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# Iraq Governance Strengthening Project (Taqadum)

Quarterly Performance Report (Y2Q1)

October 1, 2012 – December 31, 2012

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October 1, 2012 – December 31, 2012

**SUBMITTED BY CHEMONICS INTERNATIONAL**  
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## **ACRONYMS**

ARDP	Accelerated Reconstruction and Development Project
CI	Component 1: Institutional Strengthening
C2	Component 2: Executive Oversight
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
COR	Chamber of Representatives
CSD	Citizen Service Desk
CSI	Citizen Satisfaction Index
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DC	District Council
DCOP	Deputy Chief of Party
ESC	Essential Services Commission
ESD	Essential Service Delivery
ESDO	Essential Service Delivery Oversight
F-HH	Female-Headed Household
FO	Field Office
FY	Fiscal Year
GEI	Government Effectiveness Index
GO	Governor's Office
GOI	Government of Iraq
IDP	Internally Displaced Person
IR	Intermediate Result
ITRS	Issue Tracking and Reporting System
M&E	Monitoring & Evaluation
MOF	Ministry of Finance
MOP	Ministry of Planning

MSPA	Ministry of State for Provincial Affairs
NC	Neighborhood Council
NDP	National Development Plan
NGO	Non-Governmental Organization
OSTP	Organizational Self-assessment and Transformation Program
PC	Provincial Council
PDP	Provincial Development Plan
PDS	Provincial Development Strategy
PMP	Performance Monitoring Plan
PPL	Priority Project List
SAB	Supreme Audit Board
SDPS	Service Delivery Performance Standards
SOP	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
Taqadum	Governance Strengthening Project
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 (Taqadum) for the first quarter of FY2013 from October 1, 2012 to December 31, 2012, and provides a schedule of anticipated activities for the next quarter.

This quarter, Taqadum supported provincial officials as they began to transform the planning and budgeting process through the establishment of Provincial Planning and Development Councils (PPDCs), advisory bodies that work to coordinate planning and budget decisions between line ministries and provincial government, provide coordinated oversight over capital project implementation, and provide a forum to recommend economic development priorities. PPDCs have been mandated by the Ministry of Planning (MOP) to formalize coordinated planning and implementation and to bring NGOs, the academic community, and the private sector into the capital planning and implementation process. Taqadum is assisting the provinces in adopting the PPDC structure, including technical assistance in clarifying the objectives of the PPDC, drafting bylaws, and establishing membership criteria.

The Organizational Self-assessment and Transformation Program (OSTP) continued to be the centerpiece for local government capacity development on Taqadum. This quarter, five of the six established OSTP teams completed their benchmark survey and data collection. During the benchmarking, the provincial OSTP teams evaluated the institution's performance against best practices in four areas: Leadership, Knowledge Management, Operations, and Financial Systems. The Babil GO OSTP team completed its Self-assessment Benchmark Report which identified 53 areas for improvement, many of which are being addressed through Taqadum activities.

“The report prepared by the Babil GO OSTP Team with support from Taqadum provides information on a number of criteria that assess the capacity of the GO. The report is presented in a manner that encourages us to move forward in this program in order to transform the organization and ultimately reach a level of excellence in providing citizen services.”

*Mahmoud Al-Masoudi,  
Governor of Babil*

Taqadum provided targeted technical assistance and training to enable the internal auditing section of six provinces to address irregularities cited in their annual Supreme Audit Board (SAB) reports. The SAB report reviews: 1) capital budget (ARDP) execution, 2) financial management, 3) recurrent budget execution, and 4) general administrative functions. Training focused on the guidelines and instructions of the SAB manual and on improved processes to prevent similar findings in the future.

Taqadum promoted citizen participation this quarter by providing hands-on technical assistance to enable provincial governments to conduct public forums on provincial planning and budgeting, and concurrently works with district councils (DCs) and community action groups

(CAGs) to create demand for public forums. This quarter, Taqadum conducted a series of citizen participation meetings and workshops with DC chairs to promote citizen involvement in project planning, identifying priorities, and in monitoring and reporting on services. Taqadum supported four DCs in holding public meetings which provided opportunities for citizens to participate in setting community priorities and provincial projects in the upcoming calendar cycle. Taqadum is working with leaders in districts and neighborhoods throughout the provinces to plan additional public meetings in the coming quarter.

Taqadum also worked with PCs and GOs to enhance their outreach and communication skills, providing communications training and encouraging strategic communications through a variety of media, including online social media exchanges. As a result of Taqadum assistance, the PCs/GOs in five provinces established, reactivated, and/or enhanced their websites this quarter. Three of the provinces began using their websites to publish criteria for allocations, budget execution, and PC resolutions, thus enhancing transparency, providing an opportunity for citizen inquiries, and building trust between local government and citizens.

Taqadum is providing technical assistance to PCs and GOs to develop service delivery performance standards (SDPS) as a tool to monitor public services. This quarter, Taqadum staff reviewed existing SDPS with local government officials in nine provinces. Taqadum staff also drafted new SDPS for water, sewage, and solid waste collections and introduced them to PC Service Committees and service department staff in the GOs and line ministries. The new standards were adopted in two provinces and are under review in three additional provinces.

Citizen service desks (CSDs) are integral to enhancing citizen-focused public service delivery. A CSD serves as an interface between citizens and local government and is a convenient resource to address citizen needs. Taqadum is providing technical assistance and capacity building support to establish new and enhance existing CSDs. This quarter, Taqadum completed an assessment of existing CSD functions and reporting in 12 provinces. Consequently, a new Issues Tracking and Reporting System (ITRS) will be developed by Taqadum to improve issue tracking, reporting, and responsiveness. ITRS will be gradually implemented in 15 provinces.

## **YEAR 2 QUARTER I ACTIVITIES**

### **Component I:**

#### **I.1: Establishing Organizational Self-Assessment and Transformation Program (OSTP) Teams in PCs and/or GOs**

OSTP continues to be the centerpiece for local government capacity development on Taqadum. This organizational development methodology leverages the participation of government employees throughout the organizational hierarchy to sustainably identify and address performance issues.

This quarter, five of the six established provincial OSTP teams completed their benchmark survey and data collection. During the benchmarking, the provincial OSTP teams evaluate the institution’s performance against best practices in four areas: Leadership, Knowledge Management, Operations, and Financial Systems.

The Babil GO OSTP team delivered their Self-assessment Benchmark Report to the Governor. The benchmarking report identified 53 areas for improvement, many of which are being addressed through Taqadum activities. Taqadum held a workshop for the Babil provincial OSTP team to help identify potential solutions to selected benchmark findings. At the conclusion of the workshop, the Governor of Babil reaffirmed the province’s continuing dedication to OSTP. The Babil province is now developing a *Transformation Roadmap* with Taqadum assistance to address report findings.



The Governor of Babil (R) thanks Taqadum staff for their achievements with the Babil GO OSTP team

The Baghdad, Karbala, and Kirkuk OSTP teams also finalized their self-assessment data collection, analyzed the findings, and drafted their benchmarking reports during workshops held by Taqadum. Taqadum staff will provide technical assistance for finalizing the reports in the next quarter. Ninawa completed the benchmarking data collection and will analyze the results and draft the benchmarking report in a workshop held by Taqadum in the next quarter.

In Basrah, an OSTP team was established and trained in conducting the benchmark survey. In the next quarter, Taqadum will assist the Anbar and Najaf GOs in establishing OSTP teams.

	Establish Provincial OSTP Team	Introductory Self-Assessment Workshop	Self-Assessment Data Collection	Data Review & Analysis Workshop	Produce and Distribute Self-Evaluation Report	Confirm Dedication of OSTP Team	Identification of Potential Transformation Projects Workshop	Select and Get Approval for Transformation Project	Transformation Planning Workshop	Adjust and Get Approval for Transformation Plan
Babil	Q3	Q3	Q4	Q5	Q5	Q5	Q5	Q6		
Baghdad	Q3	Q4	Q4	Q5	Q6	Q6				
Karbala	Q3	Q4	Q4	Q5	Q6	Q6				
Kirkuk	Q3	Q4	Q4	Q5	Q6					
Ninawa	Q4	Q5	Q5	Q6						
Basrah	Q5	Q5	Q5	Q6						
Anbar	Q6									
Najaf	Q6									

## **I.2: Providing Technical Assistance and Material Support to Local Government Associations (LGAs) or Provincial Universities for Sustainable Training Support of Elected Officials and Their Staff**

The potential for local government associations (LGAs) to provide advocacy and training services to local government entities is great, though existing “associations”<sup>1</sup> generally consider themselves to be NGOs, and their primary source of income has traditionally been international donors. The transition to self-sustaining and representative LGAs requires a two-pronged approach. Taqadum is working to develop demand for LGA services while developing the capacity of LGA-type entities to deliver these services.

To create demand, Taqadum facilitated a one-day workshop for



PC members from eight provinces and representatives from five local Iraqi organizations discuss the need for and benefits of a local government association.

provincial officials and non-governmental organizations on the potential role of LGAs, drawing upon best practices from applicable international examples. The workshop focused on the potential for LGAs to advocate for provincial governments where direct negotiations between individual provinces and central government might be problematic or less effective, and upon the training and service provision potential of LGAs. Twenty-two participants representing the provincial councils of Anbar, Babil, Baghdad, Diwaniyah, Diyala, Karbala, Najaf, and Wasit, and representatives from five Iraqi local government organizations attended the workshop.

The workshop was also used to discuss the potential LGA services that PC members reported as most desirable in a Taqadum survey. The most prominent PC requests for assistance were for local government training centers, capacity building for line ministries, and opportunities to exchange best practices with local and international counterparts.

To build the capacity of LGAs, Taqadum conducted a capacity assessment of existing regional and national government associations and similar bodies and is incorporating the survey results and workshop feedback in designing further training, to be conducted next quarter.

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<sup>1</sup> It should be noted that associations are not allowable under Iraqi law and this limits how association-like NGOs can generate revenues and manage membership.

### **I.3: Policy Development to Complement Those of Central Ministries and Reflect the Needs and Priorities of Citizens**

Taqadum is working with GOI counterparts to establish provincial policy formation functions within the Provincial Planning and Development Councils (PPDCs)<sup>2</sup>. The project will enable the PPDCs to formulate policy that reflects community needs and Provincial Development Strategies (PDS), and ensure that these policies are aligned with those of central-government ministries and the National Development Strategy. Policy formation is a new role for provincial officials; to address this challenge Taqadum is working with the PPDCs to conduct regional workshops on policy formulation and review in the coming quarter. Taqadum staff is also preparing a training-of-trainers (TOT) program for project staff embedded in the provinces to support PPDCs.

### **I.4: Budget Management, Transparency, and Control**

Taqadum works with provincial governments to strengthen existing financial systems to strengthen effectiveness, transparency and accountability. It serves as a financial consultant, working together to identify financial management system weaknesses and providing meaningful, immediate impact interventions. At the same time, Taqadum uses immediate interventions as leverage point for developing government-owned process change.

Taqadum provided targeted technical assistance and training to enable the internal auditing sections of six provinces to address irregularities cited in their annual Supreme Audit Board (SAB) reports. The SAB report reviews 1) capital budget (ARDP) execution, 2) financial management, 3) recurrent budget execution, and 4) general administrative functions. Training focused on the guidelines and instructions of the SAB manual, and on improved processes to prevent similar findings in the future. Wasit, Diwaniyah, Dhi Qar, Najaf, Baghdad, and Salah ad Din participated in the training.

Taqadum staff also reviewed the 2013 ARDP and petro-dollar allocations for Ninawa with the Chair of the Ninawa PC Finance and Economics Committee to emphasize the role of the committee in developing the provincial budget and the importance of implementing internal auditing and monitoring in both the PC and GO accounting departments. Taqadum is assisting the PC to determine the capacity building needs of its accounting staff.

Taqadum provided technical assistance to the Diyala PC on auditing its operational and maintenance (O&M) budget and reviewed capital budget information dissemination, budget accountability, and transparency with the Wasit GO. As a result of Taqadum guidance, the Wasit GO will use its website as a tool for disseminating information and building trust between the local government and citizens. Similarly, the Diwaniyah GO will publish information about the 2013 provincial budget and PPL on its website.

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<sup>2</sup> For those provinces adopting the PPDC structure. Other provinces may elect to have standalone policy units.

In Baghdad, Taqadum conducted a one-day workshop entitled *Requirements and Methods for Preparing an Action Plan* for staff from the Baghdad PC Finance Committee and the Accounting and Auditing Department. Eleven participants, including Dr. Sabah Al-Tamimi, Baghdad PC Financial Committee Member, discussed the challenges they face in developing an annual action plan and potential ways to overcome these obstacles. Participants prepared a draft action plan, which they presented and discussed with the entire group. Taqadum provided follow-up technical assistance to the staff to finalize their 2013 action plans.

