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# Iraq Governance Strengthening Project (GSP)

Quarterly Performance Report (Y1Q3)  
April 1, 2012 – June 30, 2012

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**SUBMITTED BY CHEMONICS INTERNATIONAL**  
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## **DISCLAIMER**

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## ACRONYMS

Acronym	Definition
CI	Component 1: Institutional Strengthening
C2	Component 2: Executive Oversight
COMSEC	Council of Minister Secretariat
CSD	Citizen Service Desk
COP	Chief of Party
COR	Chamber of Representatives
CSI	Citizen Satisfaction Index
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DAC	District Advisory Council
DCOP	Deputy Chief of Party
ESD	Essential Service Delivery
ESDO	Essential Service Delivery Oversight
F-HH	Female-Headed Housewife
FO	Field Office
FY	Fiscal Year
GO	Governor's Office
GOI	Government of Iraq
GSP	Governance Strengthening Project
IDP	Internally Displaced Person
IR	Intermediate Result
M&E	Monitoring & Evaluation
MOF	Ministry of Finance
MOP	Ministry of Planning
MSPA	Ministry of State for Provincial Affairs
NAC	Neighborhood Advisory Council
NDP	National Development Plan
NGO	Non-Governmental Organization
OSTP	Organizational Self-assessment and Transformation Program
PC	Provincial Council
PCI	Provincial Capability Index
PDP	Provincial Development Plan
PDS	Provincial Development Strategy
PMP	Performance Monitoring Plan
PPL	Priority Project List
USAID	United States Agency for International Development
USG	United States Government

## Summary

As per Section F.7A (a) of Contract AID-267-C-11-00006 this Quarterly Performance Report summarizes the activities and accomplishments of the Iraq Governance Strengthening Project (GSP) for the third quarter of FY2011 from April 1, 2012 to July 31, 2012, and provides a schedule of anticipated activities for the next quarter.

This quarter GSP was able to make great strides with trainings and events, technical assistance, and counterpart collaboration. GSP hub offices in Baghdad, Hilla, Basrah, and Erbil are fully operational. Provincial Coordinators, the leaders of embedded technical teams, have been hired and placed in nine out of 15 provinces. Three additional Provincial Coordinators are scheduled to begin on July 1, and candidates for the three remaining positions have been identified. Baseline citizen satisfaction surveys were completed and compiled into a baseline Citizen Satisfaction Index (CSI), against which the project will measure impact.

On the program side, GSP conducted two national conferences. The *Provincial Governments: Centers of Excellence* conference,

held on April 19 and 20, 2012, introduced the GSP Organizational Self-assessment and Transformational Program (OSTP) to high-level provincial actors, and the *Provincial Development Strategy National Workshop*, held on June 28, 2012, enabled the governors of 15 provinces to gain a better understanding of Ministry of Planning (MOP) requirements for completion of 2013-2017 Provincial Development

Strategies (PDS). GSP provincial coordinators assisted seven provinces in the preparation of their PDS.

Using a participatory approach, GSP developed a plan to address areas for improvement in local government which was introduced to Baghdad PC and GO officials in a Baghdad Stakeholders' Meeting. The plan was adopted by the Baghdad PC and GO and a steering committee was formed.

GSP initiated support for Integrated Development Planning (IDP), Essential Service Delivery Oversight (ESDO) units, citizen service desks, and citizen participation through a series of meetings and planning workshops.



GSP conference participants meet with State Minister of Provincial Affairs, Dr. Torhan Al-Mufti, and GSP COP

## Third Quarter Activities

### Component I:

#### I.1: OSTP

GSP sponsored a national conference, *Provincial Governments: Centers of Excellence*, April 19-20, bringing together PC and GO officials from 15 provinces. Despite security challenges resulting from spectacular attacks staged in Baghdad and other provinces on the morning of April 19, the conference was attended by 50 officials representing 15 provinces, the Council of Ministers, the Council of Representatives, and various ministries, universities, NGOs, and USAID implementing partners. Dr. Torhan Al-Mufti, Minister of Provincial Affairs, and Dr. Salah Abdul Razaq, Governor of Baghdad both attended.



