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Governance Strengthening Project (Taqadum)

Quarterly Performance Report (Y3Q1)

October 1, 2013 – December 31, 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	Council of Representatives
CPL	Citizen Participation Law
CSD	Citizen Service Desk
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DC	District Council
DCOP	Deputy Chief of Party
ENCC	Excellence Network-Iraq Coordination Committee
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
HR	Human Resources
IDP	Internally Displaced Person
IR	Intermediate Result
ITRS	Issue Tracking and Reporting System
L/C	Letter of Credit
KRG	Kurdistan Regional Government
M&E	Monitoring & Evaluation
MOF	Ministry of Finance
MOP	Ministry of Planning
MOSPA	Ministry of State for Provincial Affairs
NC	Nahya Council

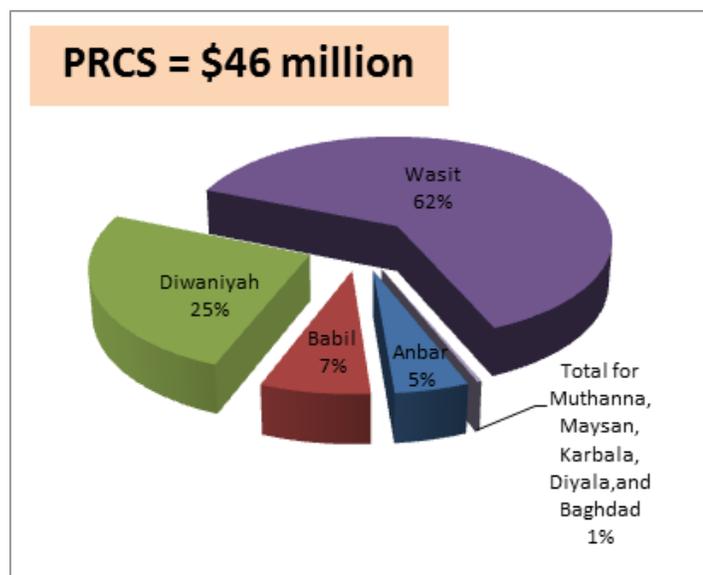
NDP	National Development Plan
NGO	Non-Governmental Organization
OSTP	Organizational Self-assessment and Transformation Program
P&B	Planning and Budgeting
PC	Provincial Council
PMP	Performance Monitoring Plan
PPL	Priority Project List
Q	Quarter
SAB	Supreme Audit Board
SDPS	Service Delivery Performance Standards
SLIT	Sub-Legislative Implementation Tracking
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 Governance Strengthening Project (Taqadum) for the first quarter of FY2014 from October 1, 2013 to December 31, 2013, and provides a summary schedule of anticipated activities for the next quarter.

This quarter, Taqadum significantly increased the pace of its activities, with an emphasis on sustainability. The positive results of Taqadum’s two years of technical assistance and capacity building support gained traction, and provincial officials – more than ever before – demonstrated their commitment to learn more and do more in order to better serve citizens.

Forty Essential Service Delivery Oversight (ESDO) site visits were conducted in Y3Q1, a substantial increase from 46 site visits conducted in Year 2. The site visits identified service delivery gaps in underserved neighborhoods, and provided the catalyst for improving services delivered to citizens. In Year 2, the province of Wasit committed \$25 million to improve service delivery. In merely the first quarter of Year 3, provinces committed an additional \$17 million to improving service delivery as a result of Taqadum’s ESDO interventions.



The funding committed by the provinces to Taqadum-supported interventions is being captured as “Project Results Cost Share” (PRCS) by Taqadum. PRCS, while mostly tied to ESDO, has also been documented for Sub-Legislation Implementation Tracking (SLIT), Citizen Service Desks (CSDs), and the Organizational Self-assessment and Transformation Program (OSTP). The cumulative PRCS to date is over \$46 million. *Refer to Annex E for PRCS details.*

Provinces took the lead this quarter in conducting public meetings – independently holding 18 public meetings as a result of Taqadum’s technical assistance in Year 2. These meetings were held at both the provincial council level, and the district and nayha levels, indicating commitment to the citizen participation process at all levels of local government in various provinces. Taqadum began training NGOs on how to conduct public meetings to identify citizen priorities, providing another avenue for sustaining this important mechanism of communication between local officials and their citizens.

Taqadum designed this quarter's activities under "PC Capacity Building" to prepare recently elected officials for the new authorities, roles, and responsibilities they acquired through the adoption of the second amendment to Law 21, which was passed on July 28, 2013. The recent



Far left: Sheikh Adel Rahem Bahik, a Wasit PC member, peruses the second amendment to Law 21 in the *Iraqi Official Gazette*, published by the Ministry of Justice, during a Taqadum workshop

amendment devolves the service delivery responsibilities of eight line ministries to provincial governments. These new authorities, combined with the significant turnover in PC membership in the April 2013 elections, provided a unique opportunity for Taqadum to educate PC members on the processes, tools, and systems that will enable them to make data-driven decisions on the citizens' behalf. Next quarter, Taqadum will conduct the *First National Conference for Developing a Roadmap for the Implementation of Law 21, as Amended*, to further support the provinces as they begin to implement their new authorities and responsibilities.

Taqadum completed and began distribution of three manuals that will assist provinces as they continue to develop their financial management capacities. The *Planning and Budgeting Manual*, *Self-Audit Tools Manual*, and *Simple Budget Guide for PC Members* were developed in close cooperation with officials and senior financial staff in the provinces, and gained high-level, central government endorsements. These manuals provide an easily accessible reference for staff and decision-makers to follow as they carry out their duties, and work towards institutionalizing systematic processes that will enhance their ability to plan and make sound financial decisions, as well as monitor and report the results of those decisions.

The effective utilization of additional processes and tools developed by Taqadum increased this quarter. Process maps, guidelines, and checklists developed by Taqadum for the monitoring and oversight of capital projects have helped identify and resolve problems that have delayed the implementation of major projects. Taqadum has been very successful in getting provincial government to adopt and use database applications that complement interventions in SLIT, and with the CSD through the Issue Tracking and Reporting System (ITRS). Next quarter, additional database applications will be rolled out for ESDO, and for monitoring and oversight of capital projects through the Project Implementation and Tracking System (PITS).

The understanding by provincial officials of the importance of coordinating efforts among provinces also became evident this quarter. Provincial Planning and Development Councils (PPDCs) worked together to identify mutually beneficial projects, and signed MOUs to formalize their commitment to this joint effort. Taqadum will support the PPDCs next quarter

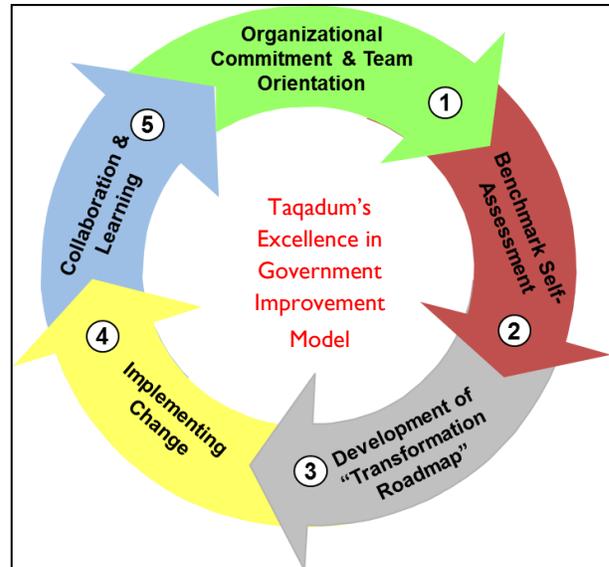
as they implement next steps to making these projects a reality, and strengthen the collective efforts of PPDCs by establishing a PPDC Higher Commission.

