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Iraq Governance Strengthening Project (Taqadum)

Quarterly Performance Report (Y2Q3)

April 1, 2013 – June 30, 2013

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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

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PDP	Provincial Development Plan
PDS	Provincial Development Strategy
PMP	Performance Monitoring Plan
PPL	Priority Project List
Q	Quarter
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 third quarter of FY2013 from April 1, 2013 to June 30, 2013, and provides a schedule of anticipated activities for the next quarter.

The April 2013 provincial elections in Iraq produced a large turnover in elected officials, including new PC members, PC Chairs, Governors, and key advisors. This quarter, Taqadum supported provincial councils (PCs) pre- and post-election to help ensure a smooth handover and the ability of the new PCs to quickly assume their roles. This is particularly important so that the gains made by USAID local governance programs over the last decade were not lost. Since the inception of the project, Taqadum has been providing training and technical assistance to provincial officials to work more effectively in their roles. Taqadum anticipated that with new officials taking office, their learning curve would be steep. Before the elections, Taqadum conducted workshops for incumbent managers and senior staff of PC committees to increase their understanding of the importance of archiving documents and knowledge management. Managers also prepared handover packets for their committees and incoming officials that included information status reports, documentation for existing projects, and other PC matters, roles and responsibilities, challenges, lessons learned, and opportunities for improvement.

As the newly elected PC members took office, Taqadum conducted orientations during the PC inaugural sessions. Taqadum presented an overview of the project's scope, its strong linkage to provincial government's sphere of responsibility, and reiterated USAID's commitment to developing local government in Iraq. Additionally, Taqadum compiled a collection of documents that included Law 21, PC bylaws, prior council sub-legislation, as well as literature on USAID projects in Iraq.



Taqadum prepared and distributed a compilation of documents to members of the new PCs as part of their orientation.

Taqadum shared with the new PCs the analysis on Law 21 and amendments conducted with Taqadum support and submitted to the COR, the Citizen Participation Law drafted by Taqadum and adopted by three provinces; the law was being considered in three additional provinces pre-election.

Taqadum will conduct training workshops for the newly elected PC members next quarter to enable them to quickly assume their roles in provincial government. Also next quarter, Taqadum will conduct a three-day conference/expo for the newly elected PC members,

providing symposia on key areas related to the functions of the PC and a networking opportunity for PC members from the provinces that recently held elections.

Supported by Taqadam, the provincial Organizational Self-assessment and Transformation Program (OSTP) teams in five provinces identified and prioritized solutions and will begin implementation next quarter. The Babil OSTP team has made the most progress of the provincial OSTP teams, and began implementing solutions this quarter, including a streamlined process for processing compensation payments for victims of terrorism and military operations. Efforts are now underway at the national level to duplicate the process across other provinces.

Provincial Planning and Development Councils (PPDCs) continue to transform the planning and budgeting process in Iraqi provinces. PPDCs in 11 provinces formed sectorial committees or used provincial sectorial directorates to determine current provincial service levels. The PPDCs will utilize the information gathered regarding service delivery along with the citizen input derived from the project priority lists (PPLs) to make recommendations to the PC for 2014 capital projects.



In a national workshop conducted by the project, PPDCs developed action plans that incorporate the integrated planning and budgeting process introduced by Taqadam. Representatives from the Prime Minister's Office (PMO) and the Council of Ministers Secretariat (COMSEC) were in attendance, and issued official letters following the workshop directing the provinces to implement their action plans, follow the processes introduced by Taqadam for integrated planning and budgeting, information gathering on service delivery, and citizen participation.

Taqadam's interventions to improve the quality of service delivery gained traction this quarter, with 14 provinces now having Essential Service Delivery Oversight (ESDO) working groups. Ten of the provinces have adopted Service Delivery

Performance Standards (SDPS), and nine have identified target underserved neighborhoods. Guided by the SDPS, the ESDO working groups have developed intervention strategies and corrective action has been taken in five provinces to resolve service delivery issues identified during ESDO site visits, such as poor trash collection services, water supply shortages, and contaminated water.



Provincial managers attended Taqadum's three-day national workshop on Effective and Responsive Government.

institutions and concepts such as the PPDC, ESDO units, CSD, OSTP, SDPS, the Issue Tracking and Reporting System (ITRS), and the Citizen Satisfaction Survey (CSS). At the conclusion of the training, participants agreed on an action plan for improving customer service in their provinces.

Taqadum also worked with the provinces to define the legislative process through process maps, locate legislation that the PC passed, and define the information that a legislative tracking system should capture. Taqadum began to develop an electronic Sub-Legislative Implementation Tracking (SLIT) system to assist provinces in monitoring implementation. The activity begins with the establishment of task forces and joint PC-GO committees in the provinces to staff the initiative. The first of four regional workshops to help organize the committees, develop action plans, and to gather recommendations for SLIT was conducted this quarter. Next quarter, the remaining workshops will be conducted and the electronic SLIT system will be finalized and distributed.