Officials from Karbala GO discuss OSTP

Provincial officials were introduced to the objectives of OSTP, how the program will benefit the provinces, and the processes involved. They were also informed about the level of provincial time and resource commitment that is necessary for the success of OSTP. Five provinces were determined to be best suited for the initial implementation of OSTP: Baghdad, Babil, Karbala, Ninawa, and Kirkuk. These five provinces were selected based on proximity to GSP offices, interest and availability in receiving GSP's support, and receptiveness to the OSTP methodology.

Phase I, Step 1 of OSTP is comprised of orientation meetings on OSTP for PC and GO senior management and establishing internal OSTP teams within local government (PCs, GOs). Phase I, Step 2 is comprised of a five-day OSTP orientation and self-assessment workshop for internal OSTP teams. This was completed for the Babil GO. This quarter, OSTP orientation meetings were conducted for the Baghdad PC, Babil GO, Karbala GO,

Ninawa GO, and Kirkuk GO. Internal OSTP teams were established in the Baghdad PC, Babil GO, and Karbala GO.



Conference participants discuss OSTP during a breakout session

### **1.2: Capacity building of local government associations (LGAs)**

GSP met with representatives from 12 Baghdad-based NGOs that deal with local governance issues on April 25, 2012. The meeting introduced the NGOs to GSP objectives, planned interventions, and the GSP grants process. Additionally, participants discussed possible roles for LGA including service provision and aspects of revenue generation and sustainability. GSP is developing formal working relationships with many of the NGOs and five are providing technical research for GSP interventions, particularly objective analyses of Law 21 and its amendments.

GSP conducted analyses of five areas under Law 21, which have been controversial or unclear among central and local governments. These areas are: 1) inter-government relationships, 2) legislative authority, 3) planning, 4) budgeting, and 5) monitoring. Five Iraqi civil society organizations (CSOs) were contracted by GSP to analyze one of the five areas in order to provide unbiased interpretation and clarification of Law 21. GSP staff are reviewing the analyses and will conduct stakeholder meetings and a workshop in the next quarter where GSP will present the analyses and develop an action and consensus plan.

### **1.3: Establishing policy units in GOs**

During this quarter, GSP staff have engaged USAID implementing partners and central ministries to establish the needs and current development activities in this area. This has informed internal work planning, and policy activities will be initiated and reported in the next quarter.

### **1.4: Governorates Accounting and Project Tracking Information System (GAPTIS) and financial management**

GSP's Senior Budgeting and Public Finance Specialist arrived in Baghdad late in the quarter to assess the current status and systems being used for budgeting at the provincial level and assessing the use and viability of the GAPTIS system in tracking capital investment projects. GSP team members helped provide relevant information and documents on budgeting and GAPTIS within the GOs and PCs in the 15 provinces.



*Provincial Capital Budget Execution* participants participate in a workshop activity

The specialist attended the PDS workshop and IDP charette, which provided valuable insight for the development of the GAPTIS questionnaire. GSP created the GAPTIS assessment tools, which measure the availability, usage, and viability of GAPTIS in the PCs and GOs, and also explores the feasibility of interfacing GAPTIS with IDMS. GSP will conduct the assessment in the coming quarter.

### **1.5: Improved budget accountability**

GSP conducted a training workshop entitled *Provincial Capital Budget Execution* May 7-9 in Baghdad. The workshop targeted PC and GO staff that work in planning, auditing, and contracts. Nineteen participants from Baghdad, Anbar, Diyala, and Salah ad Din attended the three-day workshop. GSP staff acted as facilitators and trainers for the workshop, using training materials developed by GSP. The training covered topics that had previously been identified by provincial staff as areas in need of capacity-building support such as: overview of 2012 federal budget, letters of credit, MOP and MOF reporting requirements, monitoring and oversight, coordination between provinces and ministries, and institutional/technical definitions.

### **1.6: Improved capital projects planning cycle**

On June 28, GSP conducted the *Provincial Development Strategy National Workshop* to support the provinces in the development of their provincial development strategies (PDS) as part of the MOP's national development plan. The workshop was co-sponsored by the Ministry of State for Provincial Affairs and held in cooperation with the MOP. As provinces were preparing to update the 2010-2014 PDS, they receive a letter from the MOP requiring them to submit a 2013-2017 PDS under a tight deadline. GSP mobilized this workshop quickly, at the request of the Baghdad PC and GO, providing support and clarification on PDS requirements for the 15 provinces. Subsequent to the workshop, GSP Provincial Coordinators supported seven GOs in the preparation of the new PDS.