### **I.5: Supporting Provincial Planning and Development Councils (PPDCs)**

The planning and budgeting process is being transformed in Iraq through the establishment of PPDCs, advisory bodies that work to coordinate planning and budget decisions between line ministries and provincial government, provide coordinated oversight over capital project implementation, and provide a forum to recommend economic development priorities. PPDCs have been mandated by the MOP to formalize coordinated planning and implementation and to bring NGOs, the academic community, and the private sector into the capital planning and implementation process.



Salah ad Din Governor Mr. Ahmed Abdulla (center) addresses attendees at the first PPDC meeting. He states, “The PPDC was born to be the ideal method to reduce and eventually eliminate all mistakes which have happened previously in planning and budgeting, and in our projects.”

Taqadum is assisting provinces in adopting the PPDC structure. This quarter, Taqadum staff reviewed the PPDC mandate with PC and GO officials in 15 provinces and explained MOP instructions and guidelines regarding PPDC establishment. In Anbar, Babil, Dhi Qar, Diwaniyah, Muthanna, and Salah ad Din, Taqadum staff also provided a more detailed review of the MOP PPDC structure, bylaws, objectives, and roles and responsibilities. The governor of Salah ad Din, Mr. Ahmed Abdulla, established the first meeting of the PPDC after Taqadum assistance, emphasizing that its value was in the members – local officials, academics, and civil society – working as one unit to serve its citizens.

Refer to the *Accomplishments by Province* section of this report for more information on the status of PPDC establishment in each province.

### **I.6: Improving Provincial Planning Cycle to Meet MOP/MOF Reporting Requirements and Deadlines**

Taqadum works to institutionalize a holistic provincial budget preparation process, integrating citizen input and policy development with a provincially owned and developed budget

preparation process. Institutionalizing a provincial budget preparation process comes as a unanimous recommendation from the PDS Conference in September 2012 where all provinces identified serious gaps between ministerial instructions and proper budget preparation processes and best practices.

As Taqadum and the provinces rapidly develop a framework for effective budget preparation timelines, processes and procedures for FY2014, embodied in the joint development of a Provincial Budget Preparation Manual, the project continues to respond to provinces which need assistance with FY2013 budget issues.

Taqadum provided technical assistance to officials in Anbar, Baghdad, Basrah, Dhi Qar, Diyala, Maysan, Muthanna, Ninawa, and Salah ad Din to prepare the 2013 PDS and the 2014 PPL. PDS task forces were formed in Basrah, Diyala, and Muthanna. Taqadum reviewed implementation of the 2012 PDS, highlighting lessons learned and mistakes to be avoided in 2013. Taqadum also initiated the development of a budget preparation manual, including a calendar, in Anbar, Diwaniyah, Salah ad Din, and Wasit.

#### **I.7: Provincial Communications — PC and GO Community Outreach and Communication with Central Government**

Provincial outreach and communications skills and practices are quite weak in most provinces, leaving newspapers and other media outlets to shape citizen perception of the local government. Taqadum is working with PCs and GOs to provide communications training and to encourage strategic communications through a variety of media, including online social media exchanges. As a result of Taqadum assistance, the PCs/GOs in Baghdad, Diyala, Karbala, Ninawa, and Wasit established, reactivated, and/or enhanced their websites this quarter, and Taqadum supported the Diyala PC in developing a new internet-based community outreach strategy including social media such as Facebook to increase government-citizen communication, both as a information channel for government information sharing and also a citizen complaint tool.

Taqadum guidance resulted in the publication of budget allocations, criteria for allocations, and obstacles to budget execution and project implementation on the Wasit PC website. In Baghdad and Karbala, PC resolutions were disseminated on the PC websites and provide an opportunity for citizen inquiries.

#### **I.8: Effective Citizen Participation**

Citizen participation in provincial governance is a new concept for most provincial officials, but many see the value in it, especially given the history of Iraqi elections that have resulted in the nearly complete turnover of elected provincial officials. Taqadum promotes citizen participation by providing training and hands-on technical assistance to enable provincial governments to conduct public forums on provincial planning and budgeting and, concurrently, works with

district councils (DCs) and Community Action Groups (CAGs) to create demand for public forums.

Taqadum is focused on working through existing institutions to build Iraqi ownership, so the project first conducted a series of citizen participation meetings and workshops with district council (DC) chairs to promote citizen involvement in project planning, identifying priorities, and in monitoring and reporting on services. In Baghdad, 18 DC Chairs and Members representing 12 of the 15 Baghdad districts attended the workshop for DC chairs. DC chairs were interested in increasing opportunities for public engagement and requested Taqadum assistance to develop a strategy to communicate community needs to the PC.



Citizens from Ishaqi District in Salah ad Din gather for the public meeting to discuss priority projects for the district. Fifty-nine district council members, local officials, community group representatives, senior citizens, students, farmers, and laborers participated in the meeting.

Officials in Basrah, Dhi Qar, Diyala, Karbala, Kirkuk, Muthanna, Najaf, Ninawa, Salah ad Din, and Wasit were receptive to the public participation concept and expressed interested in Taqadum support in this area. This quarter, Taqadum supported four DCs in holding public meetings which provided opportunities for citizens to participate in setting community priorities and provincial projects in the upcoming calendar cycle. Taqadum is working with leaders in districts in neighborhoods throughout the provinces to plan additional public meetings in the coming quarter.

Through March, 2013, Taqadum will work with District and Neighborhood Council leaders to support and promote citizen engagement meetings that will identify sectoral priorities and specific project recommendations that will be aggregated and reported to PPDCs, GOs, and PCs. Taqadum will track the progress of citizen recommendations through the PPDC and budget process.

This quarter, Taqadum staff assisted the Baghdad PC Legal Committee Chair, Mr. Sabbar al-Saidee, in drafting legislation on citizen participation. The new law is part of the Baghdad PC's strategy to increase citizen participation and make government more aware of the needs and priorities of their citizens. Taqadum assisted the Legal Committee Chair in presenting the initial draft at a regular meeting of the PC. A revised draft is being prepared and will be finalized and presented for a vote by the PC in the coming quarter. The first draft of the law will be presented to additional provinces in the coming quarter.

## Component II:

### 2.1 Assisting PCs and GOs to Improve Monitoring, Oversight, and Physical Inspection of Capital Projects

Taqadum conducted a workshop on monitoring and evaluation (M&E) for Baghdad PC staff from the consultancy office, service committee, and integrity committee. Taqadum staff helped build the M&E skills of PC staff by increasing their understanding of the objectives of M&E, the role of the M&E department, and the value of effective M&E systems and tools. Participants also benefitted from a review of the distinction between monitoring and evaluation; how to create a checklist for project inspection, and why it is an important part of the M&E cycle; at which stages of the project life cycle the M&E department can and should be involved and why; and the difference between successful and unsuccessful projects. Taqadum staff will incorporate feedback from this workshop and conduct similar workshops in other provinces in the coming quarter.

### 2.2 Establishing Service Delivery Performance Standards (SDPS) That Are Supported by Central Ministries, Adopted By Provincial Authorities, Monitored and Communicated to Line Ministries

Taqadum is providing technical assistance to PCs and GOs to develop service delivery performance standards (SDPS) as a tool to monitor public services. SDPS form the foundation for measuring services provided to citizens. The SDPS measure coverage, quality, and quantity of service delivery in addition to responsiveness to complaints by citizens. These performance standards will be used as inputs to the provincial planning and budgeting process in 2013.



Taqadum's Service Delivery Specialist (L) reviews the proposed structure of the ESDO unit with the Governor's Advisor (R) in Diwaniyah

Taqadum Service Delivery Specialists explained the importance of establishing and creating Service Delivery Performance Standards (SDPS) and reviewed existing SDPS with local government officials and staff in Anbar, Babil, Baghdad, Karbala, Kirkuk, Maysan, Najaf, Ninawa, and Salah ad Din. The review process was enlightening for provincial staff; some were previously unaware of the existence of standards, others found that the existing standards were outdated, and in most cases standards did not exist at all for service delivery areas. Taqadum staff drafted new SDPS for water, sewage, and solid waste collection and introduced them to PC Service Committees, and service department staff in the GOs and line ministries. The new standards were adopted in Baghdad and Babil, and are under review in Kirkuk, Salah ad Din, and Wasit.

Last quarter, Taqadum staff secured approval for the establishment of Essential Service Delivery Oversight (ESDO) units in Babil and Wasit, and introduced the concept to officials in Diwaniyah and Najaf. This quarter, ESDO units were established in Babil and Wasit. Taqadum gained initial support for the establishment of ESDO units in Diwaniyah, Najaf, Muthanna, and Salah ad Din.

Next quarter, ESDO teams will conduct SDPS field tests in Babil and Baghdad.

### **2.3 Assisting PCs and GOs to Adopt and Institutionalize Mechanisms for Regular Reporting Sessions to the Public on Service Delivery Performance Standards and Results**

No activities scheduled for this quarter.

### **2.4 Training PCs and GOs in Customer Orientation, Quality Circles, Performance Management, and Service Delivery Planning**

No activities scheduled for this quarter.

### **2.5 Citizen Satisfaction Surveys (CSS)**

Taqadum staff shared the CSS report with service delivery staff and selected officials from 15 provinces. The CSS provides baseline data against which provincial officials can gauge citizen satisfaction in service delivery areas and prioritize services that need to be improved.



The Governor of Kirkuk, DG Managers, and other officials discuss the results of the Taqadum Citizen Satisfaction Survey (CSS) Report during their regular meeting.

### **2.6 Support workshops, roundtables, and conferences for PC/GO and line ministries to share experiences, lessons learned, and solve problems.**

No activities scheduled for this quarter.

### **2.7 Establish Citizen Service Desks (CSDs)**

A citizen service desk (CSD) is integral to enhancing citizen-focused public service delivery. Fundamentally, a CSD is a one-stop shop for information about provincial government services, applying for available services, and filing complaints. As an interface between citizens and local government, a CSD is a convenient resource to address citizen needs.

Taqadum is providing technical assistance and capacity building support to establish new and enhance existing CSDs. Taqadum is working with officials and staff in GO CSDs in Babil, Diyala, Karbala, Kirkuk, Ninawa, Salah ad Din, and Wasit to identify areas for improvement to streamline intake, processing, and follow up on citizen complaints. Taqadum completed an

assessment of existing CSD functions and reporting in 12 provinces. Consequently, a new Issues Tracking and Reporting System (ITRS) will be developed by Taqadum to improve issue tracking, reporting, and responsiveness, ITRS will gradually be implemented in 15 provinces.

In Baghdad, Taqadum facilitated the establishment of the Joint Baghdad PC-Amanat CSD working group. Members are working together to unify their systems for accepting and referring citizen complaints to the appropriate municipality. In Diyala and Salah ad Din, Taqadum is working with the PCs to establish new CSDs. The Maysan PC is also considering establishing a CSD based on Taqadum guidance.



Citizens registering complaints and issues with the Wasit PC citizen service desk

This quarter, Taqadum staff consulted with the CSD Manager at COMSEC, Mr. Mohammed Tahir, to gain insight on the procedures and mechanisms utilized by the COMSEC CSDs. COMSEC maintains 52 CSDs throughout Iraq that deal with citizen complaints and other issues related to line ministries. Taqadum found that the provinces could benefit from the experiences of and systems used by COMSEC and Mr. Tahir agreed that it would be useful to coordinate CSD services between PCs and directorates in each province. Next quarter, Taqadum will work with COMSEC to coordinate between the directorates and the PCs.

## **2.8 Legislative Tracking System**

As provincial legislation is passed by PCs, it is then transmitted to governors for implementation. Many provinces report that as much as 50% of new legislation goes unacknowledged by the GOs. Taqadum has emphasized the need for improved legislative tracking systems with the Anbar, Baghdad, Basrah, Dhi Qar, and Najaf PCs and GOs and is now in the process of mapping out current legislative tracking processes. Process mapping will be completed next quarter along with a findings report and recommendations to address bottlenecks and deficiencies. Further, process mapping will be expanded to include additional provinces.

### **Accomplishments by Province**

Implementation of Taqadum activities in the provinces is managed by the Baghdad HQ office and supported by four regional hubs in Erbil (north), Baghdad (central), Hilla (south central), and Basrah (south).

Taqadum initially concentrated its rollout to the provinces in the central and south central regions and then progressed to provinces in the north and south. Implementation of activities in those regions progressed as staffing increased. The following is a summary, by province, of Taqadum accomplishments for Year 2 Quarter 1.