Service delivery processes that focus on the citizen as the customer were introduced to PC and GO managers through the Taqadum-hosted workshop, *Effective and Responsive Government*. Attendees included Director Generals and their representatives, Citizen Service Desk (CSD) managers from the PCs and GOs, and representatives from COMSEC.

The workshop reviewed

YEAR 2 QUARTER 3 ACTIVITIES

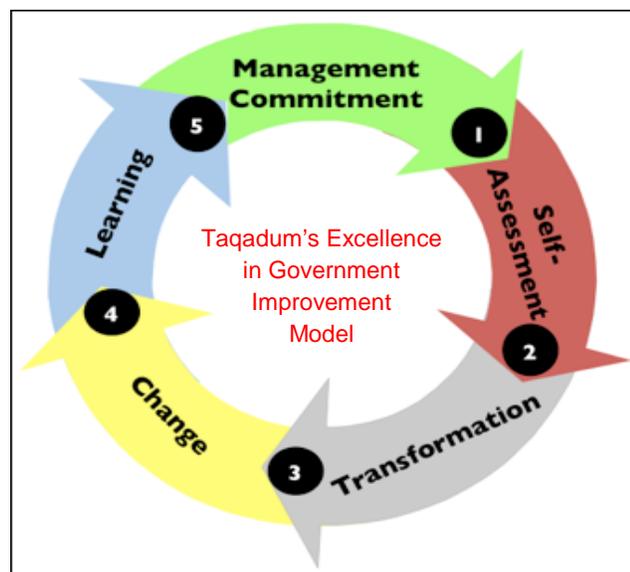
Component I:

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

This quarter, Taqadum helped strengthen the *Excellence Network - Iraq*, the OSTP practitioner's network established last quarter. The vision for the Excellence Network is that it will ultimately bring together not only provincial OSTP teams established with Taqadum assistance, but will also capitalize on the legacy of OSTP in Iraq by including OSTP teams from the ministries and universities established with assistance from the USAID-Tarabot and USAID-Tatweer projects. Taqadum developed and distributed two issues of the network newsletter, and conducted focus group meetings to exchange ideas and lessons learned and discuss future plans for consolidating the network. Each provincial OSTP team selected a representative for the network's coordination committee, which is scheduled to conduct its first meeting in July. Next quarter, Taqadum will provide technical assistance and guidance for a variety of network activities including the establishment of the network's website and the implementation of common solutions to common problems.

The Babil GO is continuing to show leadership among the OSTP teams in implementing solutions to the problems identified by the self-assessment. Most notably, the Babil GO's OSTP team streamlined the process for compensation of victims of terrorism and military operations.

The Babil GO's OSTP team, with assistance from Taqadum, has reported that the timeline from when victims file a claim to when they receive compensation has been shortened by more than 50%, and initiatives are in progress to expedite the process even further. The COR extended its appreciation to Taqadum for this important achievement in an official letter. Other solutions from the Babil GO OSTP team include the introduction of a form for capturing the operational budgeting needs for the departments in the Governor Central and District-level Offices and the publication of two manuals for staff to complete their tasks more effectively. Babil has shared these innovative solutions with the other OSTP teams through the *Excellence Network*, and there are plans to implement them in other provinces by their respective OSTP teams.



The OSTP cycle's five-phased approach graphically depicted.



Taqadum staff teaching change management skills to the Baghdad OSTP team during the Plan Transformation Workshop in which they developed a preliminary plan for the implementation of solutions chosen to address weaknesses identified in the self-assessment benchmark phase of the OSTP cycle.

With Taqadum assistance, the Baghdad PC OSTP team prioritized 29 solutions and developed action plans for four of them. Four additional solutions are presently being implemented: an inventory tracking system; an office supplies tracking system, a staff qualifications database, and the development and publication of a staff values and ethics document.

The Karbala and Basrah OSTP teams prioritized 56 solutions. The recent provincial elections and the resulting new provincial leadership have delayed the approval of the solutions, but detailed implementation plans have been drafted. The Ninawa and Kirkuk OSTP teams produced action plans for their prioritized solutions, and are awaiting approval by senior provincial officials prior to implementation. The Najaf OSTP team completed the self-assessment and benchmarking workshop and began the data collection phase.

The table below represents the timeline of Taqadum's implementation of OSTP in the provinces so far (through Y2Q3), and expected progress for the coming quarter (Y2Q4).