YEAR 3 QUARTER I ACTIVITIES

Component I:

I.1: Organizational Self-Assessment and Transformation Program (OSTP)

The Organizational Self-assessment and Transformation Program (OSTP) is a comprehensive and holistic approach for building the capacity of public sector organizations to continuously improve their performance. It is based upon a model of government excellence with three pillars: Citizen Focus, Effectiveness, and Transparency. The organizations conduct a benchmark self-assessment using the five OSTP criteria - Leadership, People (Human Resources), Knowledge, Processes, and Finance – to measure performance in relation to the three pillars, and implement improvements based on the findings. The OSTP model includes five phases implemented in a continuous cycle to achieve and maintain organizational excellence.



The OSTP cycle's five-phased approach graphically depicted

Taqadum's OSTP builds capacity in the Governor's Offices of the targeted provinces (in the case of Baghdad, in the PC) to identify, prioritize, plan, and address opportunities for improvement of internal operations and citizen service delivery. Taqadum-supported provincial OSTP teams were first formed in April 2012; there are eight OSTP teams. To promote cooperation and coordination among the provincial teams, Taqadum facilitated the creation of the Excellence Network–Iraq for all OSTP teams.

Through a series of capacity building workshops and follow-up technical assistance, the OSTP teams from Babil, Baghdad, Basrah, Kirkuk, Najaf, Ninawa, and Erbil increased their ability to drive leadership improvements in their respective provincial government institutions; implement process improvements through process documentation, analysis, and redesign; and enhance knowledge management within their institutions. Taqadum designed this quarter's OSTP workshops to allow joint participation of the appropriate members of OSTP teams in the targeted provinces so that they could benefit from sharing experiences, challenges, successes, and ideas. The table below provides a summary of OSTP progress by province. With the exception of Erbil and Najaf, the HR criterion teams began OSTP implementation after the team for the other four criteria.

OSTP STATUS BY PROVINCE as of December 31, 2013	
Babil	Phase 3 has been completed, and the team is currently implementing Phase 4. Two solutions have been implemented. Concurrently, the team has completed portion of Phase 5 by attending networking workshops for each of the individual criteria. The HR criterion team has begun Phase 3.
Baghdad	Phase 3 has been completed, and the team is currently implementing Phase 4. Three solutions have been implemented. Concurrently, the team has completed portion of Phase 5 by attending networking workshops for each of the individual criteria. The HR criterion team has begun Phase 3.
Basrah	Phase 3 has been completed, and the team is currently implementing Phase 4. Four solutions have been initiated, but are not yet completed. Concurrently, the team has completed portion of Phase 5 by attending networking workshops of the individual criteria. The HR criterion team has begun Phase 3.
Karbala	Phase 3 has been completed, and the team is currently implementing Phase 4. Concurrently, the team has completed portion of Phase 5 by attending networking workshops of the individual criteria. The HR criterion team has been canceled.
Kirkuk	Phase 3 has been completed, and the team is currently implementing Phase 4. Concurrently, the team has completed portion of Phase 5 by attending networking workshops for each of the individual criteria. The HR criterion team has begun Phase 3.
Najaf	Phase 3 is nearly completed. Concurrently, the team has completed portion of Phase 5 by attending networking workshops of the individual criteria.
Ninawa	Phase 3 has been completed, and the team is currently implementing Phase 4. Four solutions have been implemented. Concurrently, the team has completed portion of Phase 5 by attending networking workshops of the individual criteria. The HR criterion team has begun Phase 3.
Erbil	Phase 3 is nearly completed. Concurrently, the team has completed portion of Phase 5 by attending networking workshops of the individual criteria.

The Erbil OSTP team, the newest among Taqadum-supported provincial teams, made great strides this quarter. The team quickly embraced the essence of the OSTP purpose and methodology, and immediately sought tangible results for their GO. After completing their Self-Assessment Benchmark Report, they sought to develop a vision that would lead the way to an improved GO. Taqadum assisted the team as they analyzed the report, developed their vision, and prioritized solutions and created solution maps for each OSTP criterion. Taqadum



The Erbil GO OSTP team discussed ways to enhance solutions for maximum impact with available resources

later responded to a special request to enhance the solution maps with an emphasis on how the process criteria were linked. They also reviewed the organizational strengths and weaknesses of the GO that might impact implementation of the solutions.

To further enhance cooperation and knowledge sharing among provinces, Taqadum secured the support of Mr. Nawzad Hadi, Governor of Erbil, for two managers from Erbil's provincial government to attend an OSTP Process Criterion workshop that was being held for the other seven OSTP teams. The purpose of this special request was to present examples of effective processes in the Erbil government as case studies. Consequently, Mr. Jashmeer Basheer, Erbil PC member, presented their recruitment process; and Mr. Assad Ahmed, Erbil GO Chair of the Tendering Analysis Committee, presented the tendering process. The participants appreciated the opportunity to be exposed to Erbil's processes and experiences and engaged in discussion with the presenters for a deeper understanding of these two processes.



The Erbil OSTP team presents the Self-assessment Benchmark Report to the Governor

Next quarter, Taqadum will focus its OSTP efforts on completing the remaining workshops that support the OSTP cycle, and ensuring that the Excellence Network and provincial OSTP teams are able to sustain their organizational development work independent of Taqadum support. The Taqadum national excellence conference that is scheduled for February 2014 will explore what support will be needed from central government entities such as MOSPA and COMSEC to ensure sustainability of the Excellence Network.

1.4: Financial Management

The management of public finances is pivotal to the quality of governance and delivery of essential public services. If public moneys at the provincial level are handled poorly, the quality of local governance, as well as service delivery, will also suffer. The legal framework that governs the financial management system sets the parameters for the control and management of public funds and defines accountability and standards. Improving existing fiscal management practices of provincial Councils (PCs) and Governor's Offices (GOs) and doing so in a manner that results in a common set of high standards is a fundamental goal of Taqadum's Budget Management, Transparency and Control activity.

Improving the Provincial Financial Management Regulatory Framework and the Execution Rate



Dr. Thamer Al-Ghadban, Head of the Prime Minister's Advisory Commission (L), and Mr. Alonzo Wind, USAID Acting Mission Director (R) addressed participants at the First National Workshop for Improving the Provincial Financial Management Regulatory Framework and the Execution Rate of the Provincial Investment Budget

Taqadum held the First National Workshop for Improving the Provincial Financial Management Regulatory Framework and the Execution Rate of the Provincial Investment Budget, December 30-31 in Baghdad. Held under the auspices of the State Ministry for Provincial Affairs (MOSPA), and in coordination with the Prime Minister's Advisory Commission (PMAC), Taqadum presented the results of a study on the legislative and administrative obstacles contributing to low rates of investment budget execution. The study included both public and private sectors' view of the obstacles. The workshop also raised local awareness of problems caused by current financial regulations, procedures, and instructions that negatively impact provincial ability to prepare and execute their budgets. The meeting also provided an opportunity for workshop participants to offer feedback and suggestions on proposed solutions and amendments to the regulations in question. The proposed amendments to regulations will directly impact provincial ability to increase investment budget execution rates.