**Anbar**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Service Delivery, and Legislative Tracking</li> <li>• The Anbar PC and GO both provided Taqadum with office space within their buildings</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum will establish OSTP team in the Anbar GO in the coming quarter</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept, drafted bylaws, defined membership criteria</li> <li>• PPDC established and members selected</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Conducted planning workshop for eight PC committee staff from Construction, Planning, and Service Committees</li> <li>• Conducted two PDS review and update workshop for nine PC members</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Taqadum initiated review and update of SDPS with departments of Water and Municipalities</li> <li>• Taqadum staff introduced new SDPS for water, sewage, and solid waste collection; adopted by Anbar officials</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS survey</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Reviewed role the of PC Legal Committee in the legislative tracking process</li> <li>• Taqadum developed a new legislative tracking from that is now being used to track legislation in Anbar</li> </ul>

**Babil**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Service Delivery, Community Outreach, Budgeting, and Capacity Development</li> <li>• The Babil GO provided Taqadum with office space within the GO building</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum supported the Babil GO OSTP team in completing their benchmark self-assessment report, which was presented to and approved by the Governor.</li> <li>• Taqadum is now working with the OSTP team to identify priority areas for improvement</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• PPDC established; pending final approval by Governor</li> <li>• Taqadum provided technical assistance in defining membership criteria and drafting bylaws; under review by PPDC Secretariat.</li> <li>• Finalization expected in January and first meeting in February 2013.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff met with prominent community members and Mahaweel district leadership to discuss budget issues and Taqadum encouraged citizen participation and public meetings</li> <li>• Mahaweel DC conducted public meeting</li> <li>• Taqadum is providing TA on presentation and meeting facilitation skills.</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Joint ESDO unit established.</li> <li>• Action plan developed; scan to gauge citizens input on quantity and quality of services developed; existing standards to be given to them (site visit scheduled in January).</li> <li>• Gathered, reviewed existed service standards working group to review</li> <li>• Taqadum standards drafted for water, sewage, and solid waste adopted in Babil.</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS Survey</li> </ul>

**Baghdad**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Service Delivery, Citizen Participation, Legislative Tracking, and Capacity Development</li> <li>• The Baghdad PC provided Taqadum with office space within the PC building</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum staff supported the Baghdad PC OSTP team in completing their first self- assessment.</li> <li>• Team produced draft self-assessment benchmark report; report will be finalized and submitted to the PC Chair in the coming quarter</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum provided a training workshop for Baghdad PC members and staff from the Finance Committee and Accounting and Auditing Department on preparing action plans to increase work efficiency and ability to meet deadlines.</li> <li>• Taqadum staff reviewed SAB manual instructions with Baghdad PC Accounting Department Manager.</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept and clarified MOP instructions.</li> <li>• PPDC establishment is still under discussion by Baghdad officials; Taqadum will provide technical assistance once PPDC establishment has been approved.</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum conducted workshops to clarify the planning and budgeting cycle for the Baghdad 2014 PPL; established a PPL working group based on specific criteria. Introduced concept of integrated budget preparation; how to develop a vision statement and use the vision to steer the development of goals; and clarified the difference between NDP and PDS.</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• Taqadum supported the Baghdad PC's ability to connect with Baghdad districts via their websites by providing electronic copies of the 15 district websites (developed by USAID ICAP-III) – Baghdad PC will link the 15 district websites to the PC website to enhance the PC's ability to connect with citizens.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum conducted a workshop entitled <i>Strategic Mechanisms to Activate the Role of Citizens in Projects and Services Monitoring Processes and to Report Results to the PC</i> in cooperation with Ms. Mahdiya Abed Hassan; 32 participants representing 12 NGOs explored opportunities to increase citizen participation in projects and services monitoring and report results to PC and district councils.</li> <li>• Taqadum drafted a new Citizen Participation Law; the draft was adopted by the PC for consideration and an ad hoc working group was formed to review and revise the draft.</li> </ul>
Capital projects monitoring and oversight	<ul style="list-style-type: none"> <li>• Taqadum conducted a workshop on monitoring and evaluation (M&amp;E) for seven Baghdad PC staff from the consultancy office and service and integrity committees.</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Taqadum staff presented the importance of SDPS to representatives from Baghdad Municipalities, PC ESC, and Amanat; created a working group to review existing standards</li> <li>• Taqadum staff introduced new SDPS for water, sewage, and solid waste collection; adopted by Baghdad officials</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum facilitated the establishment of a joint Baghdad PC-Amanat working group to share knowledge and expertise.</li> <li>• Taqadum provided technical assistance in both the PC and Amanat to develop new tools to improve efficiency in dealing with complaints.</li> <li>• Participated in ITRS survey</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Conducted initial discussions on legislative tracking with Baghdad PC Legal Committee; will begin mapping legislative tracking process next quarter</li> </ul>

**Basrah**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Budgeting, Planning, Community Outreach, and Policy/ Legislative Tracking</li> <li>• The Basrah PC and GO both provided Taqadum with office space within their buildings</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum established a 16-member OSTP team in the Basrah GO</li> <li>• Taqadum conducted training for OSTP team on conducting benchmark survey</li> <li>• Training on conducting benchmark interviews with senior management will take place early next quarter</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum conducted training to increase understanding and use of letters of credit (L/C) for nine financial staff from the Basrah GO</li> <li>• Taqadum provided technical assistance on the use of Excel to transfer manual capital budget accounts to computer</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept and objectives</li> <li>• Ad hoc committee established to define membership criteria, structure, roles and responsibilities</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum reviewed lessons learned from 2012 PDS implementation with PDS task force.</li> <li>• Taqadum provided technical assistance to the PDS task force in preparation for the 2013 PDS update.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff introduced citizen participation concept, particularly public meetings, with three district councils.</li> <li>• Al-Zubair DC conducted public meeting</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance for Baghdad PC CSD staff to develop a standard form to be used by citizens to file requests</li> <li>• Taqadum staff provided technical assistance to replace the CSD's manual complaints recording system with an Excel spreadsheet</li> <li>• Participated in ITRS survey</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Taqadum staff began a review of current legislative tracking with the Basrah PC Legal Committee and staff</li> <li>• Taqadum will begin mapping legislative tracking process and assist in establishing an efficient system next quarter.</li> </ul>

**Dhi Qar**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Budgeting, Policy/Legislative Tracking; recruiting for Community Outreach Specialist</li> <li>• The Dhi Qar PC provided Taqadum with office space within the PC building</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum reviewed SAB manual instructions with Dhi Qar GO Accounting Section</li> <li>• Taqadum provided technical assistance to two PC members on O&amp;M budget preparation, estimating expenditures, and internal PC budget approval prior to submission to MOF.</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept and objectives, and clarified MOP instructions</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum provided technical assistance to Dhi Qar GO Project Accounts Section staff in preparing reports required by the MOF; and in producing a monthly trial balance report.</li> <li>• Taqadum provided guidance to Dhi Qar PC Planning Committee and the planning sections of local ministerial departments on sharing ideas and using lessons learned from 2012 project implementation to avoid mistakes in 2013 project implementation. Officials and staff from various departments agreed to review respective projects with the PDS ad hoc committee prior to submission to relevant ministries.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum introduced concept and benefits of citizen participation to Dhi Qar district councils.</li> <li>• Nassiriyah DC conducted public meeting</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS survey</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Taqadum staff reviewed current legislative tracking process with Najaf PC officials and provided guidance on creating a more efficient process including restructuring of the unit.</li> <li>• Taqadum will work with the PC next quarter to map processes and identify areas for improvement.</li> </ul>

**Diwaniyah**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning and Budgeting</li> <li>• The Diwaniyah PC provided Taqadum with office space within the PC building</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance to staff from the Internal Auditing Section of the Diwaniyah GO on the SAB manual</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• PPDC established; pending final approval by Governor</li> <li>• Taqadum provided technical assistance in defining membership criteria and drafting bylaws; under review by PPDC Secretariat.</li> <li>• Finalization expected in January and first meeting in February 2013.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff met with all district chairs to open communications, discuss public participation, Taqadum support in this area and to inquire about needs of district</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Governor approved establishing ESDO; members identified – pending approval</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS survey</li> </ul>

**Diyala**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Community Outreach</li> <li>• The Diyala PC provided Taqadum with office space within the PC building</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff reviewed the SAB manual auditing instructions with Diyala PC Finance and Economic Committee Chair and finance staff.</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum provided technical assistance to the PDS Update Task Force</li> <li>• Taqadum provided the ARDP and Petrodollar estimated allocations based on MOP and MOF estimation to the Diyala GO and provided technical assistance on how to distribute the allocations and use the information to develop the PPL.</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• Taqadum provided technical assistance to the PC and GO in enhancing websites to increase citizen outreach</li> <li>• Taqadum assisted the Diyala GO Media Section and CSD in implementing a new community outreach program</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum introduced the citizen participation concept, including public meetings, to PC and DC officials</li> <li>• Al-Muqdadiyah DC committed to holding a public meeting to discuss community needs and citizen priorities</li> </ul>
Capital projects monitoring and oversight	<ul style="list-style-type: none"> <li>• Taqadum staff reviewed the draft Services Monitoring Law and provided suggestions for revision to the Diyala PC Legal Committee Chair. The final draft will be brought to the PC for a vote.</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum specialists provided information on the importance and function of a CSD to the Diyala PC Chair; then delivered a presentation to 19 officials representing the PC, local departments, and media staff.</li> <li>• Taqadum staff provided technical assistance to the Diyala GO to improve mechanisms for receiving complaints and efficiency of responses.</li> <li>• Participated in ITRS survey.</li> </ul>

**Karbala**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning and Community Outreach</li> <li>• The Karbala PC provided Taqadum with office space within the PC building</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum staff support the Karbala GO OSTP team in completing their first self-assessment and five-day workshop on data analysis.</li> <li>• Taqadum staff supported the OSTP team in developing their draft self-assessment benchmark report; the report will be finalized and submitted to the Governor in the coming quarter</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept and objectives</li> <li>• Ad hoc committee established and headed by Second Deputy Governor; selecting membership.</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• PC published resolutions on the website for citizen access and using website in better way .....</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff met with all district chairs to open communications, discuss public participation, Taqadum support in this area and to inquire about needs of district</li> <li>• Ein Al-Tamur DC held public meeting</li> <li>• Two remaining districts scheduled to conduct public meetings in January/February 2013</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS survey</li> </ul>

**Kirkuk**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Service Delivery, Budgeting, and Planning</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum staff support the Kirkuk GO OSTP team in completing their first self-assessment and five-day workshop on data analysis.</li> <li>• Taqadum staff supported the OSTP team in developing their draft self-assessment benchmark report; the report will be finalized and submitted to the Governor in the coming quarter</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff reviewed the capacity building needs of the Kirkuk PC Accounting Unit.</li> <li>• Taqadum will provide technical assistance to enable the unit to comply with MOF procedures in the coming quarter.</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced the PPDC concept; establishment process on-hold pending the return of the Governor from international travel</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff introduced the concept and benefits of public participation to the Kirkuk DC Chair.</li> <li>• Kirkuk DC Chair committed to conducting a public meeting.</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Taqadum introduced draft SDPS for water, sewage, and solid waste removal; under consideration by Kirkuk officials</li> <li>• Taqadum introduced the ESDO unit concept to PC and GO officials</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum staff provided guidance to the Kirkuk GO CSD to simplify the procedure used for intake and follow-up on citizens' complaints; and developed a citizen request template in Excel to help streamline the process of receiving citizen requests.</li> </ul>

**Maysan**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialist for Planning</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept, purpose, and goals</li> <li>• PPDC established</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum provided technical assistance to Maysan PC Planning Unit and PC Construction and Development Committee Chair in reviewing the 2013 PPL based on the MOP and MOF criteria and in relation to the Maysan PDS.</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• Taqadum provided guidance to PC Trade and Economic Committee Chair and PC Public Services Committee Chair to enhance communications between PC and GO, line ministries, and parliament.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff introduced the concept and importance of public participation to Maysan PC officials</li> <li>• Taqadum staff introduced the concept and importance of public participation in a workshop for Maysan DC Chairs</li> <li>• Maysan DC Chairs committed to conducting public meetings.</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Taqadum staff discussed importance of SDPS with PC Public Services Committee staff and facilitated initial meeting with line ministries' staff to review existing standards</li> <li>• Taqadum introduced ESDO concept to PC Public Services Committee Chair</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum specialists provided information on the importance and function of a CSD to Maysan PC members; Maysan PC is considering establishing a CSD</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Taqadum staff reviewed legislative tracking with Maysan PC legal department and obtained copies of PC legislation and other directives, including those rejected by the Governor.</li> </ul>

**Muthanna**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning</li> <li>• The Sumawa Local Council provided Taqadum with office space within the council building</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept and objectives</li> <li>• PPDC established</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum provided technical assistance to PDS committee in reviewing strategic plans and conducting SWOT analysis for agriculture, roads and bridges, electricity, water, sewerage, and education departments</li> <li>• Taqadum provided technical assistance in updating the 2013-2017 PDS</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum introduced citizen participation concept, particularly public meetings</li> <li>• Rumaitha, Warka, and Al-Khider DCs committed to holding public meetings</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Taqadum introduced the concept of ESDO to PC and GO officials</li> <li>• Taqadum reviewed existing SDPS with line ministries' staff</li> <li>• Taqadum introduced draft of SDPS for water, sewage, and solid waste collection</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum staff reviewed existing mechanisms for receiving complaints and is identifying opportunities for improvement.</li> <li>• Participated in ITRS survey</li> </ul>