	Phase 1		Phase 2			Phase 3					Phase 4	
	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	Implement Change	Change Progress Workshop
Babil	Y1Q3	Y1Q3	Y1Q4	Y2Q1	Y2Q1	Y2Q1	Y2Q1	Y2Q2	Y2Q2	Y2Q2	Y2Q2	Y2Q3
Baghdad	Y1Q3	Y1Q4	Y1Q4	Y2Q1	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q4
Karbala	Y1Q3	Y1Q4	Y1Q4	Y2Q1	Y2Q2	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q4	Y2Q4	Y2Q4
Kirkuk	Y1Q3	Y1Q4	Y1Q4	Y2Q1	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q4	Y2Q4
Ninawa	Y1Q4	Y2Q1	Y2Q1	Y2Q2	Y2Q2	Y2Q2	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q4	Y2Q4
Basrah	Y2Q1	Y2Q1	Y2Q1	Y2Q2	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q3	Y2Q4	Y2Q4	Y2Q4
Najaf	Y2Q2	Y2Q3	Y2Q3	Y2Q4	Y2Q4	Y2Q4	Y2Q4	Y2Q4	Y2Q4	Y2Q4	Y2Q4	Y2Q4
Anbar	Y2Q3	Y2Q3										

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

Local government associations are an essential building block for ensuring that local government entities have networks for training and advocacy. Following the April and June provincial elections, Taqadum introduced the LGA Roadmap concept to newly elected officials in the first orientation meeting of provincial councils. Additionally Taqadum secured an official letter of support from the Ministry of State for Provincial Affairs (SMOPA) for general cooperation between Taqadum and the Ministry of Justice and its affiliate, the State Shura Council. Taqadum has had several meetings with a representative of the Council, who is considered a key partner for developing the LGA draft law. The draft law was submitted to the Shura Council for review.

Another major development has been the adoption of an amendment to Law 21 by the Iraqi Council of Representatives which revised the membership of the High Council for Coordination among Provinces (HCCP) to include chairmen of the Provincial Councils. Although the HCCP will not fulfill the role of a traditional LGA, this change provides representation for PCs and advocates for their interests at the federal level. Rather than establish an LGA, SMOPA prefers testing the new, inclusive HCCP as a transitional experience towards future LGA initiatives. Since there is a lack of support for moving forward with an LGA, Taqadum plans no future activities on this element with the Iraqi government.

However, despite the challenges of establishing LGAs in Iraq, the LGA concept has been successfully introduced to the authorities of Kurdistan Regional Government (KRG), namely the Governorate of Erbil, the Ministry of Planning, and the Office of the Prime Minister. After discussions with Taqadum, Kurdish officials have given full support to the development of a regional LGA in KRG. Pending final approval of the cooperation proposal with USAID by the KRG's Ministry of Planning, provincial officials will work to establish a regional LGA in the KRG with Taqadum's assistance.

1.3: Policy Development to Complement Those of Central Ministries and Reflect the Needs and Priorities of Citizens

Applying the concepts of policy formulation directly to the roles and responsibilities of council members continues to be a challenge for provincial council members as well as the Provincial Planning and Development Councils (PPDCs).



Fifty-five managers and staff from Diwaniyah PC committees participated in the Taqadum workshop designed to assist in a smooth handover to the new PC. The staff developed an action plan for documentation and knowledge sharing.

This quarter, 11 provinces received training and/or technical assistance on various aspects of policy formulation, including the relationship between planning and policies, writing effective policies, and drafting actual policies on specific topics such as planning and budgeting.

During the transitional period between the provincial

council elections and the inauguration of new councils, Taqadum assisted outgoing PCs with training and technical assistance to preserve institutional knowledge so that new PCs will be able to address current issues and important pending council matters immediately. Trainings and technical assistance included providing a list and location of important documents, developing outlines of existing roles and responsibilities for various provincial committees, and identifying challenges, lessons learned and opportunities for improvement.

I.4: Budget Management, Transparency, and Control

Strong provincial financial systems support the ability of the governor's office to propose reasonable budgetary plans and to follow up with oversight of those plans. Likewise, the same systems allow provincial councils to make reasonable decisions on resource allocation and



Mrs. Ramla Hameed Al-Obaidy (L), Member of the Kirkuk PC Economic and Financial Committee, meets with Taqadum staff to discuss improving the PC's financial system.

monitoring of the implementation of their decisions. In an ongoing effort to promote strengthening the provincial financial management systems (PFMS), Taqadum staff met with financial management staff in the PCs and GOs to discuss gaps and areas of improvement in the current financial systems. Phase I of the PFMS initiative, which entailed mapping current financial systems organizational structures and

processes, was completed this quarter. Next quarter, Taqadum will continue the PFMS intervention, rolling out Phase 2 which centers on the legal framework of PFMS.

Taqadum also provided demand-driven financial management technical assistance in the provinces. For example, Taqadum worked with the accounts and audit senior staff from the Basrah GO and PC to improve provincial payment systems. Significant improvements were identified to streamline and simplify the contractor's payment process. The process owners helped to develop and implement forms that will clearly define which department is responsible for providing specific documentation and approvals. The forms can be used by senior management and auditors to identify the causes of delayed and non-performing capital projects. The Taqadum team will expand these activities in additional provinces next quarter.

Taqadum has worked with internal audit department staff in provincial governments to enable them to respond to the Supreme Audit Board (SAB) audit reports. For example, with Taqadum's assistance the Baghdad PC responded to SAB's audit reports for the years of 2007-2011 and revised procedures based on audit findings. Prior to Taqadum's technical assistance, the PC had been unable to respond to the reports or make suggested corrections. Taqadum completed a draft Self-Audit tool for the PCs and GOs to serve as a guide for internal audit and

control departments to further support the provinces in their efforts to improve financial control on budget execution.

