4	8	13	20	80.39
	8%	16%	25%	39%	

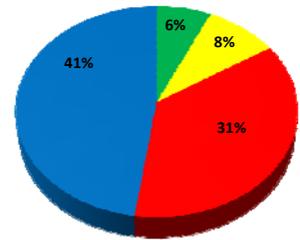
■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



Monitoring & Evaluation Report Conference Evaluation Analysis

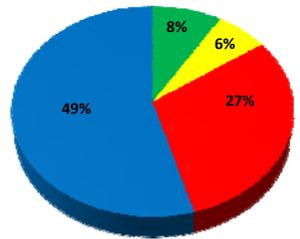
	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Service Delivery Oversight	3	4	16	21	80.39
	6%	8%	31%	41%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



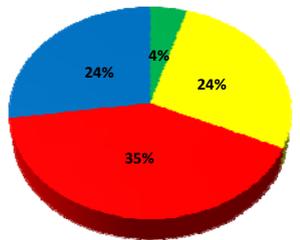
	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Citizen Complaint & Outreach Services	4	3	14	25	82.35
	8%	6%	27%	49%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



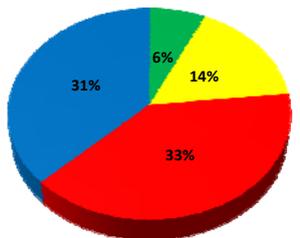
	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Public-Private Partnership for Service Delivery	2	12	18	12	82.35
	4%	24%	35%	24%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest



	No Interest	Minor Interest	General Interest	High Interest	Total Interest %
Intergovernmental Relationship & Policy Review	3	7	17	16	78.43
	6%	14%	33%	31%	