Representatives from selected provinces, central government, and the private sectors participated in the workshop discussions of the obstacles that contribute to low investment budget execution rates

In addition to PC and GO financial officials, representatives from the Iraqi Businessmen Union and the Iraqi Contractors Union attended the workshop, providing a unique opportunity for key players from the private and public sectors to discuss problems and propose solutions to the current governmental regulatory compliance issues they each face. The participants agreed to a number of next steps, including holding a key stakeholder's conference that will include high-ranking relevant central and provincial government officials, and key decision-makers from the public and private sectors. The objective of the conference will be to agree on a final set of changes to current regulations, or guidelines, to be submitted by the PMAC to the Council of Ministers for approval.

Strengthening Contractor Payment Systems

In its continued efforts to improve the performance of the provincial financial management systems, the Taqadum finance team held a series of workshops with the accounts and audit senior staff from the Basrah, Dhi Qar, Wasit, and Karbala GOs that focused on strengthening their contractor payment systems. The objective of these workshops was to identify improvement opportunities and present recommended solutions to relevant stakeholders for approval and implementation. In addition, Taqadum conducted a study to identify administrative and legislative obstacles to implementing investment (capital) projects in the provinces.

Through these efforts, Taqadum aims to shorten payment cycles in targeted provinces, resulting in faster capital project completion and improving overall investment budget execution rates. To citizens, this means they can benefit from more, and faster, implementation of vital service and development projects to improve their quality of life. The table below lists 21 administrative obstacles, in descending order of importance, to implementing provincial projects, as prioritized by contractors and public employees.

Top 21 Challenges to Implementing Investment Projects in the Provinces

	Based on survey of public employees	Based on survey of contractors
1	Contracting unqualified contractors	Delay in receiving the land allocated for the project
2	Late approval of federal budget by COR	Late release of advance payments to contractors
3	Poor monitoring and oversight by beneficiary bodies	Delay in preparing worksites and addressing violations
4	Delay by MOF in transferring funds to the provinces	Contracting unqualified contractors
5	Inefficient/ineffective resident engineers	Delay in receiving in imported material and equipment
6	Delay in preparing worksites and addressing violations	Lack of skilled laborers
7	Delay in receiving the land allocated for the project	Delay in making decisions on change orders
8	Conflict regarding authorities of central and local government	Delay in receiving the project [approval] by the beneficiary
9	Contracting with more than one sub-contractor; not holding main contractor responsible during handover	Power shortages, difficulties in providing fuel, and high fuel prices
10	Administrative problems between PC and GO	Large number of checkpoints leading to increased implementation costs
11	Delay in establishing letters of credit	Lack of sleeping accommodations for workers at worksite
12	Delay in making decisions on change orders	Delay in establishing letters of credit
13	High estimated costs and contractor neglecting commitment	High estimated costs and contractor neglecting commitment
14	Delay in receiving in imported material and equipment	Conflict regarding authorities of central and local government
15	Lack of skilled laborers	Administrative problems between PC and GO
16	Late release of advance payments to contractors	Poor monitoring and oversight by beneficiary bodies
17	Large number of checkpoints leading to increased implementation costs	Inefficient/ineffective resident engineers
18	Delay in receiving the project [approval] by the beneficiary	Delay by MOF in transferring funds to the provinces
19	Lack of sleeping accommodations for workers at worksite	Late approval of federal budget by COR
20	Power shortages, difficulties in providing fuel, and high fuel prices	Contracting with more than one sub-contractor; not holding main contractor responsible during handover
21	Inaccurate and incomplete bill of quantities	Inaccurate and incomplete bill of quantities

Developing Tools and Manuals to support Efficient Systems

Taqadum completed the development of a number of important tools and manuals in partnership with key central and local government stakeholders. This includes the Self-Audit Tools, Planning and Budgeting Manual, and Simple Budget Guide for PC Members. These manuals were reviewed by the relevant stakeholders either on-site through a number of technical assistance sessions and/or through a provincial or national workshop where inputs from the provinces were captured and reflected in the development of these tools to better meet their daily needs and requirements and serve as practical guides for provincial officials to work more effectively and efficiently. Currently these manuals are being printed for distribution to 15 provinces.



Taqadum worked with provincial officials to develop three manuals to guide financial systems and processes: the Planning and Budgeting Manual; the Self-Audit Tools Manual; and the Simple Budget Guide for PC Members

The manuals received official endorsements and support from key central government institutions for the tools developed by Taqadum. The Ministry of Planning reviewed the Planning and Budgeting Manual and provided valuable comments. Dr. Mahdi Al-Alaq, Deputy Minister of Planning, wrote a very supportive introduction to the planning and budgeting manual. Likewise, Dr. Ali Al-Alaq, General Secretary of the Council of Ministers, wrote the introduction for the Self-Audit Tools Manual. In their introductions, these high ranking government officials praised the efforts of Taqadum and urged the GOs and PCs to use these tools to standardize and systemize the financial management and planning practices and improve overall performance. The introduction for the Simple Budget Guide for PC Members was written by the Chairman of Baghdad Provincial Council, Dr. Riyadh al-Adhath, who also encouraged PC members to use this tool to improve overall provincial budgeting, decision-making and performance.

Financial Management Technical Assistance

Taqadum continues to offer on-site, hands-on, technical assistance and training to the staff of the PC and GO accounting and audit departments on various areas of financial management and accounting needs. This includes preparation of the monthly trial balance reports based on the new Chart of Accounts (CoA) recently introduced by the Ministry of Finance (MOF). To facilitate the timely release of funding from the MOF for better cash management, the Taqadum finance team will continue to work with the GO and PC staff of the accounting departments to build capacity to meet MOF requirements, and to help in the preparation of trial balance reports and end of year closing accounts.

Additionally, Taqadum will continue to build the capacity of the staff of the newly established Letter of Credit (L/C) units in Dhi Qar, Wasit, and Diyala to serve as important tools in the timely execution of capital projects. These units were originally established to enable provinces to do business directly with foreign companies, and to procure goods and services not available in the local market, which are needed for capital investment projects. Currently the role of these L/C units is being expanded to include acquiring goods from international companies to respond to the acute shortage of ration card items.

In the coming quarter, Taqadum will continue to provide technical assistance to PC and GO financial departments, and will conduct a key stakeholder's conference on the Provincial Financial Management Regulatory Framework to finalize and agree on the modifications to the regulations intended to increase investment budget execution rates and further strengthen provincial financial systems.

1.5: Provincial Planning and Development Councils (PPDCs)

Provincial Planning and Development Councils (PPDCs) were mandated by the Ministry of Planning (MOP) and the Ministry of State for Provincial Affairs (MOSPA) to formalize coordinated and inclusive capital planning and implementation, and to bring NGOs, academia, citizen representation, and the private sector into the planning process. The PPDCs are advisory bodies that work to identify and coordinate planning and budgeting issues between line ministries and provincial governments. PPDCs are headed by the Governor or his designee, and present recommendations to the PC. These recommendations represent a unified provincial voice, and an unprecedented grassroots participatory decision-making process in Iraq.