**Najaf**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning and Legislative Tracking</li> <li>• The Najaf PC provided Taqadum with office space within the PC building</li> <li>• Added budgeting specialist</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum will establish OSTP team in the Najaf GO in the coming quarter</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance to staff from the Internal Auditing Section of the Najaf GO on the SAB manual</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• PPDC established; pending final approval by Governor</li> <li>• Taqadum provided technical assistance in defining membership criteria and drafting bylaws; under review by PPDC Secretariat.</li> <li>• Finalization expected in January and first meeting in February 2013.</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff met with all district chairs to open communications, discuss public participation, Taqadum support in this area and to inquire about needs of district</li> <li>• Kufa DC conducted public meeting</li> <li>• Three remaining districts scheduled to conduct public meetings next quarter</li> </ul>
Capital projects monitoring and oversight	<ul style="list-style-type: none"> <li>• Meetings with Education and Health Committee in PC on project monitoring</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Concept introduced; research on SDPS – presentation – standards to be sent for 3 standards so we can assist them and share new ones</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS survey</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Process map (PC and GO); working on analysis; then workshop</li> </ul>

**Ninawa**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Service Delivery, Budgeting, and Community Outreach</li> <li>• The Ninawa GO provided Taqadum with office space within the GO building</li> </ul>
OSTP	<ul style="list-style-type: none"> <li>• Taqadum conducted the self-assessment and data collection training for the Ninawa GO OSTP team, and supported the data collection process</li> <li>• Next quarter, the OSTP team will participated in the data analysis and review workshop so they can begin drafting their self-assessment benchmark report.</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance to PC and GO audit staff on MOF guidelines.</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept; however there is disagreement between the PC and GO regarding the establishment of the PPDC</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum assisted GO in preparing 2013 PPL and in aligning PDS with NDP</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• Taqadum provided guidance to PC and GO media staff on various mechanisms to enhance government outreach to citizens</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum introduced the citizen participation concept, including public meetings, to Hamdaniya DC Chair</li> <li>• Hamdaniya DC committed to holding a public meeting to discuss community needs and citizen priorities</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Taqadum staff initiated the collection and review of existing SDPS.</li> <li>• SDPS working group formed.</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum staff provided guidance to the Ninawa GO CSD to simplify the procedure used for intake and follow-up on citizens' complaints</li> <li>• Participated in ITRS survey</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Taqadum specialist collected legislation, orders, and resolutions of the PC; will being legislative mapping process next quarter</li> </ul>

**Salah Ad Din**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Service Delivery, Planning, and Budgeting</li> <li>• The Salah ad Din GO provided Taqadum with office space within the GO building</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance to PC and GO accounting unit staff on bookkeeping and record keeping</li> <li>• Taqadum staff provided technical assistance to PC and GO staff on SAB manual instructions and self-auditing procedures.</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• Taqadum introduced PPDC concept, draft bylaws, and membership selection criteria</li> <li>• PPDC established and first meeting conducted</li> </ul>
Improved provincial planning	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance in finalizing the 2013 PDS</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• Taqadum supported Salah ad Din PC ability to connect with Salah ad Din districts by providing electronic copies of contact information for officials in 17 districts and neighborhoods</li> <li>• Same information distributed to all DCs and NCs in Salah ad Din</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum introduced the citizen participation concept, including public meetings, to PC and DC officials</li> <li>• Ishaki DC conducted public meeting with 60 attendees; PPL developed</li> <li>• Tikrit DC committed to conduct public meeting</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• Introduced concept, objectives, and importance of SDPS</li> <li>• SDPS working group of DGs from Water, Sewerage, and Municipalities formed and data on existing standard collected and under review</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Taqadum specialists provided information on the importance and function of a CSD to the Salah ad Din PC.</li> </ul>
Legislative tracking	<ul style="list-style-type: none"> <li>• Taqadum specialist introduced legislative tracking to PC Legal Committee and will begin mapping processes next quarter</li> </ul>

**Wasit**

Embedded Teams	<ul style="list-style-type: none"> <li>• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Budgeting, Service Delivery, and Community Outreach</li> <li>• The Wasit PC and GO both provided Taqadum with office space within their buildings</li> </ul>
Budget management, transparency, and control	<ul style="list-style-type: none"> <li>• Taqadum staff provided technical assistance to staff from the PC and GO Internal Auditing Sections on the SAB manual</li> <li>• Taqadum provided guidance to the Wasit PC to publish budget allocations on Wasit PC website; the information includes total allocations for 2013, criteria adopted to disseminate funds to districts, and challenges to budget execution</li> </ul>
PPDC Support	<ul style="list-style-type: none"> <li>• PPDC established; pending final approval by Governor</li> <li>• Taqadum provided technical assistance in defining membership criteria and drafting bylaws; under review by PPDC Secretariat.</li> <li>• Finalization expected in January and first meeting in February 2013.</li> </ul>
Provincial Communications	<ul style="list-style-type: none"> <li>• Social media approved, budget allocations published on website with criteria</li> </ul>
Effective Citizen Participation	<ul style="list-style-type: none"> <li>• Taqadum staff met with all district chairs to open communications, discuss public participation, Taqadum support in this area and to inquire about needs of district</li> <li>• Planned to have public meetings in six districts next quarter</li> </ul>
SDPS/ESDO Units	<ul style="list-style-type: none"> <li>• ESDO unit established, now reviewing standards</li> <li>• SDPS working group established</li> <li>• Taqadum introduced SDPS for water, sewage, and solid waste collection; under review</li> </ul>
CSDs	<ul style="list-style-type: none"> <li>• Participated in ITRS survey</li> </ul>

**Component I Accomplishments Against Expected Outcomes**

<b>OBJECTIVE/ ACTIVITY</b>	<b>SUB-ACTIVITY</b>	<b>QUARTER 1 Expected Outcomes</b>	<b>QUARTER 1 Accomplishments</b>	<b>QUARTER 2 Jan–Mar 2013</b>	<b>QUARTER 3 Apr–Jun 2013</b>	<b>QUARTER 4 Jul–Sept 2013</b>	<b>OUTPUT/ OUTCOME</b>
I.1: Establish Sustainable Organizational self-Assessment and Transformation Program (OSTP) teams in Nine Provincial Governors' Offices (GOs) and/or Provincial Councils (PCs). (Reference: Mod 3, CI-I.1; Pg. 15)	OSTP practitioners community network and conferences	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Hold conference on the establishment of OSTP practitioners Network</li> <li>Develop OSTP community / networking strategy</li> <li>Establish OSTP provincial community network plan</li> </ul>	<ul style="list-style-type: none"> <li>Hold national conference with SMOPA showcasing the successes of the OSTP program. Provide a forum for provincial government leadership to share lessons learned and address common findings from the first OSTP self-assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Expand OSTP provincial community networks to include new provinces that have started OSTP</li> <li>Review annually OSTP community/network strengthening plan; and develop further materials for building the provincial OSTP teams</li> </ul>	<ul style="list-style-type: none"> <li>One or more OSTP provincial community networks have been established, including at least the nine provincial governorates that have been participating in the OSTP process</li> <li>Provincial leadership has shared OSTP successes, lessons learned and common findings from the first OSTP self-assessment</li> </ul>
	OSTP Anbar GO	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Conduct "OSTP orientation and self-assessment training workshop" for GO's OSTP Team.</li> </ul>	<ul style="list-style-type: none"> <li>Complete OSTP "Self-assessment benchmark report" with report delivered to provincial leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Complete one Organizational improvement project.</li> </ul>	<ul style="list-style-type: none"> <li>OSTP improvement projects ("Transformation Solutions") are being implemented Anbar GO.</li> <li>One improvement has been completed.</li> </ul>

OBJECTIVE/ ACTIVITY	SUB-ACTIVITY	QUARTER 1 <i>Expected Outcomes</i>	QUARTER 1 <i>Accomplishments</i>	QUARTER 2 <i>Jan–Mar 2013</i>	QUARTER 3 <i>Apr–Jun 2013</i>	QUARTER 4 <i>Jul–Sept 2013</i>	OUTPUT/ OUTCOME
	OSTP Babil GO	<ul style="list-style-type: none"> <li>• Conduct OSTP “Identification of potential transformations workshop.”</li> <li>• Complete OSTP “Selection and approval of transformation project.”</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Completed</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct OSTP: “Plan transformation workshop”.</li> <li>• “Adjust and get approval for transformation plan.”</li> </ul>	<ul style="list-style-type: none"> <li>• Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of improvement action plan</li> </ul>	<ul style="list-style-type: none"> <li>• OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>• One improvement has been completed.</li> </ul>
	OSTP Baghdad PC	<ul style="list-style-type: none"> <li>• Conduct OSTP “Self-assessment benchmark report workshop”.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>	<ul style="list-style-type: none"> <li>• Complete OSTP “Self-assessment benchmark report” with report delivered to provincial leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct OSTP “Identification of potential transformations workshop.”</li> <li>• Complete OSTP: “Selection and approval of transformation project.”</li> <li>• Conduct OSTP “Plan transformation workshop”.</li> <li>• Complete OSTP “Adjust and get approval for transformation plan.”</li> <li>• Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of improvement action plan</li> </ul>	<ul style="list-style-type: none"> <li>• OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>• One improvement has been completed.</li> </ul>

OBJECTIVE/ ACTIVITY	SUB-ACTIVITY	QUARTER 1 Expected Outcomes	QUARTER 1 Accomplishments	QUARTER 2 Jan–Mar 2013	QUARTER 3 Apr–Jun 2013	QUARTER 4 Jul–Sept 2013	OUTPUT/ OUTCOME
	OSTP Basrah GO	<ul style="list-style-type: none"> <li>Conduct OSTP “OSTP orientation and self-assessment training workshop” for GO’s OSTP Team.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Complete OSTP “Self-assessment benchmark report” with report delivered to provincial leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct OSTP “Identification of potential transformations workshop.”</li> <li>Complete OSTP “Selection and approval of transformation project.”</li> </ul>	<ul style="list-style-type: none"> <li>Conduct OSTP “Plan transformation workshop”.</li> <li>Complete OSTP “Adjust and get approval for transformation plan.”</li> <li>Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>One improvement completed.</li> </ul>
	OSTP Karbala GO	<ul style="list-style-type: none"> <li>Complete OSTP “Self-assessment benchmark report workshop”</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Complete OSTP “Self-assessment benchmark report” with report delivered to provincial leadership.</li> <li>Conduct OSTP “Identification of potential transformations workshop.”</li> <li>Complete OSTP “Selection and approval of transformation project.”</li> </ul>	<ul style="list-style-type: none"> <li>Conduct OSTP “Plan transformation workshop”.</li> <li>Complete OSTP “Adjust and get approval for transformation plan.”</li> </ul>	<ul style="list-style-type: none"> <li>Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>One improvement completed.</li> </ul>

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	OSTP Kirkuk GO	<ul style="list-style-type: none"> <li>Conduct OSTP “Self-assessment benchmark report workshop”.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Complete OSTP “Self-assessment benchmark report” with report delivered to provincial leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct OSTP “Identification of potential transformations workshop.”</li> <li>Complete OSTP “Selection and approval of transformation project.”</li> <li>Conduct OSTP “Plan transformation workshop”.</li> <li>Complete OSTP “Adjust and get approval for transformation plan.”</li> </ul>	<ul style="list-style-type: none"> <li>Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>One improvement completed.</li> </ul>
	OSTP Najaf GO	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Provide “OSTP orientation and self-assessment training workshop ” for GO’s OSTP Tea.</li> <li>Initiate OSTP “Self-assessment data collection”.</li> </ul>	<ul style="list-style-type: none"> <li>Complete OSTP “Self-assessment benchmark report” with report delivered to provincial leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct OSTP “Identification of potential transformations workshop.”</li> <li>Complete OSTP “Selection and approval of transformation project.”</li> <li>Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>One improvement completed.</li> </ul>

OBJECTIVE/ ACTIVITY	SUB-ACTIVITY	QUARTER 1 <i>Expected Outcomes</i>	QUARTER 1 <i>Accomplishments</i>	QUARTER 2 <i>Jan–Mar 2013</i>	QUARTER 3 <i>Apr–Jun 2013</i>	QUARTER 4 <i>Jul–Sept 2013</i>	OUTPUT/ OUTCOME
	OSTP Ninawa GO	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Complete OSTP: “Self-assessment benchmark report” with report delivered to provincial leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct OSTP “Identification of potential transformations workshop.”</li> <li>Complete OSTP “Selection and approval of transformation project.”</li> <li>Conduct OSTP: “Plan transformation workshop”.</li> <li>Complete OSTP “Adjust and get approval for transformation plan.”</li> </ul>	<ul style="list-style-type: none"> <li>Complete one improvement.</li> </ul>	<ul style="list-style-type: none"> <li>OSTP improvement projects (“Transformation Solutions”) are being implemented Babil.</li> <li>One improvement completed.</li> </ul>