In addition to the structured approach for provincial financial system reform, the Taqadum budget team provided on-site demand driven technical assistance and training on financial management and public accounting for the GOs and PCs.

Refer to the *Accomplishments by Province* section of this report for more information on the status of the implementation of financial system reform in each province.

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

The Provincial Planning and Development Councils (PPDCs) continue to transform the planning and budgeting process in Iraqi provinces. The Ministry of Planning-supported unit brings together the various stakeholders from central ministries, governorates, and directorates as well as various working groups, citizens, academics and private sector representatives into one body that recommends a provincial project priority list for provincial projects and programs.



Representatives from local government, private sector, CSOs, and academia attended the inaugural ceremony of the Basrah Provincial planning and Development Council held May 14

This quarter, PPDCs in 11 provinces formed sectorial committees or have used the provincial sectorial directorates to determine current provincial service levels. These committees and directorates have gathered, analyzed, and compared information to set service standards. The gap between current service levels and established standards has informed the establishment of future provincial priorities.

In an effort to encourage bordering provinces to cooperate and learn from shared experiences, Taqadum sponsored a regional workshop in Basrah for PPDC members from the provinces of Basrah, Dhi Qar, Muthanna, and Maysan. Participants shared best practices and achievements, and also identified eight projects that could be jointly funded to serve the four provinces, as follows:

- Reduce the salinity of the Euphrates;

- Strategic trade road linking southern provinces;
- Resource exploration of southern deserts;
- Develop irrigation techniques;
- Establish modern communications systems between provinces;
- Develop the marshes;
- Protect Iraqi industrial products by law; and
- Develop palm cultivation.

In the next quarter, Taqadum will focus on continuing to provide technical support for the PPDCs on the budget cycle.

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

1.6: Improving Provincial Planning Cycle to Meet MOP/MOF Reporting Requirements and Deadlines

The integration of planning and budgeting continues to be a priority for the GOI. This integrated process is embodied in the Taqadum Planning and Budgeting manual and is the basis for training and technical assistance in this technical area.

This quarter, the integrated planning and budgeting process was introduced for the first time in an Erbil workshop. In the presence of the Prime Minister's Office (PMO) representatives, participants developed action plans for the PPDCs which incorporated the new budgeting process that will result in a 2014 provincial budget proposal. This created a significant shift in the attitude of the PMO's office towards these efforts to enhance provincial planning and budgeting processes. Specifically, an official memorandum was sent by the Prime Minister's Office on May 26, 2013 to all provinces directing them to follow the Taqadum integrated planning and budgeting process, begin gathering information on the current status of provincial services, to and create or update standards and indicators for levels of service. PPDCs will now perform these steps as part of a standardized, institutionalized process.

Taqadum also completed the Simple Budget Guide for provincial council members and will be using it as a tool for training and technical assistance in Q4. Other activities for Q4 will include rolling out the Planning and Budgeting Manual and the Simple Budget Guide for training and technical assistance.

Refer to the *Accomplishments by Province* section of this report for more information on which provinces requested Taqadum assistance in preparation of budget and planning manual.

1.7: Provincial Communications — PC and GO Community Outreach and Communication with Central Government

No activities this quarter; postponed to next quarter due to PC elections.

1.8: Effective Citizen Participation

This quarter, district citizen participation plans were implemented in districts and neighborhoods. Since January 2013, Taqadum has facilitated 74 community meetings in 15 provinces to produce a list of recommended provincial projects for inclusion in the 2014 budget. These recommendations are being shared with the PPDCs and provincial governments



A citizen voices his opinion about the current status of service delivery in his community during a public meeting facilitated by Taqadum

to inform decision makers on the needs and preferences of citizens at the district and sub-district level.

These meetings are an important source of information on the concerns and perception of citizens, and engage citizens as partners in shaping and monitoring public service delivery. At a community meeting in Kirkuk, NGOs, PC members, academics and journalists participated in a discussion on the draft *Protection against Domestic Violence* law where they agreed on amendments and recommendations before sending the draft to the Ministry of Women Affairs. In addition, recent meetings in Kirkuk, Najaf, and

Diwaniyah identified projects in the education sector as a common priority.

The central government demonstrated their support for citizen participation. The Prime Minister's Office (PMO) and COMSEC issued directives to urge district councils (DCs) and neighborhood councils (NCs) to conduct public meetings.

In the next quarter DC and NC members, NGOs of vulnerable groups, and change agents will be coached on using public meetings to develop and submit PPLs to local governments.

Component II:

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

Based on input from last quarter's workshop on monitoring and oversight for capital projects, Taqadum developed draft process maps this quarter, which will be reviewed by PCs and GOs and adapted to provincial needs. The process maps include details such as the steps necessary to ensure quality execution of a project, points of interaction with project counterparts, and procedures to approve contractor payments. The process maps will ensure that uniform practices and procedures are used within provincial governments. Taqadum also developed a draft SOW to be implemented by PC/GO working groups that will be trained on best practices employed in monitoring and oversight activities during projects site visits.