For over a year, Taqadum has provided technical assistance and capacity building support to provincial officials as they established PPDCs, developed action plans, and began to collect and review information to assess community needs and priorities. To date, PPDCs have been established in 13 provinces.

PPDCs continued to transform the planning and budgeting process this quarter. PPDC members worked with district councils (DCs) and nahya councils (NCs) to finalize their project priority lists (PPLs), and sectorial committees reviewed service indicators and other data to ensure that the PPDC was providing reasonable recommendations by using reliable data. As

nascent advisory bodies, PPDCs practiced “learning by doing” and made adjustments as necessary. Some PPDCs made changes to their membership policies to ensure the complete and active representation of the entire province, and others adjusted their action plans or meeting format to improve effectiveness and efficiency.

Strategic Cooperation among Neighboring Provinces

Prompted by Taqadum initiatives to promote joint strategic projects among bordering provinces through cooperation and coordination between PPDCs, representatives from the five provinces in south central Iraq – Babil, Diwaniyah, Karbala, Najaf, and Wasit – signed an unprecedented interprovincial agreement to carry out the following joint projects and activities:

- 1) Connect the bordering provinces with roads based on each province’s master plan;
- 2) Establish a joint technical working committee to consider a proposed option to build a metro line to connect the provinces;
- 3) Encourage PPDCs in these provinces to exchange information and share results of studies, particularly with regard to potential joint strategic projects;
- 4) Activate a joint committee between Diwaniyah and Wasit to explore joint investment options for the Al-Dulmij Marshes; and
- 5) Cooperate to improve rice production in Diwaniyah and Najaf.



Officials from Babil, Diwaniyah, Karbala, Najaf, and Wasit sign agreements to carry out joint projects and activities

Similarly, representatives from Anbar and Salah ad Din signed a memorandum of understanding (MOU) to identify joint strategic projects between the two provinces. The MOU was the first step in a new initiative by the two provinces to set up joint technical committees to identify mutual priorities, and to plan and implement joint projects. As a result of the MOU, the Governor of Salah ad Din approved implementation of important road work on the main road between the two provinces, which also serves as the main trade route between the Iraqi border and provinces west of Baghdad, and the Kurdistan Regional Government (KRG).

The agreements were signed during Taqadum's two regional workshops for PPDC members and newly elected PC members. Each workshop, conducted over three days, hosted representatives from five different provinces: 44 representatives from the central and northern provinces of Anbar, Baghdad, Diyala, Ninawa, and Salah ad Din attended the October workshop; and 63 representatives from the south central provinces of Babil, Diwaniyah, Karbala, Najaf, and Wasit attended the November workshop.

Taqadum staff gave presentations and conducted interactive exercises to teach participants:

- The benefits of and mechanisms for using service delivery standards and indicators as main sources of information – including information from CSDs and ESDO units – for the planning process and to improve essential services in their provinces. CSDs and ESDOs have been set up and or improved by Taqadum;
- How to use their provincial vision, goals, and policies as tools for establishing local development programs;
- How to prioritize strategic projects and to establish criteria.

Establishing a PPDC Higher Commission

In the coming quarter, Taqadum will build on the success realized so far by the PPDCs. Taqadum will provide technical assistance to further support the existing efforts of the PPDCs, including the joint development efforts among the bordering provinces. In response to a MOPA request, and to help ensure the sustainability of the PPDCs, Taqadum will lead the effort to establish a PPDC Higher Commission (HC). The HC will be charged with the following:

1. Coordinating joint development efforts between the bordering provinces;
2. Evaluating the performance of the PPDCs;
3. Facilitating the sharing of experiences among PPDCs in dealing with the procedures for finding development solutions; and
4. Creating a network of communication between PPDCs in the provinces to strengthen their decisions and ability to advocate in front of the relevant ministries.

Taqadum will also support PPDCs as they develop action plans that will result in recommendations for the 2015 planning and budget process based on the Planning and Budgeting Manual which Taqadum prepared in cooperation with financial officials in the provinces. In the coming quarter, Taqadum will follow up with the PPDCs that are seeking implementation of strategic cooperation among their respective provinces, and will provide technical assistance as needed.



Mr. Mokhlif Uoodah Swead, Salah ad Din PC Deputy Chair (L), and Mr. Yehya Khazi Abdul-Lateef, Chair of the Anbar PC Strategic Planning Committee (R), signed the memorandum of understanding between the two provinces

I.8: Community Outreach/Citizen Participation

The capacity of local government to reach out to citizens and to involve citizens in identifying priorities, planning, and monitoring, builds trust and solidifies the relationship between citizens and government officials. Citizen participation in the provincial governance process also creates an environment of transparency and accountability by allowing constituents to interface directly with their local government representatives and communicate the needs and priorities of their communities.

For more than a year, Taqadum has worked with provincial officials to increase their understanding of the value and importance of reaching out to their communities and promoting citizen participation. Taqadum has built the capacity of local officials to conduct public forums to identify citizen needs and develop citizen-recommended project priority lists (PPLs); introduced a draft citizen participation law that has been passed in three provinces, and is being considered by others; and provided technical assistance for the establishment of citizen participation units. Technical assistance has been provided to promote community outreach through websites, social media, and public announcements.

The positive impact of increased citizen participation and community outreach efforts, enhanced by Taqadum's technical assistance and capacity building support, provided tangible results this quarter. In Najaf, eight of the 22 projects identified as priorities by the citizens of the Kufa District (in the south of the province) were included in the province's 2014 budget for the district. While only 15% of the district's PPL was funded, the PPL funding that was received accounted for 45% of the Kufa District's entire budget.

In Babil, residents of the Hay Al-Askary Neighborhood of the Hilla District voiced their concerns about gaps in service delivery at a public meeting. Within days, the District Mayor's Office addressed the Babil GO, providing a detailed list of problems as reported by citizens. The GO coordinated with the appropriate directorate offices, and working teams were immediately dispatched to resolve the issues. This quarter, 18 public meetings were held independent of Taqadum support, but as a direct result of Taqadum's previous technical assistance. Five public meetings were held at the district and nahya level, and 13 at the provincial level. Citizens discussed a variety of issues with their local officials, such as security, agriculture, tourism, education, women, the elderly, and other vulnerable populations.

Sustaining Public Meetings

To help ensure the sustainability of citizen participation through public meetings, Taqadum began building the capacity of local NGOs to conduct public meetings to develop PPLs, including such skills as the identification of criteria for prioritizing projects. As the public meeting process is institutionalized by the NGOs, communities will benefit from a sustainable process by which their priorities are recognized and relayed to their respective PPDCs. NGOs will play a key role in representing the needs of underserved communities and vulnerable populations.

Taqadum conducted a two-day workshop on December 30-31 in Baghdad for 39 participants, including 29 NGO representatives, five PC members – who are also Chairs of NGOs – and five PPDC members who represent NGOs within the PPDC. The NGO members, representing 10 provinces, learned about the planning and budgeting cycle, and the mechanism for submitting fact-based PPLs to the PPDC. Participants also learned about resources for gathering information on the current status of service delivery in their communities, and how to prepare proposals for prioritized projects. A public meeting simulation, which included proposed projects relevant to ten sectors, further enhanced the training experience.