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I.2: Provide technical assistance and material support to local government associations (LGAs) or Provincial Universities for purposes of sustaining the project's training support for elected officials and their staff. (Reference: Mod 3, C1-1.4; Pg. 15)	Capacity Building for LGAs	<ul style="list-style-type: none"> <li>• Hold a one-day workshop on the role of association(s) in providing self-sustaining services to the Provincial councils.</li> <li>• Work with LGA(s) on implementation of their work plans and action plans</li> <li>• Identify topics for future PC National Subject-Matter workshops held collaboratively with LGAs.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Develop work plans and capacity building action plans for the LGA(s)</li> <li>• Provide TA to LGA(s) to implement their action plans.</li> <li>• Assist LGAs in holding national PC Subject Matter Workshop - Topic #1 - February 2013 Subject of workshop based on PC guidance but could include leadership, management, sector issues, and intergovernmental relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Provide TA to LGA(s) to implement their action plans.</li> <li>• Assist LGAs in holding national Subject Matter Workshop - Topic #2 - June 2013 Tentative Subject National PC orientation subjects; PC functions, roles/responsibilities, planning, budgeting, oversight, and legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide TA to LGA(s) to implement their action plans.</li> <li>• Assist LGAs to hold national Subject Matter Workshop - Topic #3 - July 2013</li> <li>• Repeat LGA Capacity Assessment</li> <li>• Assess LGA Progress and Next Steps</li> </ul>	<ul style="list-style-type: none"> <li>• LGAs develop and implement workplans that improve progress to become service-oriented, self-sustaining organizations meeting the needs of provincial councils.</li> </ul>

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	Governors Network- Develop a structure for Governors to meet on a quarterly basis for executive training, subject matter discussions, intergovernmental coordination, networking and sharing best management practices	<ul style="list-style-type: none"> <li>Develop preliminary concept and scope of work</li> <li>Gain preliminary feedback on concept</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Introductory Governors Meetings</li> <li>Facilitate organizational framework, meeting schedule, plan of activities</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate Quarterly Meeting. Agenda content TBD Subjects could include knowledge sharing, best practices, management/ leadership, and intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate Quarterly Meeting. Agenda could include sharing best management practices and issues requiring Taqadum assistance such as strategic thinking, and service delivery planning.</li> </ul>	<ul style="list-style-type: none"> <li>Framework for association developed and implemented</li> <li>Governors now meeting quarterly to share experiences and practices</li> <li>Best management practices and cooperation among governors are shared and used to improve public services</li> </ul>
	Provincial Council Network	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Develop preliminary concept and scope of work</li> <li>Gain preliminary feedback on concept</li> </ul>	<ul style="list-style-type: none"> <li>National Workshop of Provincial Council Chairs - June 2013 PC Chairs meet to explore establishing a representative national PC Chair Network</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate organizational framework, meeting schedule, plan of activities – Seek partnership with LGAs</li> </ul>	<ul style="list-style-type: none"> <li>Framework for Provincial Council Chair Network developed and implemented</li> <li>PC Chairs now meeting quarterly to share experiences and practices</li> <li>Best management practices and cooperation among PC Chairs are shared and used to improve public services</li> </ul>

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I.3: Policy development to complement those of central ministries and reflect the needs and priorities of citizens. (Reference: Mod 3, CI-1.6; Pg. 15)	Sector Planning and Development Policies (health, education, water sewer, etc.)	<ul style="list-style-type: none"> <li>• Develop and organize various functions of Provincial Planning and Development Councils including policy formulation.</li> <li>• Conduct workshops on role of policy, provincial sector policy formulation, and its links to National Development Plan, Provincial Development Strategy, and capital budget priorities.</li> <li>• Provide technical training and assistance on policy formulation through workshops and mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct workshop for Planning and Development Council, including provincial and departmental representatives, to develop policy recommendations that foster greater central-provincial alignment.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Governors and Provincial Councils incorporate policy recommendations into provincial capital budget formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct National Policy Review workshop to discuss policy linkage best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• GO Planning and Development Councils draft sector and development policies that are adopted by Governors in 8 provinces, complementing central ministries when appropriate.</li> <li>• Policy effectiveness is measured through evidenced links to provincial capital budget recommendations and collaborative departmental budget decisions.</li> </ul>

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I.4: Budget, management, transparency and control. (Reference: Mod 3,C1-1.2 & 1.3; Pg. 15)		<ul style="list-style-type: none"> <li>Conduct four Regional workshops reviewing key Iraqi budget and accounting laws and requirements feedback on creation a financial management manual</li> </ul>	<ul style="list-style-type: none"> <li>Shifted to Q2</li> </ul>	<ul style="list-style-type: none"> <li>Develop a financial Self -Audit Manual for PCs and GOs</li> <li>Conduct specialized Regional Workshops on compliance requirements related to Iraq budget and accounting laws</li> <li>Provide customized technical assistance and training for record keeping, bookkeeping, and/or accounting needs in the GO and or PC</li> </ul>	<ul style="list-style-type: none"> <li>Conduct four Regional Workshops to/ roll out Self-Audit Manual for PCs and GOs</li> <li>Explore the provincial need for project tracking model as a replacement to GAPTIS to be added to the IDMS system.</li> <li>Provide customized technical assistance for project tracking, record keeping, bookkeeping, and/or accounting needs in the GO and or PC</li> </ul>	<ul style="list-style-type: none"> <li>Specialized Regional Workshops on compliance requirements related to Iraq budget and accounting laws</li> <li>Provide TA on Self Audit</li> <li>Provide customized technical assistance for project tracking, record keeping, bookkeeping, and/or accounting needs in the GO and or PC</li> <li>Work with the provinces, MOP, IDMS developer to explore information linkages to IDMS system to develop simple project tracker</li> </ul>	<ul style="list-style-type: none"> <li>Evidenced improvement in understanding and compliance with Iraq budget and accounting laws.</li> <li>Self-Audit Manual is used and evidence of improved audit outcomes</li> <li>IDMS system is used to assist provincial project tracking</li> <li>Customized technical assistance shows evidenced improvement in GO/PC record keeping, bookkeeping, and accounting systems</li> <li>Financial management manual possible</li> </ul>

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<p>I.5: Support Provincial Planning and Development Councils (PPDC), including, but not limited to: improving/ implementing Provincial Development Strategies, linking to National Development Plan, coordinating provincial/department budget plans, reflecting citizen needs and private sector economic development priorities (Reference: Mod 3, C1-1.2 &amp; 2.2; Pg. 15&amp;16)</p>		<ul style="list-style-type: none"> <li>• Assist in creation of Provincial Planning and Development Councils (PPDC), membership, bylaws, roles and responsibilities, goals, objectives and operating procedures in conformance with ministerial guidance</li> <li>• Provide background orientation for members if necessary on MOP/MOF budget guidelines, roles and responsibilities under Law 21</li> <li>• Guide the Council to develop provincial / line ministries collaborative framework</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Completed for PPDCs that were established this quarter; will continue in Q2</li> <li>• Completed for PPDCs that were established this quarter; will continue in Q2</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regional workshops on using data for decision making</li> <li>• Conduct regional and / or Provincial workshops on NDP/PDS integration</li> <li>• Leading the development of provincial sector policy recommendations (see 1.3) in collaboration with departments</li> <li>• Brief Governor and PC and urge policy adaption for budget preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Assistance in monitoring implementation of policy recommendations</li> <li>• Provide guidance and technical assistance to the Planning and Development Council to consider economic provincial economic development/ NGO policy recommendations</li> <li>• Develop roles and responsibilities on project implementation monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Hold a national conference to present and share experiences regarding Provincial Planning and Development Councils.</li> <li>• Continued training and technical assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated and participatory planning and budgeting processes are implemented in 10 provinces.</li> <li>• National and Provincial Development Plans/Strategies are aligned.</li> <li>• Provincial and departmental budget priorities are aligned.</li> <li>• Planning and Development Council policy recommendations result in budgets that are responsive to community needs and priorities</li> </ul>

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	PPDC Capacity Building	<ul style="list-style-type: none"> <li>• Regional/provincial Workshops – The Role of Advisory Bodies</li> <li>• Regional/provincial Workshops – Developing an intergovernmental framework for capital planning and economic/social development</li> </ul>	<ul style="list-style-type: none"> <li>• Shifted to Q2</li> <li>• Shifted to Q2</li> </ul>	<ul style="list-style-type: none"> <li>• Regional/provincial Workshops – Developing a Sustainable Development Vision</li> <li>• Regional/provincial Workshops – Setting Priorities</li> <li>• Provide TA on Intergovernmental framework for capital planning and economic/social development, Sustainable Development Vision, and Setting Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Regional/provincial Workshops and provide TA on Facilitating cooperation between private sector and civil society develop common solutions to social and economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Regional/provincial Workshops and provide TA – Performance Evaluation Methods and Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity of the Provincial Planning and Development Councils improved in 10 provinces for functions related to their roles and responsibilities</li> </ul>

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<p>I.6: Improved provincial planning cycle to meet MOP/MOF reporting requirements and deadlines.                      (Reference: Mod 3, CI-1.2; Pg. 15)</p>	<p>Planning and budget preparation</p>	<ul style="list-style-type: none"> <li>• Develop Provincial Planning and Budget Preparation Manual in collaboration with MOP, MOPA</li> <li>• Conduct regional Workshops -Draft Budget Manual Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Shifted to Q2</li> <li>• Shifted to Q2</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a simple budget guide for PC members</li> <li>• Planning and Budget Manual Announced and distributed by MOP/MOPA</li> <li>• Assist PPDC in receiving sector policy recommendations from Planning and Development Council</li> <li>• Assist PC / GO / PPDC receiving District Reports on citizen priorities</li> <li>• Regional Workshops – Linking PDS to Annual Budget</li> <li>• Regional Workshops - Setting overall budget targets in collaboration with departments</li> <li>• Regional workshop and provide TA- Proposal planning preliminary cost estimates</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regional Workshops and provide TA – Revenue and Cost Estimation Techniques</li> <li>• Regional Workshops and provide TA – Operations and Maintenance Budgets</li> <li>• Regional Workshops and provide TA – Group budget decisions / prioritizing projects</li> <li>• Regional Workshops and provide TA – Developing multi-year budget estimates for large projects</li> <li>• Regional Workshops and TA– Scope of work</li> <li>• Regional Workshops and provide TA – Developing Feasibility Studies to MOP requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Workshops and provide TA – Developing Feasibility Studies</li> <li>• Regional Workshops and provide TA – Following MOP Guidelines, MOP forms, budget submittal process</li> </ul>	<ul style="list-style-type: none"> <li>• Budgets are submitted on time and in compliance with MOP and MOF guidelines.</li> <li>• Provincial priorities reflect citizen priorities and are in coordination with departments</li> <li>• Formal feasibility studies used in evaluating projects for PPL</li> <li>• Budget processes and preparation schedule are institutionalized through MOP budget preparation manual</li> </ul>

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I.7: Provincial communications — Provincial Council and Governor Office Outreach and Communication with Central Government (Reference: Mod 3, CI-2.1; Pg. 16)	Community Outreach and Communication with Central Government	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Develop Model Communications Plan - created through in-depth analysis of media coverage, citizen feedback, media staff activities of one province with high level practices (tentative Najaf)</li> <li>Test Model Communications Plan in one province.</li> <li>Hold Four regional workshops to assist PC / GO / Planning and Development Council in conducting public meetings to receive from district / citizen community priorities</li> <li>Hold Four regional Workshops on conducting community meetings</li> <li>Assist PC / GO / Planning and Development Council in conducting public meetings to receive from district / citizen community priorities</li> </ul>	<ul style="list-style-type: none"> <li>Hold Individualized Media Training for PC members and Governors for Four provinces.</li> <li>Rollout communications plan for PCs and GOs in 10 provinces to facilitate outreach and messaging to the central government</li> </ul>	<ul style="list-style-type: none"> <li>Regional trainings on specific communication areas based on the result of focused groups. for PC Governor Office staff</li> </ul>	<ul style="list-style-type: none"> <li>Provincial communications strategies developed and finalized</li> <li>Governors and PC Chairs in key provinces receive individualized media training</li> </ul>

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I.8: Effective Citizen Participation / Increased women council participation. (Reference: Mod 3, CI-2.1; Pg. 16)		<ul style="list-style-type: none"> <li>Regional Workshops- District/Local Councils to lead local citizen engagement activities</li> <li>Provide technical assistance and material support for district community meetings to set local budget priorities</li> <li>Institutionalize citizen participation by enacting local law/policy.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Assist Planning and Development Council / Governor/ Provincial Council to receive reports from citizens and districts reports outlining key priorities</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity of PC in receiving feedback from citizens and district leaders on proposed capital budget</li> </ul>	<ul style="list-style-type: none"> <li>Continue providing technical assistance in developing and implementation of specific citizen participation plans in the participating provinces.</li> </ul>	<ul style="list-style-type: none"> <li>Citizen participation plans and mechanisms developed and implemented in 15 provinces.</li> <li>Measurable improvements in citizen's participations documented.</li> </ul>
	Develop a Provincial Council Women's Network	<ul style="list-style-type: none"> <li>Explore concept and / if demand, hold organizing meeting</li> <li>Jointly develop basic structure</li> </ul>	<ul style="list-style-type: none"> <li>Shifted to Q2</li> <li>Shifted to Q2</li> </ul>	<ul style="list-style-type: none"> <li>Regional Workshop – Topic #1 and topics will be chosen by participants and could include subjects such as leadership in the council, gender based budgeting, advocacy, sector topics, sharing experiences and best practices</li> </ul>	<ul style="list-style-type: none"> <li>Regional Workshop – Topic #2 TBD</li> </ul>	<ul style="list-style-type: none"> <li>Regional Workshop – Topic #3 TBD</li> </ul>	<ul style="list-style-type: none"> <li>Provincial councilwomen build skills</li> <li>Non-partisan national network formed for information sharing and support</li> </ul>