Taqadum staff introduced diagnostic tools used to identify causes of delayed projects to the COMSEC Delayed Projects Committee.

Taqadum conducted a high-level, one-day training session for three members of COMSEC's Delayed Projects Committee on tools to identify the causes of project delays. The training showcased project management software and demonstrated methods for evaluating construction delays. Participants also built a sample schedule of construction activities to better understand the concept of scheduling and its impact on construction delays.

Taqadum also provided training on process mapping for monitoring and oversight of capital projects to 19 staff from the Baghdad PC and GO. Participants reviewed and discussed draft model processes for monitoring and oversight of ARDP and ministry projects. PC and GO staff agreed that a working group consisting of PC members would be formed to follow up on the implementation of these processes at the Baghdad Mayoralty and line ministries.

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

Because direct service to citizens is provided by the provincial directorates of central ministries, the PC and GO are given the responsibility of monitoring and overseeing service under the Provincial Powers Law. This quarter, Taqadum continued to assist provinces exercise their role in the delivery of water, sewer and solid waste services. By the end of the quarter, 14 provinces had established Essential Service Delivery Oversight (ESDO) working groups with members from the water, sewer, municipality and municipalities directorates, as well as PC and GO. The ESDOs established Service Delivery Performance Standards (SDPS) for water, sewer and solid waste services in 10 of those provinces. Guided, by standards, nine ESDOs identified target underserved neighborhoods and conducted a rapid citizen scan to establish indicators for service. Once the gap between the actual service level and the target was established and citizens were interviewed, the ESDO developed an intervention



After working with the local water directorate to resolve a water shortage in an underserved neighborhood in Anbar, ESDO working group members conduct a second site visit to collect water samples to test the quality of the water.

strategy. Although some recommendations and interventions were executed in Q2, by the end of Q3 citizens of two target neighborhoods had been re-surveyed to measure the degree to which the intervention closed the service gap. To achieve sustainability, seven ESDOs have developed a plan targeting underserved neighborhoods for future site visits and interventions.

Refer to Accomplishments by Province for specific provincial interventions in SDPS/ESDO.

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

Taqadum assistance focuses provincial government on services to the community. Provincial governments and their service delivery directorates must re-orient their thinking to focus on service to citizens. Many of the Taqadum tools can be applied.

The national training for managers in effective and responsive government focused on customer orientation and performance. The three day training event was held in Erbil on June 23-25, 2013. The training brought together 71 participants, representing 14 provinces (all but Diwaniyah). Attendees included Director Generals and their representatives, CSD managers from the governor's offices and provincial councils, and representatives from COMSEC.

The training introduced service delivery processes that focus on the citizen as the customer. The training put the concepts in an Iraqi context by reviewing the functions of relevant Iraqi local government institutions as well as the tools developed by Taqadum to support institutions in becoming customer oriented and performance driven. The training reviewed institutions such as the PPDCs, ESDO working groups, CSDs and OSTP teams. The training also reviewed tools, including the SDPS, ITRS and the CSS. Trainers used exercises and case study analysis to make the concepts understandable and memorable. Customer service case studies from the US, Australia, Singapore and England were presented, providing participants with examples of international best practices. At the conclusion of the training, participants agreed on an action plan for improving customer services.

The participant developed and adopted action plan included:

- Creating mechanisms for public participation to improve services
- Activating CSDs and tools for measuring citizen satisfaction
- Developing policies and measures for raising the staff's professionalism in dealing with the customer
- Establishing a customer services database
- Activating the adopted SDPS and regularly updating service indicators

- Defining the data sources that are useful for PPDC
- Reviewing the results of development plans and measuring the improvement in services to citizens
- Holding meetings between the PPDC and CSDs in the provinces.
- Disseminating the results of services improvement projects and actions to the public

The six satellite television channels covering the training interviewed the COMSEC delegate and provincial Director Generals and representatives.

2.5 Citizen Satisfaction Surveys (CSS)

Taqadum's interventions are designed to support provincial government to more effectively respond to community needs. Interventions assist local government to focus on the need of citizens, and one of the best tools to sharpen the focus on citizen needs is to ask them about the services. The second nationwide Citizen Satisfaction Survey began at the end of Q3. This year's CSS is more focused and will provide additional, more specific data to local governments in order to better aid them in identifying and responding to citizen needs. The survey will be administered to 14,702 respondents using questions reviewed and edited by USAID. As was the case in the 2012 survey, all 15 provinces will be provided with survey results. The survey results will be available by the end of the current program year.