■ No Interest
■ Minor Interest
■ General Interest
■ High Interest

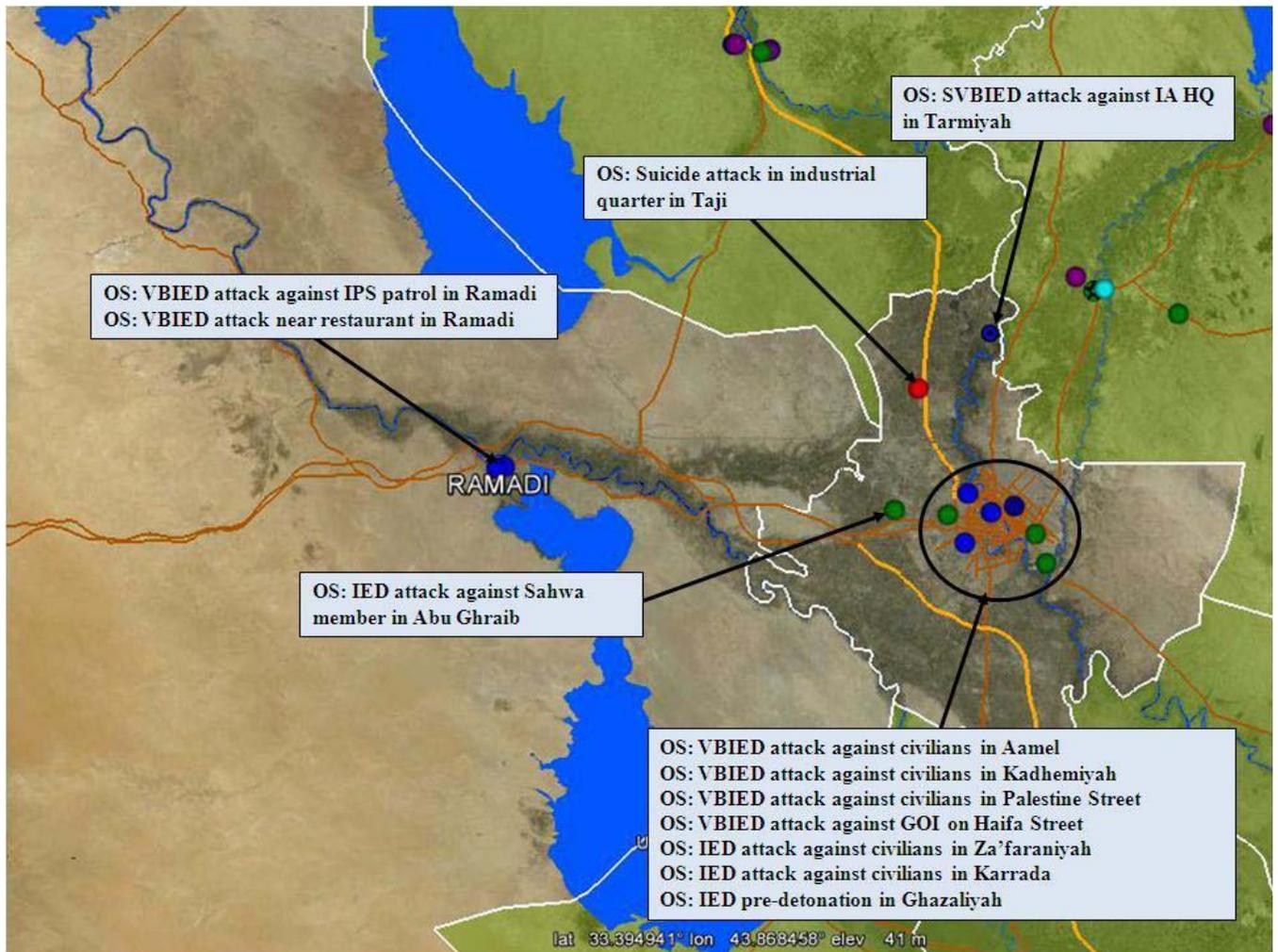




ANNEX IV: Security Incident Report - April 19, 2012

The following report was generated by GSP’s security provider with inputs from home office security director, Jonathan Boeve.

On April 19, 2012, incident numbers increased in Central Iraq due to a surge in Al Qaeda in Iraq (AQI) attacks including a number of vehicle bourn improvised explosive devices (VBIEDs), particularly in Baghdad.



In Baghdad City six VBIED attacks were reported in Aamel, Kadhemiyah, Rusafa and Karkh with others outside the city in Taji and Tarmiyah. The main targets were civilians and the ISF although the Karkh attack targeted the Minister of Health’s convoy on Haifa Street. Parts of the

city were locked down and several ministers and USAID did not attend the conference as a result. In Aamel the target was a group of laborers waiting for work and in Kadhemiyah the detonation took place near a hotel used by Iranian visitors.

Apart from the VBIEDs the normal attritional daily attacks continued. Five civilians were wounded in an IED attack in Za'faraniyah, an IPS commander was wounded in an IED attack in central Baghdad, four people including one IPS were wounded in an IED attack in the Camp Sara area of Karrada and two terrorists were killed when the IED they were attempting to plant in Ghazaliyah detonated prematurely.



Governance Strengthening Project
 Contract No. AID-267-C-11-00006

ANNEX V: Conference Participant List – April 19-20, 2012

#	Governorate	Name	Position	Gender
1	Baghdad	Dr. Dhafar Abid Matar Al- Timimi	Director of Research & Studies Department - Al-Munqith Organization	F
2	Baghdad	Rafa Khalid	Director- Al-Rajeh Institute	M
3	Baghdad	Dr. Mohammed Ahmed Hamad	Professor of Law - Baghdad University/Al Rajeh Institute	M
4	Baghdad	Mahdi Hamdan Sabhan	Director of Quality Department- Oil Products Distribution Co.	M
5	Baghdad	Dr. Salah Abdul Razaq	Baghdad Governor	M
6	Ninawa	Mohammed Yahya Al-Talib	Advisor to the Governor	M
7	Salah ad Din	Ridha Fakhr El-Din	Legal Advisor to Salah ad Din Province	M
8	Babil	Hassan Muhrij	Provincial Council Member	M
9	Baghdad	Ghusun Toema Aboud	Office Manager- Ministry of Provincial Affairs	F
10	Baghdad	Shatha Hadi Mohammed	Manager of General Relationships - Baghdad Governorate	F
11	Baghdad	Ghasan Jawad Kadhum	Director of Government Department-IRI	M
12	Muthanna	Abdul Latif Hasan Abbas	Chairman of the Muthanna Provincial Council	M
13	Karbala	Adel Hashim Mohammed	Deputy Governor of Karbala	M
14	Diyala	Dhia Qassim Mahmood	Journalist	M
15	Diwaniyah	Bakir Ali Al-Sha'alan	Provincial Council Member	M
16	Diyala	Ayad Al-Kerwi	Provincial Council Member	M
17	Karbala	Qassim Mohammed Jassim	Legal Advisor of Karbala	M
18	Baghdad	Rick Huntington	Chief of Party- USAID/Tarabot	M
19	Basrah	Muein Salih	Deputy Governor of Basrah	M
20	Baghdad	Noor Mohammed Akoul	Journalist	F
21	Baghdad	Jamal Huleib Khalaf	Chairman of Al Rusafa District Council	M