**Component II Accomplishments Against Expected Outcomes**

OBJECTIVE/ ACTIVITY	SUB-ACTIVITY	QUARTER 1 Expected Outcomes	QUARTER 1 Accomplishments	QUARTER 2 Jan–Mar 2013	QUARTER 3 Apr–Jun 2013	QUARTER 4 Jul–Sept 2013	OUTPUT/ OUTCOME
2.1. Assist PC/GO to improve Monitoring, Oversight and Physical Inspection of Capital Projects. (Reference: Mod 3, C2-1.1;Pg. 17)		<ul style="list-style-type: none"> <li>Review current process and mechanisms for construction monitoring/quality assurance/quality control of capital projects in four provinces (Anbar, Basrah, Najaf and Ninawa).</li> <li>Develop model protocols and processes for oversight and inspection of capital projects.</li> </ul>	<ul style="list-style-type: none"> <li>Shifted to Q2</li> </ul>	<ul style="list-style-type: none"> <li>Meet with GO staff in the four provinces to discuss model protocols and processes and apply revisions after feedback.</li> <li>Finalize model protocols and processes and get buy-in from 15 provinces.</li> <li>Develop training modules and material for model protocols and processes</li> </ul>	<ul style="list-style-type: none"> <li>Conduct workshops in 15 provinces for GO's field inspectors, engineers, project managers and PC staff in monitoring, oversight, physical site inspection techniques and QA/QC</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical assistance in Oversight and QA/QC of Capital Projects to GO's field inspectors/engineers, project managers and PC staff in four provinces (Anbar, Basrah, Najaf and Ninawa).</li> </ul>	<ul style="list-style-type: none"> <li>Model protocols and processes and training materials developed and delivered through workshops</li> <li>Oversight and QA/QC processes of capital projects are developed.</li> <li>GOs begin to implement model protocols and processes for capital project oversight</li> </ul>

OBJECTIVE/ ACTIVITY	SUB-ACTIVITY	QUARTER 1 Expected Outcomes	QUARTER 1 Accomplishments	QUARTER 2 Jan–Mar 2013	QUARTER 3 Apr–Jun 2013	QUARTER 4 Jul–Sept 2013	OUTPUT/ OUTCOME
<p>2.2. Establish service delivery performance standards that are supported by central ministries, adopted by provincial authorities, monitored and communicated to line ministries. (Reference: Mod 3, C2-1.3, 2.1 &amp; 2.2; pg. 17)</p>	<p>Establish Provincial Service Delivery Performance Standards (SDPS).</p>	<ul style="list-style-type: none"> <li>• Select working groups in 15 provinces.</li> <li>• Conduct regional workshops for working groups on establishing provincial SDPSs in coordination with line ministries.</li> <li>• Collect data from workshops, draft reports and recommendations on findings.</li> <li>• Initiate developing provincial service delivery performance standards guidelines.</li> <li>• Obtain buy-in on the standards</li> </ul>	<ul style="list-style-type: none"> <li>• In process</li> <li>• Shifted to Q2</li> <li>• Shifted to Q2</li> <li>• In process</li> </ul>	<ul style="list-style-type: none"> <li>• Assist provincial government in applying and monitoring the standards to service delivery through site visits.</li> <li>• Assist GO to gather and analyze data for three key services (e.g., water, sewer, trash pick-up) and define obstacles to service delivery based on Service Delivery Performance Standards (SDPS).</li> <li>• Conduct joint meetings between provincial government and line ministries to discuss results</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing technical support to GO to analyze key services areas in provinces, discuss results with line ministries and improve services.</li> <li>• Hold two regional workshops to share best public services monitoring practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue ongoing technical support to GO to analyze key services areas in provinces, discuss results with line ministries and improve services.</li> <li>• Regional workshops to share best service delivery monitoring practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial service delivery performance standards are established, used to monitor the three key services, and communicated to line ministries in 15 provinces.</li> </ul>

OBJECTIVE/ ACTIVITY	SUB-ACTIVITY	QUARTER 1 Expected Outcomes	QUARTER 1 Accomplishments	QUARTER 2 Jan–Mar 2013	QUARTER 3 Apr–Jun 2013	QUARTER 4 Jul–Sept 2013	OUTPUT/ OUTCOME
	Establish or Strengthen Essential Service Delivery Oversight (ESDO) Units/Committees/ Departments that coordinate PC and GO efforts to monitor and oversee the services of ministerial departments and directorates	<ul style="list-style-type: none"> <li>Finalize framework of service delivery oversight functions and coordination mechanism with service provisions ministries.</li> <li>Providing training and technical assistance to service delivery oversight staff at PC/GO to engage DCs, NCs and DAGs in the formation and development of the oversight functions.</li> </ul>	<ul style="list-style-type: none"> <li>In process</li> <li>In process</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and technical assistance, to develop the capacity of service delivery oversight staff at the PC/GO.</li> <li>Continue providing training and technical assistance to service delivery oversight staff at PC/GO to engage DCs, NCs and DAGs in the formation and development of the oversight functions.</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and ongoing support and technical assistance to PC/GO service delivery oversight staff.</li> <li>Continue providing training and technical assistance to service delivery oversight staff at PC/GO to engage DCs, NCs and DAGs in the formation and development of the oversight functions.</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and ongoing support and technical assistance to PC/GO service delivery oversight staff.</li> <li>Continue providing training and technical assistance to service delivery oversight staff at PC/GO to engage DCs, NCs and DAGs in the formation and development of the oversight functions</li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery Oversight committees/departments or units developed in the provinces with clear coordination and communication mechanisms.</li> <li>Provincial government oversees executive services and provides feedback to service ministries.</li> <li>Evidence-based improvement in service delivery oversight systems</li> </ul>
2.3. Assist PCs and GOs to adopt and institutionalize mechanisms for regular reporting sessions to the public on service delivery oversight standards and results. (Reference: Mod 3, C2-1.2;Pg. 17)	Public Outreach	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Provide training in conducting public forums and reporting service delivery evaluations to PC and GO staff in four provinces (Anbar, Basrah, Najaf and Ninawa).</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical assistance in holding public forums to PC and GO staff in four provinces (Anbar, Basrah, Najaf and Ninawa).</li> </ul>	<ul style="list-style-type: none"> <li>Reports on service delivery performance standards, results of public services oversight and service requests corrective actions by provincial government are communicated to the public in four provinces.</li> </ul>

<b>OBJECTIVE/ ACTIVITY</b>	<b>SUB-ACTIVITY</b>	<b>QUARTER 1 Expected Outcomes</b>	<b>QUARTER 1 Accomplishments</b>	<b>QUARTER 2 Jan–Mar 2013</b>	<b>QUARTER 3 Apr–Jun 2013</b>	<b>QUARTER 4 Jul–Sept 2013</b>	<b>OUTPUT/ OUTCOME</b>
2.4. Training PCs and GOs in Customer Orientation, Quality Circles, performance Management and Service delivery Planning. (Reference: Mod 3, C2-1.4; pg. 17)		<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Develop training materials on customer orientation, quality circles, performance management and service delivery planning.</li> <li>• Conduct four regional workshops on customer orientation, quality circles, performance management and service delivery planning for PC/GO staff in 15 provinces.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in developing tailored manuals in customer orientation, performance management and service delivery planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide ongoing technical assistance in customer orientation sessions.</li> <li>• Provide ongoing technical assistance in performance management and service delivery planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Trained provincial government staff in customer orientation, performance management and service delivery planning</li> </ul>

<b>OBJECTIVE/ ACTIVITY</b>	<b>SUB-ACTIVITY</b>	<b>QUARTER 1 Expected Outcomes</b>	<b>QUARTER 1 Accomplishments</b>	<b>QUARTER 2 Jan–Mar 2013</b>	<b>QUARTER 3 Apr–Jun 2013</b>	<b>QUARTER 4 Jul–Sept 2013</b>	<b>OUTPUT/ OUTCOME</b>
2.5. Citizen Satisfaction Surveys (CSS). (Reference: Mod 3, C2-2.3,pg. 17)		<ul style="list-style-type: none"> <li>Develop SOW and process to conduct CSS in provinces and revise existing forms used in the previous survey.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Conduct training to participants from PC/GO staff in 15 provinces on concept, methodology, analyses of data and reporting of CSS.</li> <li>Include PC/GO staff from provinces in Taqadum field staff preparations training for upcoming CSS in the 15 provinces.</li> </ul>	<ul style="list-style-type: none"> <li>Launch CSS in 15 provinces including participating staff from PC/GO.</li> </ul>	<ul style="list-style-type: none"> <li>Analyze data, develop, and present reports on CSS.</li> </ul>	<ul style="list-style-type: none"> <li>Provincial government staff trained in conducting, analyzing and reporting CSS.</li> <li>Second round of CSS report issued and communicated with provincial government.</li> </ul>
2.6. Support workshops, round-tables and conferences for PC/GO and Line Ministries to share experiences, lessons learned and solve problems. (Reference: Mod 3, C2-2.4,pg. 17)		<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Hold a National Symposium for exchanging best practices among provincial government including line ministries.</li> </ul>	<ul style="list-style-type: none"> <li>Best management practices and cooperation among provincial government and line ministries are shared and used to improve performance of provincial government</li> </ul>

<b>OBJECTIVE/ ACTIVITY</b>	<b>SUB-ACTIVITY</b>	<b>QUARTER 1 Expected Outcomes</b>	<b>QUARTER 1 Accomplishments</b>	<b>QUARTER 2 Jan–Mar 2013</b>	<b>QUARTER 3 Apr–Jun 2013</b>	<b>QUARTER 4 Jul–Sept 2013</b>	<b>OUTPUT/ OUTCOME</b>
2.7. Establish Citizen Service Desks		<ul style="list-style-type: none"> <li>Plan and prepare agenda and materials to conduct the National Workshop for PC/GO on Citizen Service Desks (CSD) adopted models by provinces and develop a list of best practices.</li> </ul>	<ul style="list-style-type: none"> <li>In process</li> </ul>	<ul style="list-style-type: none"> <li>Hold National Workshop for PCs/GOs from 15 provinces on CSD models and best practices to exchange and share practical CSD systems and processes.</li> <li>Provide technical assistance and training to improve existing CSD processes in provinces, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical assistance and training in developing performance measurement indicators for CSDs in provinces.</li> <li>Provide ongoing technical assistance and training to CSDs in provinces</li> </ul>	<ul style="list-style-type: none"> <li>Provide ongoing technical assistance and training to CSDs in provinces</li> </ul>	<ul style="list-style-type: none"> <li>Citizen service desks established or developed and operating based on developed and accepted model in three provinces</li> <li>Increased public awareness on government services and actions.</li> <li>Evidence-based systems improvement in service performance</li> </ul>
2.9: Legislation tracking system		<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Assess current legislative tracking systems, identify bottlenecks and weaknesses in four provinces. Develop the concept of improved legislative review and tracking processes in the four provinces.	Conduct two-day workshops in each of four provinces to develop an action plan to improve legislative tracking system	Provide training and materials support to implement the action plan to participating 15 provinces	<ul style="list-style-type: none"> <li>Legislative tracking systems in-place and functional in four provinces.</li> <li>15 provinces are trained and supported in the development and implementation legislative tracking system action plan</li> </ul>

## **Cross-cutting Activities**

### **Gender**

Increasingly, Taqadum activities involve Iraqi women in both leadership and support positions in PCs and GOs throughout Iraq. Women leaders from Baghdad who took part in Taqadum activities last quarter – Dr. Sabah Al-Tamimi, Baghdad PC Finance and Economic Committee Member; Mrs. Nawal Al-Arajee, Baghdad PC Finance and Economic Committee Acting Chair; and Ms. Mahdiya Abed Hasan, Baghdad PC NGO Committee Deputy Chair – renewed their commitment to work with Taqadum to build capacity, enhance communications, increase public participation, and improve service delivery.

This quarter, Taqadum staff worked directly with women in the PCs and GOs of Diwaniyah, Diyala, Karbala, Kirkuk, Salah ad Din, and Wasit. Women managers and staff in PC and GO accounting and auditing offices in Baghdad, Diwaniyah, and Wasit received technical assistance on SAB manual instructions, internal auditing procedures, and preparing year-end account reports. In Diyala and Kirkuk, Taqadum staff worked with their female counterparts to enhance CSD services. In Karbala, female staff contributed to the initiative to enhance the PC website. In Salah ad Din, Baghdad, Kirkuk, and Diyala, women actively promoted citizen participation as a result of Taqadum guidance. Taqadum will seek additional opportunities to include women participation in its activities and to encourage and enhance the role of women in their communities.