Dr. Mais Sahib, Head of the MOP's strategic coordination division, provides guidance to PDS workshop participants

Following the Baghdad stakeholder's meeting held on May 28th, GSP conducted its first two meetings of the IDP charette<sup>1</sup> on June 11<sup>th</sup> and 25<sup>th</sup>. Members of the charette include Baghdad PC members and GO staff and a representative from the MOP. The purpose of the charette is to list all the issues and obstacles in the rules and regulations that dictate the preparation of PDS, PDP, PPL, and budgeting.

The charette members agreed on the process for planning and budgeting preparation and execution, the first step of which is to collect information from the ministries to develop an informed PDS. It was also agreed that one of the key issues for effective planning is obtaining timely and accurate information, currently an obstacle to developing an informed strategy. The necessary information – such as total residents in an area, number of

children in a school, or number of patients visiting a local clinic – is often unavailable or inaccurate and when the information is available, many of the provinces do not have access to that information. The Baghdad PC and GO are now working closely with the relevant ministries to determine what information is actually available, the best way to access the information, and what information is lacking. GSP will continue to work with the charette in the coming quarter and will look into opportunities to provide similar support to other provinces.

GSP developed a plan to address opportunities for improvement in local government during a stakeholder workshop held on May 28<sup>th</sup>. GSP conducted the workshop, entitled *Foundations for Supporting Effective Local Government*, for Baghdad provincial government stakeholders. Participants discussed areas identified as weaknesses in local government and GSP's proposed interventions, including integrated development planning (IDP), OSTP, and essential service delivery oversight (ESDO) units. The Baghdad PC and GO adopted GSP's plan, a steering committee was created and an IDP charette, which meets on a biweekly basis, was established.

### **1.7: Provincial communication — PCs and GOs**

GSP will begin communications activities the next quarter by deploying short-term technical assistance to assess the current provincial communications strategies.

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<sup>1</sup> A charette is a collaborative session (or multiple sessions) that brings together stakeholders in a structured medium that is unrestrictive and conducive to creativity in order to find a solution to a problem.

### **1.8: Provincial communication to central government**

No activities to report this quarter. GSP expects to begin activities under this sub-component in the coming quarter.

### **1.9: Effective citizen outreach**

GSP conducted roundtable discussions on citizen participation in mid-June with PC Media Committee in the provinces of Baghdad, Babil, Karbala, and Wasit. Initially, participants shared information on the concept, tools and current status of citizen participation in these provinces. Participants in these meetings were requested to fill out a citizen participation survey template developed by GSP. Based on the results of the survey results, GSP plans to provide customized technical assistance to the PC Media Center to identify public participation inputs and associated methods of participation, and finally the development of a public participation model for adoption.

### **1.10: Governance Effectiveness Index**

GSP is in the process of collaboration with GOI stakeholders. The index model will be complete by end of July and implemented in August.

### **1.11 Grants**

Grant activities including establishing a short list of perspective non-profit organizations as well as the drafting of requests for application relevant to the areas of GSP. The actual award and execution of grant activities are scheduled to commence in the next quarter.

## **Component II:**

### **2.1 Service delivery performance standards**

No activity to report this quarter. Next quarter will include work with central ministries and provincial authorities to establish and communicate approved service delivery standards, and to identify areas where standards need to be developed.

### **2.2 Essential service delivery oversight units**

GSP introduced the concept of ESDO units to PC and GO officials in Baghdad, Babil, Diwaniyah, and Wasit. GSP emphasized the need for joint PC-GO ESDO units to foster coordination between the PCs and GOs to deliver improved services to citizens. This quarter, GSP was able to bring together the Baghdad PC and GO to create the first of many joint ESDO units in the provinces, beginning with a meeting on June 4th which was

attended by the Baghdad PC's Rural



**GSP meets with Governor of Diwaniya to introduce ESDO units**

Essential Services Commission (RESC) and the Essential Services Commission (ESC) of the Amanat (Baghdad city). Participants were keenly interested in this effort and agreed on nominating members for this unit. In subsequent meetings, nominations were provided from both the PC and GO for this purpose.