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)

Acting as an interface between citizens and local government, CSDs in 14 GOs and 15 PCs have installed the electronic Issue Tracking and Reporting System (ITRS) developed by Taqadum in cooperation with provinces last quarter. The ITRS serves as a tool to record



Taqadum staff provided on-site support in the provinces on the use of the ITRS. Pictured above: Taqadum staff reviewing use of the ITRS system with Diwaniyah GO CSD staff.

citizen issues reported to provincial officials and to facilitate the monitoring and oversight of directorates who address citizen service issues. The system can sort information to facilitate analysis and produce summary reports for decision makers. Moving forward next quarter, ITRS in the GOs and PCs will be linked to strengthen communication and cooperation. With the cooperation of COMSEC, Taqadum facilitated the provision of citizen service 'hotlines' in five provinces. Although GOs were previously provided hotlines, Taqadum is assisting provinces

by training staff on inputting hotline information into the ITRS system where it can facilitate PC and GO monitoring and oversight of service delivery.

2.9 Legislative Tracking System

Provinces have passed rules, regulations and other types of legislation that does not usurp the power of higher levels of government under the authority granted in the Provincial Powers Law. However, laws must be implemented by the executive branch, in this case the governor's office. An electronic Sub-Legislative Implementation Tracking (SLIT) System is being developed to assist provinces in monitoring implementation by the GO of sub-legislation passed by the PC. Ultimately, the SLIT system will provide a sustainable tool that is staffed to produce regular reports on the implementation status of legislation for appropriate decision makers. This activity begins with the establishment of task forces and joint committees (PC and GO) in provinces to staff the initiative. This quarter, Taqadum worked with all provinces to define and clarify the legislative process through process maps, locate legislation that the PC passed, and outline the information the electronic tracking system should capture. Ten provinces formed task forces or joint committees to conduct this work.



Taqadum's Legislative and Policy Specialist reviews the existing legislative process map in a joint meeting of Najaf PC and GO legal staff.

Late in Q3, the first of four regional workshops was conducted to help PC task forces and joint committees in provinces to develop and adopt an action plan on how to organize their responsibility to track the implementation of sub-legislation, issue recommendations on SLIT, and send reports to decision makers in the PC and GO.

Cross-cutting Activities

Gender

This quarter, Taqadum initiated a monthly gender newsletter to further engage Iraqi women in leadership and support positions in the PCs, GOs, and local organizations. The newsletter provides up-to-date local and international gender news and information and has quickly gained popularity. Three issues have been circulated via email and the mailing list contains over 100 email addresses.

Taqadum conducted four regional gender workshops to increase awareness about gender issues, discuss the lack of application of gender policies in Iraq, and to encourage female PC members to advocate for gender standards. In addition, priority projects at the district and sub-

district level that addressed gender needs were identified in many provinces during public meetings that were conducted with support from Taqadum.

Taqadum staff began introducing gender concepts to newly elected PC officials late in the quarter. Gender will also be addressed at the Taqadum national conference/expo for newly elected officials that will be conducted in September 2013.

Internally Displaced and Vulnerable Populations

Taqadum activities directly and indirectly support government efforts to address the needs of internally displaced and vulnerable populations in Iraq. Last quarter, the PPLs developed during the public meetings and gender workshops addressed the needs of vulnerable populations in their communities. The ESDO units and adoption of SDPS, followed by site visits and field testing in historically underserved neighborhoods, created a new mechanism for identifying and correcting service delivery gaps for vulnerable populations. In addition, one of the transformation improvements selected by the Babil GO OSTP team specifically targeted addressing the needs of victims of terrorism in the governorate.

Taqadum supported the Babil GO OSTP effort which resulted in the resolution of 150 cases of victims of terrorism with payments to the victims or their families. The payment streamlining process was well-received at the national level and efforts are underway by the GOI to duplicate the process across the provinces. Identifying and implementing streamlined processes for paying relocation expenses for internally displaced populations is another goal of the GOI.

In many provinces, Taqadum facilitated the submission and approval of district and sub-district PPLs by their respective PCs, helping to ensure that the priority projects are considered for inclusion on the final provincial priority list. This will increase awareness at the PC level of the needs and priorities of vulnerable populations within provincial communities.

Vulnerable populations in underserved neighborhoods are benefitting as site visits by ESDO units continued this quarter, and service delivery gaps continue to be effectively resolved by local governments. Taqadum-supported actions such as these will ultimately increase citizen satisfaction and trust in their government.

Anti-corruption

Taqadum's activities strengthen local government support transparency and accountability, thus promoting anti-corruption initiatives. Taqadum technical assistance for financial management reform directly supports transparency and accountability. Interventions in PPDC, CSD, ESDO/SDPS, and citizen participation support various forms of interface between citizens and local government, and provide avenues for citizens to hold government more accountable for meeting the needs of their constituents.

This quarter, in addition to the interventions referenced above, Taqadum engaged newly elected PC officials on the matters of transparency and accountability and related Taqadum activities. Transparency and accountability are among the key issues to be raised next quarter during Taqadum’s orientation sessions for new PC members and in the national conference/expo for new PC members.

Coordination

To ensure the smooth implementation of Taqadum activities with GOI counterparts, Taqadum coordinates closely with officials in the PCs and GOs, as well as SMOFA, MOP, and COMSEC. This coordination and follow up on mutually agreed upon interventions has aided Taqadum in gaining popularity with officials and expediting formalities and approvals required to gain access to GOI institutions. The relationship allowed Taqadum to gain quick access to newly elected officials and to gain additional support for post-election initiatives.