Workshop participants were actively engaged in discussions about implementing public meetings during the working group sessions

Representatives developed action plans for their respective NGOs to conduct public meetings in January and February 2014 to develop PPLs for consideration for the 2015 provincial budget. In addition, the participants immediately established a network for sharing information, success stories and best practices so they could move further toward adoption of the public meeting process. The network will use Facebook to stay connected.



A large display screen in a public place in Kirkuk

Community Outreach

As part of its assistance to improve community outreach efforts by local governments, Taqadum helped provinces assess various media tools available to help them reach out to citizens. While some PCs had their own newspaper, the Salah ad Din PC did not. In December, the PC began publishing its own newspaper, *Al-Majlis* (“The Council”). *Al-Majlis* will be used to publish PC decisions and activities, and to increase public awareness of the PC’s work.

In Dhi Qar and Kirkuk, PCs installed public display monitors in city centers to ensure that citizens are notified of PC activities and to increase public awareness of important issues such as violence against women, rationing of water and electricity, and various PC decisions and activities. In Diyala, the PC Chair began conducting weekly open meetings where citizens could freely voice their concerns and ideas, helping increase trust and accountability with local government. He also met with representatives of local NGOs to discuss ways to further

increase citizen participation, with an emphasis on vulnerable populations. Similar meetings between local officials and NGO representatives took place in other provinces as well.

Citizen Participation Laws / Citizen Participation Units

Last quarter, Baghdad, Diyala, and Diwaniyah passed citizen participation laws, and established citizen participation units. Officials appointed staff and allocated funds to support these units, and action plans were put in place. This quarter, Taqadum conducted a capacity building workshop for staff from the newly established units to help them understand their role in strengthening citizen participation in the decision-making process. Participants were acquainted with relevant concepts and processes including participatory methods, change management, moderation skills, and communicating with citizens through the media. Participants were also introduced to public meeting management and documentation, and the role of NGOs in facilitating and providing information about community needs. Mr. Fadhil Abbas, a MOSPA representative who attended the workshop, applauded Taqadum's initiative and the progress made in the three provinces. He commented, "I hope that the [citizen participation law and units] will be replicated in all the provinces."



Participants from Diyala, Baghdad and Diwaniyah in breakout sessions brainstorming an action plan for the Citizen Participation Unit

Citizen participation laws are still under consideration in Babil, Wasit, Dhi Qar, and Ninawa. However, Wasit officials chose not to wait for the law to be passed, and moved forward with establishing a citizen participation unit with appointed staff and allocated funds.

Next quarter, Taqadum will support NGOs as they begin conducting meetings for the vulnerable populations they represent to identify citizen-recommended PPLs for 2015. These PPLs will be submitted to the PPDCs for review as they prepare their recommendations for the 2015 provincial planning and budgeting cycle.

1.9: Capacity Building for New Provincial Councils and Erbil GO

Taqadum took a leading role in building the capacity of newly-elected provincial councils (PCs) in 14 provinces after elections resulted in a 70% turnover (Kirkuk has not yet held elections). Taqadum conducted a workshop in February 2013 in anticipation of the elections in which existing PC members, based on their experience, identified capacity building needs for the soon-to-be-elected PC members. Taqadum also provided pre- and post-election assistance to the PCs, ensuring a smooth handover of duties.

During PC inaugural sessions, Taqadum conducted PC member orientations. Additionally, Taqadum compiled a collection of documents that included Law 21, PC bylaws, Constitution, and prior PC sub-legislation in a compendium of materials for local government.

In November and December 2013, Taqadum conducted a series of workshops to prepare recently elected officials for the new authorities, roles and responsibilities they acquired through the adoption of the 2nd Amendment to Law 21, on July 28, 2013, which devolves new powers and authorities to local governments. These new authorities, combined with the substantial turnover in council membership of the last provincial elections, presented a unique opportunity for Taqadum to educate the PC members on processes, tools and systems that will enable them to make data-driven decisions on the citizen's behalf. The capacity building workshops drew 275 participants from 14 provinces. These attendees included PC members, key officials from Governors' Offices (GOs), and directorate heads of the eight ministries to be devolved. This workshop series provided these three key groups with the opportunity to work together to identify, explore, discuss, plan and understand these new roles and responsibilities and the implications for a successful decentralization implementation in their province.

The four broad authorities on which the series were designed included: (1) Legislation; (2) Strategic planning, prioritization, policymaking, planning and budgeting; (3) Revenue generation and financial management; and (4) Monitoring (PC) and Oversight (GO). Some of the skills and knowledge the local officials acquired were legislative drafting, resource planning, visioning, priority setting, criteria for establishing policies, identifying commonalities and differences in national and provincial plans and budgets, identifying new sources of revenue, guidelines for monitoring for PC members and mastering oversight for the GO staff.



Law 21 workshop participants found the give and take with Taqadum specialists to be particularly helpful

These workshops were designed to increase participants' understanding of upcoming challenges and to encourage discussion. For years, the provinces had to align with an external vision for provincial governance that came from the central government. Although the provincial vision must still align with the central

government, it can now be tailored to the unique vision of each province. Ultimately, provincial governments will have to function efficiently and effectively to deliver devolved services to their citizens and fulfill their other local governance responsibilities.

At the post-discussion read out, some Baghdad provincial council members were still discussing provincial vision. One official said we should prioritize health because we need doctors. Another said: “We need transportation because people have no jobs and need transportation to find work.” Finally, a woman PC member said with authority: “What we need is education, so we can have our own doctors and engineers.”

At the end of the workshop, participants said that they had a better understanding – and new concerns – regarding the upcoming changes in provincial roles, responsibilities and authorities as cited in Law 21, Amendment 2. They also had become familiar with the concept of such tools as PPDCs, ITRS software, ESDO, and CSDs.

Next quarter, Taqadum will further support provincial governments as they prepare to assume new responsibilities under Law 21 by conducting a national conference on developing a roadmap for the implementation of Law 21, as amended. The workshop will seek to gain consensus on implementing devolved powers, and an international expert will offer case studies on decentralization from other countries. Iraqi experts and officials will present information on the new authorities and responsibilities of provincial governments under Law 21, and on useful tools that have been supported by Taqadum such as the PPDCs, ESDO, and citizen participation.



During the Law 21 workshops, provincial officials discussed the challenges they anticipate in implementing the second amendment to Law 21



Component II:

2.1 Monitoring and Oversight of Capital Projects

The nascent provincial governments are quickly learning that it is one thing to decide which projects to fund, but it is quite another to ensure that they are carried out successfully. In response to provincial government needs for efficient processes and tools for PC monitoring and GO oversight of capital projects, Taqadum previously drafted process maps and tools that, this quarter, were adapted to the needs of each targeted province. Standardized processes and tools will aid provincial officials as they

strive to complete capital projects according to specifications, within budget, and on time. Working groups were formed in Babil, Baghdad, Basrah, Diyala, Karbala, Salah ad Din, and Erbil; and Taqadum is working with the units to ensure that they are fully functional by the end of the next quarter, with a strong foundation for sustainability post-Taqadum.