In Babil, Diwaniyah, and Wasit several joint meetings were held between the PC Service Committee and GO senior staff discuss the creation of an ESDO unit. The positive feedback received from participants has given further momentum for the establishment of the unit. Following formal approvals from the PC and GO, members of the ESDO units will embark on developing the structure and bylaws of the unit. Among expected results of the establishment of this joint unit are service quality improvement, increasing interaction between the PC and GO on service delivery, reducing bureaucratic procedures, and optimizing the local government's responsiveness to citizen needs.

### **2.3 Engaging DACs, NACs, and CAGs, in oversight**

No activities to report this quarter. This activity is scheduled to commence in the following quarter.

### **2.4 Citizen service desks**

In cooperation with the Anbar PC, Anbar GO, Baghdad PC, and Baghdad Amanat's Essential Services Committee (ESC), GSP evaluated citizen service desks and identified areas for GSP support, including the development of communications strategies and implementation of performance monitoring tools. During mid-June, GSP met with officials and staff from several sections of the Najaf Governor's Office to discuss the mechanisms, tools, and procedures used by the Najaf Citizen Service Desk. GSP staff observed that although there is a system in place for receiving and responding to citizens' complaints and comments, a communications strategy, better organization, and effective mechanisms and tools are still needed to improve performance.

### **2.5 Legislative tracking**

This activity is scheduled to commence in the following quarter.

## **Cross-cutting Activities**

### **Internally Displaced and Vulnerable Populations.**

GSP staff consulted with local government and NGO representatives who work with vulnerable populations to gather information about current efforts to support to women, children, orphans, and other vulnerable groups. Information was provided on GSP objectives and potential areas for cooperation. A baseline survey to assess service delivery by local governments was developed and piloted at a roundtable meeting conducted on June 25<sup>th</sup> by the GSP short-term Vulnerable Populations Specialist. The survey will be finalized and implemented in the next quarter along with the GSP's vulnerable group strategy report.



**NGO and Babil government officials discuss strategies for outreach to vulnerable populations**

The June 25 roundtable brought together local government officials from Babil and representatives from international NGOs that work with vulnerable and disadvantaged populations in the Babil province to discuss issues related to these groups and how to best support them. Feedback from participants revealed that there is a lack of coordination between these organizations and the local government. NGOs are not aware of where and to whom they should send information, and government officials are often not aware of what their counterparts are responsible for in other government offices. Based on participant feedback, GSP will provide customized assistance and encourage local government coordination with these organizations.

### **Gender**

The GSP team considers of gender issues at all phases of project implementation. 22% of GSP staff are women setting examples in such senior roles as Deputy Chief of Party,

Communications Specialist, Grants Director, and Human Resources Director. On the program side, GSP seeks to attract at least 25% female participation in trainings and other events. Additionally, GSP emphasizes messaging on the talent and value that women bring to bare in governance, and strategically selects and elevates the participation of key women stakeholders in project activities. Additionally, GSP will seize



**Two female PC members at a GSP conference**

opportunities where topics related to gender- inclusive and gender-sensitive programming and budgeting can be integrated within the provisional councils.

### **Anti-corruption.**

GSP supports anti-corruption initiatives by building the capacity of provincial and local governments to operate transparently and inclusively. Activities sponsored by the project this quarter, including the OSTP conference, PDS workshop, and budget training serve to reduce corruption opportunities by supporting the institutionalization of regular controls and the checks and balances. Citizen engagement is also an anti-corruption initiative, and GSP is working to with provincial governments to enhance citizen outreach and participation.

### **Monitoring and Evaluation**

The GSP citizen satisfaction survey (CSS) was completed this quarter. GSP surveyed 780 respondents from each of 15 provinces; 260 from the main city and 260 from each of two rural areas in each province. The CSS quantified satisfaction with current government services (security, water, health, and education) received by the average Iraqi citizen. The survey also asked for citizens' perceptions of the future of these services. This information is being used by GSP to establish a baseline for comparison over the life of the project to measure the provinces' success in providing and monitoring basic services.