USAID Regional Office brings together USAID implementing partners in Basrah. Taqadum provided logistical support for this meeting, June 2.

Taqadum leverages USG resources by coordinating regularly with USAID and its implementing partners in Iraq. Taqadum management and staff regularly communicate with their counterparts on the USAID-Tarabot project to avoid duplicating efforts and to complement project initiatives and activities.

Challenges

As local government officials were engaged in campaigns and elections, and then waiting for election results to be certified, many of Taqadum’s scheduled events for early in the quarter were postponed. Despite this, Taqadum was able to redirect its efforts to provide necessary support to the PCs to prepare for the post-election handover. In addition, Taqadum provided orientations to new PC members and is preparing to provide capacity building support in the coming quarter.

The security situation continued to be volatile in several provinces, prohibiting travel of expatriate staff. This was especially the case in Anbar where project activities were limited due to security constraints that also affected the movement of national staff. In some provinces, access to government offices became difficult. Nonetheless, Taqadum staff worked diligently to maintain a presence in the embedded offices and to continue working with their provincial counterparts as much as possible.

Completed and Ongoing Procurements

Procurement Activity	Achievements and Status
Fixed Price Subcontracts	<p>The subcontract GSP-FPC-2013-06 for Financial Audit services was signed with Abu Ghazaleh & Co Consulting on March 5 and ended on May 30, 2013. Subcontractor submitted all deliverables and vendor has been paid. Status: Complete.</p> <p>The subcontract GSP-FPC-2013-07, for Website development was signed on March 11, 2013 with the period of performance by September 30, 2013. Subcontractor completed five out of eight deliverables by June 30, 2013. Status: Project in process.</p>
Indefinite Quantity Subcontracts	<p>Taqadum released RFP-GSP-0001-IQS, on January 13, which requested a variety of technical services for Taqadum's two technical components. Received 5 bids by due date February 27, 2013. Cost and Technical Evaluation have been completed in April 2013. Subcontract negotiation completed in May 2013. Selected 5 companies to compete in IQS Task Orders. Ready to issue requests for Sub Task Order proposal. Status: Anticipated to award FPTOs in August, 2013</p>
Blanket Purchase Agreements (BPAs)	<p>Taqadum conducted solicitation processes in this quarter and awarded three (3) BPAs, two for printer cartridges (GSP-BPA-13-10 and GSP-BPA-13-11) and one for hotel services (GSP-BPA-13-12) in Baghdad. Status: BPAs awarded for period of 1 year</p>
IT Hardware and other Equipment	<p>Taqadum procured IT and office supplies to equip Taqadum's regional project offices this quarter, including project laptops, printers, cameras, Copier Machines, Generator and office furniture for Taqadum's employees in provincial government offices. Status: Complete</p>
IT Software	<p>Taqadum procured additional software to equip project computers, including Windows 7 Pro, MS Office 2010, and licenses for internet security software. Status: Complete</p>
<p>3 OSTP workshops on "Identification of potential transformation projects (Solution Map)":</p> <p>Kirkuk on April 21-25, 2013 Ninawa on April 14-18, 2013 Basra on May 26-30, 2013</p>	<p>Taqadum procured accommodation, a conference hall with projector, sound system, stationary, meals and tea-breaks for the workshops in three provinces. Status: Complete</p>
<p>OSTP workshop on "Self-assessment":</p> <p>Najaf on May 6-9, 2013</p>	<p>Taqadum procured stationary, meals and accommodations for workshop attendees. Status: Complete</p>
<p>3 OSTP workshops on "Plan Transformation (Action Planning)":</p> <p>Kirkuk on June 23-27, 2013 Ninawa on June 2-6, 2013 Baghdad on May 26-30, 2013</p>	<p>Taqadum procured accommodation, a conference hall with projector, sound system, stationary, meals and tea-breaks for the workshops in three provinces. Status: Complete</p>

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South Region Regional Sub-Legislative Tracking workshop: Held in Basra on June 26, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees. Status: Complete
National Workshop for Users and Information Technology Professionals on the ITRS System: Held in Erbil on May 16-17, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for the attendees from 15 provinces. Status: Complete
Training for CSD staff on using ITRS in response to citizen needs. Held in Erbil on May 22, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees. Status: Complete
First National PPDC Workshop in Erbil “ PPDC are pillars for Provincial development plans” Held in Erbil on April 10-12, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees for three day workshop. Status: Complete
First Regional PPDC workshop in Basra “ PPDC are pillars for Provincial development plans” Held in Basra on June 30 & July 1 st , 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees for two day workshop. Status: Complete
Orientation Meeting for new elected PC in Baghdad’ Provincial Council: Held in Baghdad on June 22, 2013	Taqadum procured conference hall with projector, sound system, stationary, meals and tea-breaks for attendees (PCs) on one day orientation meeting in Baghdad Hotel. Status: Complete
First National training on Effective and Responsive Government. Held in Erbil on June 23-25, 2013	Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for the attendees from 15 Provinces. Status: Complete