Next quarter, Taqadum will conduct four regional gender workshops to:

- a) Raise awareness about the issue of gender standards and gender-friendly policies;
- b) Discuss the lack of application of gender policies in Iraq and activating the role of female PC members to advocate for gender standards;
- c) Share case studies on gender mainstreaming in other countries and its impact on local government and the economy; and
- d) Solicit feedback on priority projects whose input are from women participants only.

These workshops are designed to: 1) increase participant awareness on gender standards and gender issues in Iraq; 2) develop an action plan to strengthen the role of female PC members; 3) identify priority projects that are gender specific and will feed into the PPDC process; 4) initiate alliances with women PC members and women-based civil society groups.

The regional gender workshops will be followed by Taqadum's First National Conference on Gender Responsive Budgeting. This conference is the first step to the development of gender mainstreaming of national resources to:

- a) Improve the allocation of resources to women;
- b) Support gender mainstreaming in macroeconomics;

- c) Enhance linkages between economic and social policy outcomes; and
- d) Track public expenditure against gender and development policy commitments.

By the end of the national conference, Taqadum expects to have facilitated: 1) the entry of gender responsive budgeting into the realm of public policy dialogues; 2) the formation of an advocacy body, the National Gender Network, made up of female provincial council members; and 3) the development of a draft action plan for the activation of the role of the National Gender Network.

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

This quarter, Taqadum increased its engagement with provincial officials with regard to enhanced community outreach and increased citizen participation. Public meetings are being promoted as a tool to increase citizen participation, bringing together district and/or neighborhood citizens within their communities to discuss their specific needs. Taqadum staff will encourage local officials to seize these public meetings as an opportunity to identify needs specific to the vulnerable populations in their communities and to respond accordingly. As appropriate, Taqadum will provide customized assistance to local governments to address the needs of vulnerable populations and to promote coordination with NGOs that work with vulnerable populations.

#### **Anti-corruption**

Taqadum supports anti-corruption initiatives by building the capacity of provincial and local governments to operate transparently and inclusively. Taqadum activities and training in budget, planning, and communications and community outreach promote transparency and accountability. Taqadum guidance to provincial counterparts this quarter resulted in the posting of budgeting information, financial reports, and PC resolutions on provincial websites. Technical assistance to auditing and accounting offices in PCs and GOs increased staff capacity to produce thorough, accurate, and transparent reports in a timely manner. Enhanced community outreach and citizen participation also promotes transparency, accountability, and trust in local governments by their citizens.

## Performance Indicators

Indicator	Description	Disaggregation	Y2 Target	Y2 Q1 Actual	Variance	Significant Variance Notes
1	Citizen Satisfaction Index	Province	103	-	-	Year 2 CSS survey will be conducted in the next quarter
2	Government Effectiveness Index	Province	100	-	N/A	The GEI tool has been developed and staff training is scheduled for February. Index data will be gathered and calculated February and March.
3	Number of units implementing newly devolved functions and authorities as a result of GSP assistance	Province	0	0	0	This indicator is reported on a semi-annual basis. <u>Note:</u> In the first month of the second quarter, 5 units were implementing newly devolved functions.
4	Number of female council members who participate actively in the Taqadum project interventions	Province	63	11	-52	The variance is due to the fact that the target is an annual number when compared to the actual quarterly value. On a pro-rated basis it is slightly behind but is expected to surpass Y2 target in the 2 <sup>nd</sup> Quarter due to a series of gender specific initiatives.
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule with GSP assistance	Province	9	0	-9	This indicator is reported on an annual basis. <u>Note:</u> The capital investment and operating budget cycle begins late in the 2 <sup>nd</sup> Quarter
6	Number of provincial planning, legislative, budgeting, and fiscal standard operating procedures, drafted an/or revised with GSP assistance	Province	15	0	-15	The drafting of standard operating procedures is in process and completion is estimated to be in each of the next 3 quarters.

Indicator	Description	Disaggregation	Y2 Target	Y2 Q1 Actual	Variance	Significant Variance Notes
7	Percentage of citizens including women and minority groups who took part in the participatory process of provincial planning	Province	10%	0%	-10%	Variance is due to the fact that the planning cycle does not begin in earnest until the 2 <sup>nd</sup> Quarter
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	Province	15	11	-4	GSP anticipates that most provinces will be in compliance by the 3 <sup>rd</sup> Quarter
9	Number of government officials receiving GSP training in community outreach and citizen participation	Men	90	6	-84	The variance is due to: (1) the activity begins in earnest in the 2 <sup>nd</sup> Quarter, and (2) the target is an annual number when compared to the actual quarterly value
		Women	24	0	-24	The variance is due to: (1) the activity begins in earnest in the 2 <sup>nd</sup> Quarter, and (2) the target is an annual number when compared to the actual quarterly value
		Total	114	6	-108	The variance is due to: (1) the activity begins in earnest in the 2 <sup>nd</sup> Quarter, and (2) the target is an annual number when compared to the actual quarterly value
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process	Province	684	36	-648	The variance is due to: (1) the activity begins in earnest in the 2 <sup>nd</sup> Quarter, and (2) the target is an annual number when compared to the actual quarterly value
11	Number of consensus building forums (multi-party, civil/security, and/or civil/political) held with GSP assistance	Province	4	14	10	Actual exceeds target, which was set too low.

Indicator	Description	Disaggregation	Y2 Target	Y2 Q1 Actual	Variance	Significant Variance Notes
12	Number of local government officials receiving training from provincial universities, CSOs, local government institutions and associations with GSP support	Male	75	0	-75	This activity will begin post-elections in the 3 <sup>rd</sup> Quarter
		Female	15	0	-15	This activity will begin post-elections in the 3 <sup>rd</sup> Quarter
		Total	90	0	-90	This activity will begin post-elections in the 3 <sup>rd</sup> Quarter
13	Number of trainings provided to local government officials by universities, CSOs, local government institutions and associations with GSP support	Province	450	0	-450	This activity will begin post-elections in the 3 <sup>rd</sup> Quarter
14	Number of new or improved systemized process for monitoring service delivery as a result of GSP assistance	Province	11	4	-7	On a pro-rated basis, the indicator is in line to meet or exceed its target.
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance	Province	520	61	-459	The variance is due to the fact that the target is an annual number when compared to the actual quarterly value. On a pro-rated basis, the indicator is behind but is expected to catch up in the remaining 3 quarters
16	Number of essential service delivery oversight units and committees established or expanded through GSP assistance	Province	9	2	-7	On a pro-rated basis, this indicator is in line to meet its target.
17	Number of service desks established or expanded through GSP assistance	Province	6	1	-5	GSP is scheduled to implement the ITRS (Issues Tracking and Reporting System) in the 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter and anticipates surpassing this target

Indicator	Description	Disaggregation	Y2 Target	Y2 Q1 Actual	Variance	Significant Variance Notes
18	Number of issues/complaints captured by citizen services desks and reported to provincial government	Province	23,500	4,427	-19,073	The variance is due to primarily to the fact that the target is an annual number when compared to the actual quarterly value. On a pro-rated basis, the indicator is behind; however, GSP anticipates that by the end of the year, the indicator value will exceed its target.
19	Number of service improvement projects adopted and funded through ARDP	Road	750	0	-750	This is an annually reported indicator whose indicator values will become available closer to the end of the 3 <sup>rd</sup> and beginning of the 4 <sup>th</sup> Quarter
		Water	550	0	-550	
		Waste Water	550	0	-550	
		Trash Collection	700	0	-700	
		Total	2,550	0	-2,550	
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance	Province	48	7	-41	The variance will decrease significantly in the 2 <sup>nd</sup> and 3 <sup>rd</sup> quarters as evidenced by strong progress made in the first month of the 2 <sup>nd</sup> quarter.
21	Number of sub-national government entities receiving GSP assistance that improves their performance (IR-1)	Provinces	96	68	-28	At the current rate, this indicator will surpass its target before the end of the year.
22	Number of government officials receiving GSP-supported anti-corruption training	Male	360	67	-293	Variance is due to the target being an annual number compared to the actual quarterly number. On a pro-rated basis, the indicator is slightly behind but GSP fully expects to be in line by the end of the 4 <sup>th</sup> Quarter.
		Female	75	14	-61	
		Total	435	81	-354	

**Performance Indicators by Province (Anbar – Diyala)**

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
1	Base Year Values on the Citizen Satisfaction Index	103	-	103	-	-	-	-	-	-	-	-
2	Base Year Values on the provincial government effectiveness Index	100	-	100	-	-	-	-	-	-	-	-
3	Number of units implementing newly devolved functions and authorities	0	0	0	0	0	0	0	0	0	0	0
4	Number of female council members who participate actively in the Taqadum project interventions	63	11	63	-52	0	1	6	1	0	0	0
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule	9	0	9	-9	0	0	0	0	0	0	0
6	Number of provincial planning or budgeting standards operating procedures drafted or revised with GSP assistance	15	0	-15	0	0	0	0	0	0	0	0
7	Percentage of women participating in the process of provincial planning	10%	0	10%	-10%	0	0	0	0	0	0	0
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	15	11	15	-4	1	1	1	0	1	1	1
9	Number of government officials receiving GSP training in conducting community outreach and citizen participation processes	Total	5	114	-109	0	0	1	0	0	0	0
		Male	0	90	--85	0	0	1	0	0	0	0
		Female	0	24	-24	0	0	0	0	0	0	0
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process	684	30	684	-654	0	0	6	0	0	0	0
11	Number of consensus building forums Multi-party, civil/security, and/or civil/political) held with GSP assistance	4	14	4	10	0	0	6	2	0	0	0

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
12	Number of local government officials receiving training from provincial universities, CSOs, local government institutions and associations with GSP support	Total	0	90	-90	0	0	0	0	0	0	0
		Male	0	75	-75	0	0	0	0	0	0	0
		Female	0	15	-15	0	0	0	0	0	0	0
13	Number of trainings provided to local government officials by universities, CSOs, local government institutions and associations with GSP support	450	0	450	-450	0	0	0	0	0	0	0
14	Number of systemized process for monitoring service delivery	11	4	11	-7	0	1	1	0	0	1	0
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance	520	61	520	-459	8	6	4	0	5	8	6
16	Number of essential service delivery oversight units and committees established or expanded through GSP assistance	9	2	9	-7	0	0	0	0	0	1	0
17	Number of service desks established or expanded through GSP assistance	6	1	6	-5	0	0	0	0	0	0	1
18	Number of issues/ complaints/captured by citizen services desks and reported to provincial government	23,500	4,427	23,500	-19,073	0	936	210	0	785	540	29
19	Number of service improvement projects adopted and funded through ARDP	Road	750	0	-750	0	0	0	0	0	0	0
		Water	550	0	-550	0	0	0	0	0	0	0
		Waste Water	550	0	-550	0	0	0	0	0	0	0
		Trash Collection	700	0	-700	0	0	0	0	0	0	0
		Total	2,550	0	-2,550	0	0	0	0	0	0	0

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance	48	7	48	-41	0	2	5	0	0	0	0
21	Number of sub-national government entities receiving GSP assistance that improves their performance (IR-1)	96	68	96	-28	4	3	13	3	1	3	8
22	Number of government officials receiving GSP-supported anti-corruption training	Male	67	360	-293	2	9	27	3	0	2	1
		Female	14	75	-61	0	2	8	2	0	0	0
		Total	81	435	-354	2	11	35	5	0	2	1

### Performance Indicators by Province (Karbala - Wasit)

No	Indicator	Target	All provinces	Target	Variance	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
1	Base Year Values on the Citizen Satisfaction Index	100	-	100	-	-	-	-	-	-	-	-	-
2	Base Year Values on the provincial government effectiveness Index	100	-	100	-	-	-	-	-	-	-	-	-
3	Number of units implementing newly devolved functions and authorities	0	0	0	0	0	0	0	0	0	0	0	0
4	Number of female council members who participate actively in the Taqadum project interventions	63	11	63	-52	1	0	0	0	1	0	0	1

No	Indicator	Target	All provinces	Target	Variance	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule	9	0	-9	0	0	0	0	0	0	0	0	0
6	Number of provincial planning or budgeting standards operating procedures drafted or revised with GSP assistance	15	0	15	-15	0	0	0	0	0	0	0	0
7	Percentage of women participating in the process of provincial planning	10%	0	10%	-10%	0	0	0	0	0	0	0	0
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	15	11	15	-4	1	1	0	1	1	0	1	0
9	Number of government officials receiving GSP training in conducting community outreach and citizen participation processes	Total	5	114	-109	0	0	0	0	4	0	0	0
		Male	5	90	-85	0	0	0	0	4	0	0	0
		Female	0	24	-24	0	0	0	0	0	0	0	0
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process	684	30	684	-654	0	0	0	0	24	0	0	0
11	Number of consensus building forums Multi-party, civil/security, and/or civil/political) held with GSP assistance	4	14	4	10	2	0	0	0	2	0	0	2
12	Number of local government officials receiving training from provincial universities, CSOs, local government institutions and associations with GSP support	Total	0	90	-90	0	0	0	0	0	0	0	0
		Male	0	75	-75	0	0	0	0	0	0	0	0
		Female	0	15	-15	0	0	0	0	0	0	0	0
13	Number of trainings provided to local government officials by universities, CSOs, local government institutions and associations with GSP support	450	0	450	-450	0	0	0	0	0	0	0	0
14	Number of systemized process for monitoring service delivery	11	4	11	-7	0	0	0	1	0	0	0	0