Working groups selected up to four delayed projects for piloting the new approach to the monitoring and oversight of capital projects. Using Taqadum process maps, guidelines, and checklists to assess the stalled projects, working groups are already leading the way to getting some of the stalled projects back on track.



The Salah ad Din working group for monitoring and oversight of capital projects conducted its first site visit to the construction site of the new Justice Center in Tikrit in October 2013. The working group chose the Justice Center as a pilot delayed project to test the capital projects monitoring and oversight process maps developed by Taqadum

Officials and engineers from the PC and GO working groups also benefitted from Taqadum's four-day Project Construction Management workshops. The workshops provided participants with the knowledge and skills necessary to properly apply project construction management principles; introduced participants to advanced project management tools; and presented an overview of the Primavera P6 Project Management software. In addition, Taqadum experts explained the role and responsibilities of the PC and GO in the monitoring and oversight processes, respectively. Participants also became better acquainted with their monitoring and oversight responsibilities according to Law 21.

A highlight of one of the workshops was the presence of Dr. Ali Haris, PhD in Structural Engineering, and President of Haris Engineering Inc. in Kansas, USA. Dr. Haris spoke to participants about his experiences with Iraq provincial governments. As the designer and consultant for the Basrah Sports Complex and Najaf Stadium, he was able to impart his first hand perspective from the construction side of project management.

The training workshops, process maps, and tools are producing tangible results as evidenced by their use during site visits to the delayed project. A vital 4.8 billion IQD project in Baquba (Diyala province) to construct storm water sewers, pave, and install landscaping on Al-Ma'ahad Street, which serves the city's center, was delayed due to poor planning, inadequate scopes of work, and inaccurate bills. The Diyala GO's oversight working group, armed with their new knowledge and skills, conducted site visits and worked with the resident engineer, site engineer, and contractor to identify the problems that caused the delay. They then developed a workable plan to restart the project. The engineers are now reviewing options for a recovery plan in order to finish the project on schedule.



Process maps, guidelines, and checklists developed with Taqadum, helped the Diyala GO to restart a stalled 4.8 billion IQD project along Baquba's Al-Maahad Street

Other provinces are experiencing similar success. In Salah ad Din, the monitoring and oversight working group - made up of PC and GO engineers and project managers - conducted site visits



Salah ad Din Capital Projects Monitoring and Oversight Working Group discusses project delays in the construction of the new central library in Tikrit with the contractor and site engineers

to the delayed Justice Palace and central library construction projects in Tikrit. After walkthroughs in which they recorded their findings, the working group met with the respective resident engineers, site managers, and contractors to discuss reasons for the project delays and ways to resolve them. Immediate recommendations were made to restart the projects, and a recovery plan is being put in place. The working groups also began developing overall recommendations to avoid delays in implementation of future projects. This

was supported by a letter issued by the deputy governor and addressed to the technical departments requesting that all design documents are completed prior to any bidding process.

In Babil, the monitoring and oversight working group, made up of PC and GO engineers, conducted site visits to the Tribal Leaders Affairs Directorate construction project. The group inspected the construction project and recorded their findings, and held meetings with the resident engineer, site engineer, and contractor to discuss reasons for the project delays and ways to resolve them. Recommendations were suggested, and a draft of the change order was

prepared and is being followed up by the group to ensure that the project is able to get back on schedule.

In Baghdad, Taqadum accompanied the PC project oversight working group as they conducted a site visit to the Al Fadael Elementary School in the Al Huria Neighborhood. On this tour, Taqadum brought specialized site visit checklists for provincial working group members to fill out as they evaluated the quality of the work implemented at the school. They took into consideration safety issues and noted other matters delaying completion of the building. The forms ensured all issues with the site were properly evaluated, and recommendations for corrective action drafted and forwarded to the appropriate officials.



The Baghdad project oversight-monitoring group during a site visit at a delayed project

Next quarter, Taqadum will complete training of the oversight working groups in the targeted provinces. Technical assistance will also continue for the working groups in six of the pilot projects being used to streamline project execution and standardize the process of monitoring and oversight projects. In Erbil, Taqadum formed 15-member construction oversight team and 70 engineers will receive construction oversight training, and 20 resident engineers will receive Site Management training; and 100 engineers will receive training in oversight and in FIDIC (International Federation of Consulting Engineers) standards to improve project delivery.

2.2 Essential Service Delivery Oversight (ESDO)/ Service Delivery Performance Standards (SDPS)

The purpose of government is to serve citizens, and Iraq's citizens are in great need of improved essential public services. Taqadum has assisted provincial governments in forming Essential Service Delivery Oversight (ESDO) working groups to measure and increase the level of essential services in underserved neighborhoods. ESDO working groups urged departments to update existing and/or adopt new Service Delivery Performance Standard (SDPS), and began conducting site visits and providing recommendations to improve service delivery.

As a result of Taqadum's interventions, provincial governments and directorates have worked together in each of the 10 targeted provinces to improve water, sewer, storm water, and/or trash collection services in underserved neighborhoods. ESDO recommendations focused on quick action to immediately address service gaps while planning for permanent solutions for sustainability.

During the war, one of the first civic responsibilities to be abandoned was trash collection. Those who professionally performed the task soon found it too dangerous to do their jobs. Since that time, organized trash collection services never properly rebounded, particularly in underserved neighborhoods. When the Taqadum-initiated ESDO teams in the provinces began their site visits, trash collection service was among the first service delivery gaps addressed.

This quarter, however, a new initiative to keep neighborhoods clean took place in Maysan. This initiative specifically targeted Iraq's future generation, the children of Maysan.



Students at the Al-Ashbal Primary School in Amarah City in Maysan



Learning by Doing – Trash Disposal takes on a New Importance

The Maysan ESDO embarked on an educational campaign to raise awareness among children about protecting their environment through trash collection and disposal. The campaign was the brainchild of Mr. Ali Sabeeh, the Governor's Assistant for Technical Affairs and a current member of the Maysan ESDO, who believes it is time to introduce children to the concept of trash collection, reuse, and recycling. The Governor of Maysan has endorsed the idea and intends to expand it to all schools in the province. One aspect of the campaign that makes it so successful is that it is taught by young community volunteers who are often more effective at reaching their peers than are adults. Twenty-five students from the Al-Ashbal Primary School in Amarah City participated in ESDO's first venture into an educational venue.

The students watched a Japanese film on tackling trash – with scenes of young Japanese students cleaning their schools. After the film and a discussion on reuse, disposal, and recycling, the students took turns disposing of trash and contemplating cleaner communities. After class, the children of Maysan began to view waste disposal as a very relevant responsibility – even for young citizens. Taqadum is sharing the Maysan experience with ESDOs in other provinces to encourage similar campaigns to increase awareness among children throughout Iraq.

This quarter, Taqadum-supported ESDO teams conducted 40 site visits, nearly doubling the total number of site visits in 2013 from 46 to 86. Senior provincial officials, district officials, and neighborhood mukhtars (aldermen) also demonstrated an increased interest in ESDO activities and results. Deputy Governors and Governors' Assistants joined ESDO working groups on site visits and sought out additional information and/or technical assistance from Taqadum staff on ESDO-related issues. Mukhtars assisted in conducting citizen rapid scan surveys, and officials from local service departments provide rapid responses to reported service delivery gaps.