Anticipated Major Procurements for Y2Q4
<ul style="list-style-type: none"> • 10 laptops for Taqadum newly hired staff • 10 licenses of Microsoft Windows Pro 7 • 10 licenses of Microsoft Home and Business 2012 • 10 licenses of computer antivirus software • Stationary and materials for Taqadum’s anticipated workshops • Furniture and equipment for Taqadum employees in provincial government offices • Accommodation and meals for PPDC workshops for 11 provinces in four regions. • Accommodation and meals for anticipated monthly regional workshops throughout Iraq. • Conference expenses for an anticipated 400 participants from newly elected government officials

Staffing

Long term Support and Professional Staff

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

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quarter.

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Shaiban Saber Ghaleb AlOmari	Project Specialist - Community Outreach	Program	Chemonics	Long-Term	Apr 01, 2013	
Mohammed Shaheed Shakir Albo Shareef	Project Specialist - Service Delivery	Program	Chemonics	Long-Term	Apr 01, 2013	
Tara Mohammed Shareef Mohammed Ali	Administrative Assistant	Operations	Chemonics	Long-Term	Apr 03, 2013	
Raheem Hamad Ali	Project Specialist - Budgeting	Program	Chemonics	Long-Term	Apr 03, 2013	
Mohanad Ali Hussein	Project Specialist - Policy Legislative	Program	Chemonics	Long-Term	Apr 07, 2013	
Mustafa Khaleefah Mohammed Ali Al-Rikabi	Project Specialist - Planning	Program	Chemonics	Long-Term	Apr 15, 2013	
Zena Subhi Khames Al-Jubouri	Monitoring & Evaluation Specialist	Program	4Points	Long-Term	Apr 15, 2013	
Kamal Mohammed Ali	Project Specialist - Service Delivery	Program	CHF	Long-Term	Apr 16, 2013	
Nathir Mansour Qasim	Regional Manager	Program	Chemonics	Long-Term		Apr 13, 2013
Omar Abdulrazzaq Zainel Ahmed	Capacity Development Specialist	Program	4Points	Long-Term	May 06, 2013	
Bushra Mohammed Zaki Abdullah	Project Specialist - Community Outreach	Program	Chemonics	Long-Term	May 12, 2013	
Hayder Naji Shihab Al-Jorani	Project Specialist - Policy Legislative	Program	Chemonics	Long-Term	May 12, 2013	
Hayder Adnan Muttashar Al-Shuwaili	Capacity Development Specialist	Program	4Points	Long-Term		May 23, 2013
Wisam AbdulWahab Ibrahim Al-Fihan	Construction Oversight Specialist	Program	Chemonics	Long-Term	Jun 02, 2013	
Iman Kareem Jasim Al-Maliki	Project Specialist - Policy Legislative	Program	Chemonics	Long-Term	Jun 09, 2013	

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Ghaith Saadi Najeeb Baban	Monitoring & Evaluation Specialist	Program	Chemonics	Long-Term		Jun 10, 2013
Ahmed Abduljabbar Mirza Hussein	Provincial Coordinator	Program	Chemonics	Long-Term		Jun 30, 2013
Ali Abdulameer AbdulMaged Al-Riyahee	Bookkeeper	Operations	Chemonics	Long-Term		Jun 30, 2013

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Murat Daoudov	Component 1	Senior Local Government Consultant	Chemonics	Short-Term	May 02, 2013	Sept 27, 2013
Andrew Kaiser	Component 1	Managing Director	Kaizen	Short-Term	May 06, 2013	May 16, 2013
Matthew Smith	Cross-Cutting	Accounting & Compliance Manager	Chemonics	Short-Term	May 13, 2013	May 24, 2013
Alia Shaar	Component 1	OSTP Advisor	Kaizen	Short-Term	May 16, 2013	July 13, 2013
Amy Watve	Component 1	Organizational Development Advisor	Kaizen	Short-Term	May 21, 2013	Jun 09, 2013
Stephanie Caravias	Cross-Cutting	Logistics and Planning Assessment Specialist	Chemonics	Short-Term	Jun 20, 2013	Jul 18, 2013
Mohammed Serkal	Component 1	Communication Specialist	Chemonics	Short-Term	Jun 29, 2013	July 24, 2013
Haider Shakiry	Component 1	Business Process Mapping	Chemonics	Short-Term	Mar 29, 2013	Jun 20, 2013

Anticipated Activities for Next Quarter (July 1 to September 30, 2013)

Activity	Date
National Post-Election Symposium/Expo	September
National Gender Workshop	September
National Financial Management Legal Framework Workshop	August
Provincial Gender Training Workshops	September

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Provincial Capacity Building Workshops for Newly-Elected PCs	July-September
Provincial OSTP Workshops	July-September
Regional SLIT Workshops	July-September
Regional CSD Workshops	July-September
Regional PPDC Workshops	July-September