22	Dhi Qar	Abdul Hadi Mohan	Vice Chairman of the Dhi Qar Provincial Council	M
23	Baghdad	Ammar Al- Aboudi	Journalist/Editor	M
24	Anbar	Ali Ukal Hamood	Deputy Governor of Anbar	M
25	Baghdad	Anwar Jameel Buni	Director General - Ministry of Planning	F
26	Baghdad	Mazin Dhia Noori	Ministry of Planning	M
27	Baghdad	Ahmed Hadi	Media Advisor to the Minister of Provincial Affairs	M
28	Baghdad	Thaera Al-Kaflawi	Senior Manager - COMSEC	F
29	Baghdad	Mohammed Meki Al-Mousawi	Advisor for the Ministry of Provincial Affairs	M
30	Baghdad	Dr. Torhan Al- Mufti	State Minister of Provincial Affairs	M
31	Baghdad	Ali Afif	Secretary for the Minister of Provincial Affairs	M
32	Baghdad	Abdul Kareem Qassim	USAID Capacity Building Office	M
33	Baghdad	Dr. Qassim Khudheir Abbas	Legal Advisor to the Minister of Provincial Affairs	M
34	Baghdad	Dr. Essam Assad Muhsin	Professor of Political Science- Al Nahrein University	M
35	Baghdad	Kais Al- Zubaidi	Journalist	M
36	Baghdad	Hazim Al- Sharie	Journalist	M
37	Baghdad	Dr. Abbas Mahdi Salih Al-Hamdani	Baghdad Provincial Council Member	M
38	Baghdad	Mohammed	Ministry of Health- Office of the Minister/ Journalist, Legal Translator	M
39	Diwaniyah	Engineer Faisal Hasan Al- Naili	Deputy Governor of Diwaniyah	M
40	Diwaniyah	Faris Wanas Abid	Vice Chairman of the Diwaniyah Provincial Council	M
41	Wasit	Dr. Hamdiya Aziz Al- Hussaini	Wasit Provincial Council Member	F
42	Kirkuk	Ali Humadi Abid	Deputy Governor of Kirkuk	M
43	Baghdad	Assad Al-Qatan	Manager- Iraq Health Aid Organization	M
44	Anbar	Sadoon Ubaid Al-Sha'alan	Vice Chairman of the Anbar Provincial Council	M
45	Baghdad	Ali Sajet Flaeih	Journalist- Al-Dustoor	M
46	Anbar	Adnan Abdullah Bardan	Assistant to the Governor of Anbar	M
47	Baghdad	Mohammed Jassim Al- Rube'i	Baghdad Provincial Council Member	M
48	Muthanna	Ibrahim Al- Mayali	Governor of Muthanna	M
49	Baghdad	Amani Andul Jabar	Field Monitor- QED	F
50	Baghdad	Saeb Hussein Hassan	Head of Baghdad Agricultural Engineers -Ministry of Agriculture	M
51	Baghdad	Azhar Ahmed Al- Assadi	N/A	M