GSP's revised PMP is to be submitted in July 2012. GSP's M&E and Database consultants are scheduled to arrive in Baghdad early in the next quarter to support development of the GSP M&E database and revision of the PMP.

### **Collaboration and Coordination**

GSP management strives to leverage USG resources by coordinating with other partners and donors including the USAID-funded Tarabot project. GSP invited Tarabot's COP to participate in GSP's April conference, where he presented an overview of Tarabot's objectives and interventions as well as the complementary objectives of GSP and Tarabot.

GSP's COP addressed attendees at USAID/Tarabot's South Central Region Conference on May 20<sup>th</sup>. He presented some of the challenges faced by local governments, GSP's interventions to address those challenges, and areas of possible support to local governments. GSP's COP stressed that sustainable development should be continued by the Iraqis themselves after the contributions of international projects draw to a close. Throughout the conference, the COP met with senior local officials and discussed potential opportunities for cooperation.

GSP's COP and staff introduced GSP objectives to the Senior Advisor and Team Leader of the SIDA-funded Technical Support for Iraq (TSI), implemented by Adam Smith International, in a meeting at the British Embassy on June 23<sup>rd</sup>. The meeting also gave GSP staff an opportunity to gain a better understanding of TSI's scope of work related to governance. Opportunities for cooperation between GSP and TSI were identified, particularly with regard to policy coordination between provincial governments and central government through COMSEC. TSI viewed coordination with GSP as an opportunity to

monitor central ministries' performance in the provinces. A meeting to develop a preliminary action plan is being scheduled for July 2012.

### Challenges

GSP continues to face challenges resulting from security-related restrictions to movement which impact implementation of project activities. Movement restrictions impact local national staff as well as expatriate staff.

Obtaining visas remains difficult, delaying the deployment of new staff and, on several occasions, delaying the return of staff on leave. Delays for returning staff have ranged from a few days to over a month. For example, the visa for GSP's Component 2 Team Leader was delayed for nearly two months, delaying the ramp-up of Component 2 activities.

### Completed Procurement

Procurement Activity	Achievements and Status
GSP Office Renovation	GSP office renovation completed including the establishment of a training center for GSP's anticipated workshops in Baghdad.  Status: Complete
IT Hardware and other Equipment	Major IT and office supplies to equip GSP's regional project offices were procured , including project laptops; Scanners; cameras; PC desktops ; docking stations and PolyComs; cell phones, and USB external hard drives  Status: Complete
IT Software	GSP procured software to equip project computers, including Windows 7 Pro, MS Office 2010; licenses for internet security software"; and MS Access Licenses  Status: Complete
Conference "Provincial Governments: Centers of Excellence" April 19-20, 2012	GSP provided accommodation for participants from 15 provinces on April 19-20 at Baghdad's Ishtar Hotel. GSP procured simultaneous translation services, video recording services, stationary, meals and tea-breaks for attendees during the two day conference.  Status: Complete
Workshop "Provincial Development Strategy (PDS)" June 28, 2012	GSP provided accommodation for participants from 15 provinces on June 28 at Baghdad's Ishtar Hotel. GSP procured stationary, meals and tea-breaks for attendees.  Status: Complete
Workshop "Provincial Capital budget Execution " May 7-9, 2012	GSP provided accommodation for participants from 4 provinces on May 7-9 at Baghdad's Royal Hotel. GSP procured stationary, meals and breaks for attendees.  Status: Complete
Analyses of Law 21	GSP awarded, five fixed price subcontracts to five Iraqi civil society organizations to conduct analyses on Law 21 and amendments. The anticipated completion date is July 30, 2012.  Status: Ongoing

<b>Anticipated Major Procurements for Q4</b>	
<ul style="list-style-type: none"> <li>• 30 laptops for GSP newly hired staff</li> <li>• 30 licenses of Microsoft Windows Pro 7</li> <li>• 30 licenses of Microsoft Home and Business 2012</li> <li>• 30 licenses of computer antivirus software</li> <li>• Stationary and materials for GSP's anticipated workshops</li> <li>• Furniture and equipment for GSP's project offices in Erbil and Basrah</li> <li>• Furniture and equipment for GSP's employees in provincial government offices</li> <li>• Accommodation and meals for "Provincial Development Strategy" workshop for 15 provinces in Sulaymaniyah on August 29-30, 2012.</li> <li>• Accommodation and meals for anticipated monthly regional workshops throughout Iraq.</li> </ul>	