In response to the Muthanna ESDO unit's recommendations, the Municipality Department conducted a cleanup campaign in Al-Shuhada Neighborhood and distributed trash containers to households in the neighborhood

The work of the Muthanna ESDO working group in Al-Shuhada Neighborhood is a typical example of improved service delivery in neighborhoods across many provinces. After local departments responded to recommendations following an initial rapid scan survey and field testing, the resurvey revealed the following:

- Increase in daily trash collection (from 44% to 63%)
- Increase in distributing trash containers (from 21% to 94%)
- Increase in distributing trash bags (from 35% to 90%)
- Decrease in trash accumulation (from 75% to 36%)

Trash collection services were also improved in Wasit, Babil, Najaf, Diwaniyah, and Maysan. With regard to other areas of service delivery, provinces increased their attention to storm water services this quarter, especially in response to greater-than-usual seasonal rains, and sewage services.



The Department of Sewage cleaning blocked manholes in response to the Anbar ESDO unit request

Water service delivery was also improved in targeted provinces this quarter, particularly in Anbar, Wasit, and Muthanna. The Water Department in Anbar replaced broken pipes in the main water lines to the 8 Shbat Neighborhood, and in Wasit a compact water treatment unit in the underserved Al-Hakeem Neighborhood has been installed to resolve a severe water shortage. In Muthanna, a new unit to ensure chlorine levels were in an optimal range was purchased to resolve water quality problems.

Provinces are increasingly making resources available to improve service delivery and taking action to enhance the effectiveness and eventual sustainability of ESDO. In Wasit, for example, an official ESDO division was established, thus institutionalizing the ESDO process. In Karbala, the Deputy Governor assigned dedicated staff to the ESDO working group; and in Babil, the ESDO has reported to the PPDC on SDPS and indicators for four services.

Taqadum continues to encourage other provinces to make similar moves towards institutionalization and sustainability. In fact, provinces continue to commit funds to procure necessary items to address service delivery gaps. This quarter, provinces invested an additional \$17 million in service delivery equipment and related procurements - included in Taqadum Project Results Cost Share (PRCS) calculations. *Refer to Annex E for PRCS details.*

ESDO Visits in 2013	
Anbar	9
Babil	9
Diwaniyah	16
Diyala	4
Karbala	4
Kirkuk	12
Maysan	10
Muthanna	5
Najaf	8
Wasit	8
Total	86

Next quarter, Taqadum will enhance its ESDO support to build the capacity of ESDO working groups beyond conducting small citizen rapid scan surveys. Taqadum will provide training that provides greater skills than simply summarizing the results and discussing the planned neighborhood service delivery interventions. ESDO staff will learn to support a variety of provincial level surveys and analyze the data to better inform decision makers. In addition to ESDO staff, CSD staff, staff from relevant PC and GO departments, and directorate staff from the line ministries associated with the eight services to be devolved will receive training. PC Service Committee staff will also be included in this training to facilitate a mutual understanding.

In addition, Taqadum is developing the ESDO database that includes the ability to archive surveys, scan paper responses, and register results in an electronic format that can be used for analysis. With this tool, provinces will be able to conduct informative surveys on a larger population, which will be more useful to provinces in the future.

2.5 Citizen Satisfaction Surveys (CSS)

Taqadum interventions are designed to assist local government to focus on citizen needs and effectively respond to those needs. One of the most effective ways to sharpen the focus on citizen needs is to ask their perception of the level of services they receive. A common tool for gauging citizen perceptions is a Citizen Satisfaction Survey (CSS). Taqadum conducted an initial CSS in 2012, and repeated the survey in 2013.

This quarter, Taqadum finalized the report for the 2013 CSS and began sharing the results with provincial officials. The survey, administered to 15,250 citizens across 15 provinces, provides provincial governments not only with information on the perceptions of their citizens, but also with specific data to be used in decision-making. To help ensure the sustainability of the CSS process, Taqadum involved PC and GO employees from several provinces in the 2013 CSS process, and provided CSS training to staff from targeted provinces.



Participants at the Taqadum Citizen Satisfaction Survey workshop engaged in a practical exercise on how to write a survey report

Local PC and GO officials and CSD staff from 10 provinces gathered in Baghdad for a two-day workshop on CSS in October 2013. Participants learned how to implement a survey, analyze data using the SPSS (Statistical Package for the Social Sciences) software, and write a survey report. By learning these critical components, participants will be able to administer their own surveys in respective provinces and create reports based on their own data analysis.

Participants will function as future trainers and leaders in conducting provincial surveys.

Specific skills learned in this workshop were survey administration, creation, and preparation; professional report writing; data entry and cleaning; and data analysis to present results in an accurate and useful manner. By understanding the benefits of surveys, PC and GO officials will be able to more effectively monitor and oversee the delivery of services in respective provinces.



Dr. Riyadh Al-Adhadh, Baghdad PC Chair, inquires about the CSS process after Taqadum staff presented the 2013 results

Provincial officials expressed their appreciation for the CSS, noting that having information based on a survey conducted by a neutral party is extremely useful. Dr. Riyadh Al-Adhadh, Baghdad PC Chair, was pleased not only with the availability of the survey results, but also because Taqadum had trained staff that could repeat the survey in the future. He also suggested that future surveys incorporate more specific questions regarding each service sector to help identify specific areas for improvement in each of the service delivery areas.

In Najaf the CSS indicated that 76% of the citizens were satisfied with services delivered by local departments, and 24% were not. Mr. Adnan Al-Zurfi, Governor, commented that “Much more work is needed to make more people satisfied with the services delivered.”

Taqadum had planned to supplement this training by further involving relevant PC and GO staff in a third, 2014 CSS. However, due to time constraints as Taqadum winds down its activities, the planned 2014 CSS has been cancelled. The 2013 survey was completed in September 2013, and conducting the third survey less than six months later would not provide provincial officials with substantial data to evaluate citizens’ perceptions of service delivery. However, to ensure sustainability of the CSS process, Taqadum will include relevant PC and GO officials and staff, such as CSD staff; directorate staff from the ministries to be devolved as mandated by the second amendment to Law 21; and PC Service Committee staff in enhanced survey and data analysis training planned for ESDO staff. Refer to Section 2.2 Essential Service Delivery Oversight.

2.7 Citizen Service Desks (CSDs)

Addressing the needs and concerns of citizens is a powerful, positive demonstration that citizen voices are heard and heeded by decision makers. Citizen Service Desks (CSDs) act as an interface between citizens and local government, and Taqadum has worked with CSDs in 15 provinces to enhance the performance of existing CSDs, and to establish new ones in PCs that previously had no CSD. Taqadum also coordinated with COMSEC to provide hotlines with four-digit phone numbers at PC CSDs, making it easier for citizens to reach CSD staff.



Taqadum staff provides on-the-job training to staff from the Baghdad PC CSD on ITRS data entry

A key contribution of Taqadum’s CSD support is the Issue Tracking and Reporting System (ITRS), an electronic system that serves as a tool to record citizen issues, track progress on addressing the issues, sort information to facilitate analysis, and produce summary reports for decision makers. Additionally, reports from the ITRS provide documented evidence of citizen needs that can guide ESDO units in identifying service delivery gaps, and can be used by PPDCs, GOs, and PCs when formulating provincial plans and budgets.