52	Baghdad	Zainab Salman Al- Etabi	Lawyer, Member of Women Supporting Women NGO	F
53	Baghdad	Raad Salih Mohammed Hasan	Advisor to the Ministry of Provincial Affairs	M
54	Diyala	Furat Mohammed Hussein	Deputy Governor of Diyala	M
55	Diyala	Sajed Abdul Ameer	Chairman of the Diyala Provincial Council	M
56	Muthanna	Mohammed Arboud Al-Zebari	Vice Chairman of the Muthanna Provincial Council	M
57	Baghdad	Suha Abdullah Mahmoud	Director of Maintenance - Ministry of Planning	F
58	Baghdad	Dr. Khamees Al- Badri	Professor of Federalism and Political Systems- Baghdad University	M
59	Baghdad	Kadhun Atiya Al- Shamari	Member of the Parliament	M
60	Diwaniyah	Salam Ubaid Khudhir	Legal Department Manager in Diwaniyah Governorate	M
61	Wassit	Amal Hassan Mahdi	Wasit Provincial Council Member	F
62	Baghdad	A'aliya Nsaief Jassim	Member of Parliament	F
63	Baghdad	Touhami Rhaiem	Deputy Chief of Party, Civil Service Reform- USAID/Tarabot	M
64	Baghdad	Zuhair Mohsin	Provincial Director - USAID/Tarabot	M
65	Baghdad	Khalid Khair El-Dein Ahmed	Senior Advisor- USAID/Tarabot	M
66	Baghdad	Kadhun Al- Baidhani	Director- Al-Munqith Human Rights NGO	M
67	Baghdad	Dr. Hikmat Al-Mayahi	Director- Iraqi Center for Human Rights	M
68	Baghdad	Majeda Al- Ekabi	Training Manager-Ministry of Planning	F
69	Kirkuk	Reboir Faiq Talibani	Vice Chairman of the Kirkuk Provincial Council	M
70	Salah ad Din	Ahmed Abdul Wahed Abbas	Assistant to the Governor of Salah ad Din	M
71	Muthanna	Qassim Jaber Abdul Hussein	Deputy Governor of Muthanna	M
72	Babil	Falah Abdel Kareem Al-Khafaji	Babil Provincial Council Member	M
73	Baghdad	Dr. Sami Shati Ubaid	Member of Dar Al-Salam Center	M
74	Maysan	Yousra Naji	Maysan Provincial Council Member	F
75	Maysan	Nawal Abdullah Shoumali	Maysan Provincial Council Member	F
76	Diyala	Ismail Alwan Abood	Assistant to the Governor of Diyala	M
77	Kirkuk	Ali Khudhir Sinji	Journalist	M
78	Baghdad	Amir Ahmed Ibrahim	N/A	M
79	Baghdad	Emad Al-Tamimi	President of Center for Integrity NGO	M
80	Baghdad	Raad Al- Assadi	Journalist	M
81	Wasit	Ammar Essa Naji	Deputy Governor of Wasit	M

82	Anbar	Ahmed Sadoon Ubeid	Office Manager to the Governor of Anbar	M
83	Baghdad	Ali Kadhum	Office of the Prime Minister	M
84	Anbar	Ali Egal Hamoud	Deputy Governor of Anbar	M
85	Wasit	Amal Hassan Mahdi	Wasit Provincial Council Member	F
86	Baghdad	Ammar Al- Aboodi	Journalist/Editor	M
87	Diyala	Ayad Ali Ahmed	Diyala Provincial Council Member	M
88	Diwaniyah	Baker Ali Al- Sha'alan	Diwaniyah Provincial Council Member	M
89	Baghdad	Bassam Walid	Lawyer	M
90	Diyala	Dhiya'a Qassim Mahmoud	Journalist	M
91	Baghdad	Essam Al- Ubaidi	Baghdad Provincial Council Member	M
92	Diwaniyah	Faisal Al- Nialy	Deputy Governor of Diwaniyah	M
93	Baghdad	Hayder Faleh	Journalist/Editor	M
94	Baghdad	Kais Hikmat Philipp	Student	M
95	Baghdad	Murad Al-Fayadh	Media & Communications Advisor to the Prime Minister	M
96	Muthanna	Naief Alawi Hussein	Journalist/Editor	M
97	Anbar	Qutaiba Hussein Salman	Office Manager for the Governor of Anbar	M
98	Salah ad Din	Ridha Fakhir El-Din	Legal Advisor for the Governor of Salah ad Din	M
99	Anbar	Riyadh Abid Majeed	Secretary	M
100	Diyala	Taghlab Ali Sa'ab	Employee of the Diyala Provincial Council	M
101	Muthanna	Tarek Khalf Salman	Journalist/Editor	M
102	Baghdad	Walid Al- Saeidi	Baghdad Legal Advisor	M
103	Baghdad	Mahdi Fayoth	Qadumiya District Council Member	M
104	Baghdad	Ru'a Farouq Faisal	Journalist - El Feha Channel	F
105	Baghdad	Mustafa Hamam	Journalist - El Feha Channel	M
106	Baghdad	Bashar Redha	Assistant Photographer - El Feha Channel	M