## Staffing

### Long term Support and Professional Staff

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Hussein Kataie	HR Admin Assistant-BGH	Admin	Chemonics	Long-term	April 10, 2012	
Ahmed Orkhan Rajee	Procurement Specialist	Admin	Chemonics	Long-term	April 8, 2012	Jun 24, 2012
Zainab Mubder	Bookkeeper-Hilla	Admin-Finance	Chemonics	Long-term	April 8, 2012	
Thaer Abdul Khadhum Sadiq	M&E Specialist-Hilla	Programs	Chemonics	Long-term	April 8, 2012	
Ahmed Ali Khadim	Organizational Dev. Specialist	Program	Kaizen	Long-term	April 8, 2012	
Mustafa Thahb	Regional Manager-Hilla Hub	Programs	Chemonics	Long-term	April 10,2012	
Hasan Falif	Book Keeper-BGH	Admin-Finance	Chemonics	Long-term	May 28,2012	
Abdul Basit Hamoodi	Anbar-PC	Programs	Chemonics	Long-term	May 28,2012	
Bashar Ali Hasan	Accountant	Finance	Chemonics	Long-term	May 29,2012	
Hasan Ali Karim	PC- Kirkuk	Programs	Chemonics	Long-term	May 28,2012	Jun 30,2012
Ayad Mahdi	Najaf PC	Programs	Chemonics	Long-term	Jun 3,2012	
Ghada George	M&E Specialist	Programs	Chemonics	Long-term	Jun 3,2012	
Obeid Ibrahim	Salah El-Din PC	Programs	Chemonics	Long-term	Jun 3,2012	
Mohammed Abdul Muhsin Kadhum	Wasit PC	Programs	Chemonics	Long-term	Jun 3,2012	
Ahmed Al-Taweel	Kerbala PC	Programs	Chemonics	Long-term	Jun 5,2012	
Zuhair Ismael	Ninawa PC	Programs	Chemonics	Long-term	Jun 19,2012	
Natheer Qasim	Regional Manager-Basrah Hub	Programs	Chemonics	Long-term	Jun 20,2012	
Fadhil Wadi	Diwaniya Pc	Programs	Chemonics	Long-term	Jun 24,2012	
Hussein Jassim	Capacity Development Specialist-Hilla	Programs	Chemonics	Long-term	Jun 24,2012	

### Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Jordann Sullivan	Operations	Procurement Specialist	Chemonic s	Short-term	Feb 18, 2012	April 30, 2012
Daniel Hartman	Operations	Recruitment Specialist	Chemonic s	Short-term	Feb 22, 2012	April, 18,2012
Wallace Rogers	Component 1	Decentralization Advisor	Chemonic s	Short-term	March 5, 2012	April 29, 2012
Martin Mayerchak	Component 1	Organizational Development Advisor	Kaizen	Short-term	April 8, 2012	May 13, 2012
Andrea Wegner	Cross-Cutting	Vulnerable Populations Specialist	Chemonic s	Short-term	June 7, 2012	June 27, 2012
Aziz Shaheen	Component 1	Senior Budgeting and Public Finance Specialist	Tetra Tech ARD	Short-term	June 22, 2012	August 30, 2012

### Activities for Next Quarter (July 1, 2012 to September 30, 2012)

Activity	Component	Date
ESDO Roundtable Workshop	Component 2	July 2012
GAPTIS Workshop	Component 1	July 2012
Law 21 Workshop	Component 1	July -August 2012
GAPTIS Assessment (continued)	Component 1	July - August 2012
Provincial Development Strategy Workshop – Sulaymaniyah	Component 1	August 2012
Provincial Communications & Citizen Outreach Training	Component 2	September 2012
Service Delivery Oversight Training & Workshops	Component 2	August-September 2012
OSTP Phase II Rollout	Component 1	September 2012