No	Indicator	Target	All provinces	Target	Variance	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance	520	61	520	-459	1	4	3	5	0	0	4	7
16	Number of essential service delivery oversight units and committees established or expanded through GSP assistance	9	2	9	-7	0	0	0	1	0	0	0	0
17	Number of service desks established or expanded through GSP assistance	6	1	6	-5	0	0	0	0	0	0	0	0
18	Number of issues/ complaints/captured by citizen services desks and reported to provincial government	23,500	4,427	23,500	-19,073	0	0	0	1,054	90	0	350	433
19	Number of service improvement projects adopted and funded through ARDP	Road	750	0	-750	0	0	0	0	0	0	0	0
		Water	550	0	-550	0	0	0	0	0	0	0	0
		Waste Water	550	0	-550	0	0	0	0	0	0	0	0
		Trash Collection	700	0	-700	0	0	0	0	0	0	0	0
		Total	2,550	0	-2,550	0	0	0	0	0	0	0	0
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance	48	7	48	-41	0	0	0	0	0	0	0	0
21	Number of sub-national government entities receiving GSP assistance that improves their performance (IR-1)	96	68	96	-28	8	2	2	1	6	0	1	13
22	Number of government officials receiving GSP-supported anti-corruption training	Male	67	360	-293	9	0	0	0	6	0	2	6
		Female	14	75	-61	1	0	0	0	1	0	0	0
		Total	81	435	-354	10	0	0	0	7	0	2	6

## Coordination

Taqadum leverages USG resources by coordinating with USAID, implementing partners, donors and other organizations to coordinate strategies, schedules and activities. Taqadum meets regularly with management of the USAID-Tarabot project to discuss activities and interaction with the Iraqi provincial and central-government offices. Taqadum also meets regularly with Dr. Torhan Al-Mufti, State Minister of Provincial Affairs (SMOPA), and provincial officials in the PC and GO to provide an update on Taqadum activities and to receive feedback and insight on new or pressing issues within the provinces. In addition to the office space provided for Taqadum embedded teams in PCs and GOs, the SMOPA has provided office space for Taqadum within the ministry building, further facilitating coordination.



Taqadum staff discussing project activities with State Minister of Provincial Affairs Dr. Torhan Mufti (far left). Taqadum staff regularly updates PC and GO officials in the provinces as well to obtain feedback and insight that contributes to project planning.

## Challenges

There were several significant and impactful events, during the quarter although it is important to note there is less limited mobility and access to local officials. Preparations for religious observances and the closures of several main roads to accommodate pilgrims coupled with an increase in the number and severity of incidents target at pilgrims limited the mobility of expatriate and Iraqi staff. Provincial visits that would use routes through Hilla, Karbala, Najaf, and some parts of Baghdad and provinces further north were difficult to conduct.

In addition, protests in Anbar, Ninawa, Kirkuk, Diyala, Baghdad, Karbala, and Basrah caused the GOI to close some main roads and access points. The increased travel restrictions limited mobility and access to some government offices.

Obtaining visas remained difficult this quarter, delaying the initial deployment and return of some expatriate staff to post. The visa issue has been resolved for most staff but continues to present delays for some staff and short-term consultants.

### Monitoring and Evaluation

This quarter, Taqadum refined M&E processes to support data collection, documentation, and reporting of project activities from the 15 provinces. The M&E database was completed and tested and is now providing online reporting to project staff. The Governance Effectiveness Index tool was drafted and staff training to conduct baseline information gathering is scheduled for next quarter.

### Completed Procurements

Procurement Activity	Achievements and Status
Blanket Purchase Agreements (BPAs)	<p>Taqadum conducted several solicitation processes in this quarter and awarded eight (8) BPAs to Iraqi firms for printing services, office stationary supplies, translation &amp; on-demand editing services, fuel delivery services and hotel accommodation services.</p> <p>Status: BPA awarded for period of 1 year</p>
Service Agreements	<p>Taqadum awarded in this quarter 12 Service Agreements as follows: Transportation Service agreement, two generator operating service agreements, six site keeper service agreements, two cleaning services agreements and legal service agreement.</p> <p>Status: Service agreements awarded for the period of 1 year</p>
IT Hardware and other Equipment	<p>Taqadum procured IT and office supplies to equip Taqadum's regional project offices in this quarter, including project laptops, printers and office furniture for Taqadum's employees in provincial government offices.</p> <p>Status: Complete</p>
IT Software	<p>Taqadum procured additional software to equip project computers, including Windows 7 Pro, MS Office 2010; licenses for internet security software.</p> <p>Status: Complete</p>
Regional Workshops:	<p>Taqadum procured stationary, meals and tea-breaks for attendees during the Regional workshops in Baghdad city:                      "Budget Planning Cycle, 5<sup>th</sup> workshop" on Oct 9, " To improve Budget Accountability" on Oct 22, "Develop the Concept of CSD in PCs" on Oct 23 and Nov 27, "Sustainable LGAs" on Nov 29, "Provincial Planning and Development Councils" on Dec 9, "Strategies &amp; Mechanisms to Activate the Role of Citizens in Projects Monitoring Processes" on Dec 11, 2012.</p> <p>Status: Complete</p>
Regional "Organizational Self-Assessment and Transformation Program (OSTP)" Workshops for GO officials of Karbala, Kirkuk, Babil, Basra and Baghdad PC officials.	<p>Taqadum procured stationary, meals and accommodations for workshop participants for GO officials of Karbala Nov 11-15, Kirkuk on November 18-22, Babil on Dec 16-20 in Erbil city, Basra on Nov 5-7 in Basrah city and PC officials of Baghdad on November 26-29, 2012.</p> <p>Status: Complete</p>

Anticipated Major Procurements for Y2Q2	
<ul style="list-style-type: none"> <li>10 laptops for Taqadum newly hired staff</li> <li>10 licenses of Microsoft Windows Pro 7</li> <li>10 licenses of Microsoft Home and Business 2012</li> <li>10 licenses of computer antivirus software</li> <li>Stationary and materials for Taqadum’s anticipated workshops</li> <li>Furniture and equipment for Taqadum’s employees in provincial government offices</li> <li>Accommodation and meals for “Provincial Development Strategy” workshop for 15 provinces in</li> <li>Accommodation and meals for anticipated monthly regional workshops throughout Iraq.</li> <li>RFP for Indefinite Quantity Subcontract (IQS) as an “umbrella” subcontract where Taqadum will advertise and subcontract firms or NGOs to provide training and related technical assistance.</li> </ul>	

### Long term Support and Professional Staff

The following list provides details for staff hired by and/or departed Taqadum during the quarter.

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Farooq Fouad Michael Goriyoka	Capacity Development Specialist	Program	Chemonics	Long-term	Oct 01, 2012	Project Duration
Falah Muneam Abdulhussein Al-Abdali	Project Specialist-Planning	Program	Chemonics	Long-term	Oct 01, 2012	Project Duration
Haider Abid Hassani Al-Saiedi	Project Specialist-Planning	Program	Chemonics	Long-term	Oct 01, 2012	Project Duration
Kawther Abdulabbas Mezzal Al-Hassani	M&E Specialist	Program	Chemonics	Long-term	Oct 01, 2012	Project Duration
Muhannad Mohammed Abdulmutaleb	Project Specialist-Budgeting	Program	Chemonics	Long-term	Oct 01, 2012	Project Duration
Najat Mohammed Abdullah	Provincial Coordinator	Program	Chemonics	Long-term	Oct 01, 2012	Project Duration
Ali Majeed Hameed	Project Specialist-Community Outreach	Program	Chemonics	Long-term	Oct 14, 2012	Project Duration
Majeed Hameed Midian Al-Halboosi	Project Specialist-Policy Legislative	Program	Chemonics	Long-term	Oct 15, 2012	Project Duration
Ahmed Jabbar Kareem	Project Specialist-Policy Legislative	Program	Chemonics	Long-term	Nov 01, 2012	Project Duration

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Ammar Mohammed Hasan Al-Timimi	Project Specialist-Budgeting	Program	Chemonics	Long-term	Nov 01, 2012	Project Duration
Ammar Hikmat Sulaiman Dawood	Project Specialist-Planning	Program	Chemonics	Long-term	Nov 12, 2012	Project Duration
Maher Yaseen Salman	Project Specialist-Community Outreach	Program	Chemonics	Long-term	Nov 13, 2012	Project Duration
Rafeeq Abdulrazzaq Mohammed	Project Specialist-Budgeting	Program	Chemonics	Long-term	Nov 18, 2012	Project Duration
Sanaa Saad Ibrahim Al-Naseri	Communication Specialist	Program	Chemonics	Long-term	Nov 18, 2012	Project Duration
Haider Abdulhussein Shihab	Capacity Development Specialist	Program	Chemonics	Long-term	Nov 18, 2012	Dec 02, 2012
Mohammed Adil Fadhil	Project Specialist-Budgeting	Program	Chemonics	Long-term	Dec 02, 2012	Project Duration
Muwafaq Kanao Sayel	Project Specialist-Planning	Program	Chemonics	Long-term	Dec 02, 2012	Project Duration
Omran Rasheed Ali	Project Specialist-Budgeting	Program	Chemonics	Long-term	Dec 02, 2012	Project Duration
Saad Hussein Fathalla Al-Ibrahim	Project Specialist-Budgeting	Program	Chemonics	Long-term	Dec 02, 2012	Project Duration
Mahmood Zaidan Khalaf	Project Specialist-Budgeting	Program	Chemonics	Long-term	Dec 03, 2012	Project Duration
Mohammed Wadhah Ibrahim	Project Specialist-Policy Legislative	Program	Chemonics	Long-term	Dec 05, 2012	Project Duration
Ahmed Abdulzahra Mathkoor	Project Specialist-Planning	Program	Chemonics	Long-term	Dec 09, 2012	Project Duration
Wasan Sulaiman Dawood	Project Specialist-Policy Legislative	Program	Chemonics	Long-term	Dec 09, 2012	Project Duration
Ghada George Makram	M&E Specialist	Program	Chemonics	Long-term	Jun 03,2012	Oct 04, 2012
Zuhair Ismail Ibrahim	Provincial Coordinator	Program	Chemonics	Long-term	Jun 19, 2012	Dec 12, 2012

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Mahmoud Gebbar Abbace	Project Specialist - Service Delivery	Program	CHF	Long-term	Nov 01, 2012	Project Duration
Hassanein Alwan Malik	Project Specialist - Service Delivery	Program	CHF	Long-term	Nov 13, 2012	Project Duration
Mokhalad Jasim Al-Anbar	Organizational Development Specialist	Program	Kaizen	Long-term	Nov 04, 2012	Project Duration
Basim Yahya	Organizational Development Specialist	Program	Kaizen	Long-term	Nov 20, 2012	Project Duration
Khalid Majeed Ali	Organizational Development Specialist	Program	Kaizen	Long-term	Mar 25, 2012	Oct 04, 2012

### Short-term Technical Assistance

The following list provides details for consultants engaged on Taqadum during the quarter.

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Martin Mayerchak	Component I	Organizational Development Advisor	Kaizen	Short-term	Sep 26, 2012	Oct 22, 2012
Chris Bergerson	Operations	HR Recruiter	Chemonics	Short-term	Sep 12, 2012	Oct 24, 2012
Sawyer Blazek	Operations	Hilla Transition Coordinator	Chemonics	Short-term	Sep 12, 2012	Oct 4, 2012
John Palmucci	Cross Cutting	Chemonics Int. Middle East Director	Chemonics	Short-term	Oct 16, 2012	Nov 12, 2012
Mathew Kleinosky	Cross Cutting	M&E Data Base Consultant	Chemonics	Short-term	Nov 21, 2012	Dec 6, 2012
Kevin Wheeler	Component I	Organizational Development and Community of Practice Advisor	Kaizen	Short-term	Nov 26, 2012	Dec 10, 2012
Martin Mayerchak	Component I	Organizational Development Advisor	Kaizen	Short-term	Dec 3, 2012	Dec 23, 2012

**Activities for Next Quarter (January 1 to March 31, 2013)**

<b>Activity</b>	<b>Date</b>
Provincial Government Excellence Network	January 2013
Regional Gender Workshops	Jan-Feb 2013
National Gender Conference	March 2013
Planning and Budgeting Workshop	February 2013
Financial Management Workshop	February 2013
LGA Workshop	January 2013
PPDC Workshop	March 2013
SDPS Site Visits/Tests	Jan-Mar 2013
Citizen Participation/ Supporting Open Meetings	Jan-Mar 2013