Taqadum developed the ITRS in response to the need by CSDs for a system that was more reliable and efficient than the previous handwritten method for logging citizen issues. In March 2013, the ITRS was rolled out to PC and GO CSDs, and was almost immediately implemented in 15 provinces. From April to October, Taqadum worked with CSD staff to assess the software and its applications, and to make changes that would improve the system.

In November, CSD staff from PCs and/or GOs from 10 targeted provinces attended two-day training sessions on a new version of the software that reflects comments and feedback from CSD staff. Taqadum updated the original software into a more robust and user-friendly system that can be easily customized to accommodate changing provincial needs. Participants engaged in practical exercises – entering data and producing reports – using the new version of the software. Participants also received a user’s manual for the new system, and agreed to develop a unified action plan for CSDs in the 10 provinces.



Mr. Omar Serwan, Taqadum’s ITRS database programmer, explaining the changes made to the ITRS software

In the past, citizens were forced to go from one department to the next in search of help. In many cases, requests were lost or forgotten because there was no reliable way to track them all. With Taqadum assistance, CSD requests and complaints are now electronically recorded and tracked. Citizens can walk in or call a dedicated hotline (PC CSDs in nine provinces now have hotlines). In some provinces, they are able to access the CSD through the PC and/or GO website, and in some cases they can even use Facebook to file a request. Many provinces have publicly posted CSD contact information and procedures to guide citizens to further improve the CSD experience. Monthly ITRS reports provide useful summary data and provide provincial officials with the information they need for informed decision making. Nine of the 10 targeted provinces are producing monthly ITRS reports and delivering them to the appropriate decision-making officials (PC CSDs direct reports to PC officials and GO CSDs to GO officials).

The impetus to strengthen CSDs does not stop with Taqadum’s ITRS and COMSEC’s hotlines. Asiacell representatives in Kirkuk were so impressed when they heard about the province’s CSD and its use of the ITRS that the company donated two additional CSD hotlines to the province; Kirkuk now operates four CSD hotlines. In Wasit, PC CSD staff were so taken with the ITRS software and its ability to quickly generate concise reports that they immediately put together a Facebook page for all CSD ITRS users to network and provide support for others around the provinces.

As the new quarter begins, Taqadum is preparing for a national CSD workshop in February, in cooperation with COMSEC who identified the need for staff “pocket guides” with instructions on customer orientation, standard operating procedures, and a Code of Conduct. Taqadum is responding with a Pocket Guide and Training Manual, and will provide capacity building on this and other topics necessary to the success and sustainability of CSDs.

2.9 Sub-Legislative Implementation Tracking (SLIT) System

Provincial councils (PCs) pass rules, regulations, and other types of legislation under the authority granted to them under Law 21 and its amendments. Once passed, legislation must be implemented by the governor’s offices (GOs). To ensure effective implementation of legislation, legislation must be structured so that it is easily understood and implemented and implementation must be tracked.

Taqadum developed the electronic Sub-Legislation Implementation Tracking (SLIT) system to provide a sustainable tool that can be used by provincial officials to produce regular reports on the implementation status of legislation for appropriate decision makers. In response to numerous requests from newly elected PC members and their staff, Taqadum is also providing training on legislative drafting.



In October, the Ninawa joint PC-GO Sub-Legislation Implementation Tracking (SLIT) committee issued its first SLIT report using the electronic SLIT system developed by Taqadum. So far, ten targeted provinces have generated SLIT reports

Tracking Implementation

Provincial officials have been quick to demonstrate their understanding of the value of SLIT. Last quarter, 11 of the 12 targeted provinces had formed SLIT task forces that were approved by the respective PCs, eight of which had collected all legislation passed by the PC and identified the implementation status. The SLIT database had been installed in the targeted provinces, 11 of which had begun entering data, and two had generated SLIT database reports. Some of the provinces began to establish formal SLIT units, designate office space for SLIT teams, and authorize computers and other resources for SLIT implementation.



Taqadam hosted a national workshop entitled *Adopting the Sub-Legislation Implementation Tracking (SLIT) Electronic System and Drafting Effective Legislation*, October 23-25, 2013. Participants included representatives from central government and 12 provinces. Provincial enthusiasm for SLIT and the capacity to utilize the electronic system increased this quarter. To build on SLIT training and on-site coaching that was provided last quarter, Taqadam hosted a national workshop entitled *Adopting the Sub-Legislation Implementation Tracking (SLIT) Electronic System and Drafting Effective Legislation* in October 2013. Participants included representatives from the State Shura Council and State Ministry of Provincial Affairs; and PC members, Chairmen of PC Legal Committees, senior GO officials and advisors, members of PC-GO SLIT joint committees, and programmers from 12 provinces.

Participants were divided into working groups to discuss challenges they have faced in implementing the SLIT system, and then drafted recommendations to help overcome the challenges and help ensure the sustainability of SLIT. The key challenges included the following: 1) failure to establish an official PC-GO SLIT committee or PC taskforce; 2) lack of coordination in some joint committees; 3) lack of financial and administrative support from the PC and/or GO; 4) lack of skilled staff to implement legislative tracking and to use the electronic database; and 5) lack of interest in legislative tracking by provincial officials.

The last day of the workshop was focused on building the capacity of PC members and staff to draft legislation. Participants were instructed on how legislation is structured so that it can be understood and implemented.

The workshop resulted in the following recommendations:



Programmers participated in training during the workshop on how to use Taqadam's SLIT electronic system

- Adopt Taqadum’s electronic SLIT system by the 12 PCs;
- Create a unit for the electronic archiving and tracking of legislation to be associated to the PC Legal Committee;
- Generate the final draft of SLIT working manual which will be distributed to all 12 provinces; and
- Develop a manual for legislative drafting to enable provincial councils to effectively and consistently draft local legislation.

Thus far, the 12 provinces have collectively entered 965 laws/decisions in the SLIT archive, and 10 of the provinces have generated database reports. These reports, which include information about which PC decisions are not being implemented, are being reviewed by provincial officials.

Number of Laws and Decisions Entered into SLIT Archive	
Anbar	315
Babil	40
Basrah	40
Dhi Qar	114
Diwaniyah	27
Diyala	69
Karbala	170
Muthanna	38
Najaf	14
Ninawa	40
Salah ad Din	24
Wasit	74
Total	965

Unimplemented decisions are specifically reviewed to understand why they have not yet been implemented and to determine what the most appropriate course of action is. For example, in Muthanna, the PC SLIT committee recommended that two unimplemented decisions be rescinded by the PC because they did not benefit the public interest. The PC Chair instructed that the recommendation be presented to the full PC for consideration.

Drafting Legislation

Proper drafting of legislation is a crucial step to ensure effective implementation. Taqadum conducted a three –day training of trainers (TOT) workshop in November for legal officers from seven targeted provinces. The TOT was designed to develop the competencies of legislative educators to assist PCs in drafting legislation by training the relevant provincial staff.

The TOT workshop focused on the drafting of provincial orders and laws in accordance with Law 21, as amended. After being introduced to the concept and importance of legislative drafting, and required drafting elements and processes, participants identified obstacles faced by the provinces – such as the lack of specialized legislative drafting and an absence of PC legislative policy and strategy. Participants stated that these problems resulted in poorly selected and drafted legislation, and recommended the formation of specialized legislative drafting sections within the PCs.

By the end of the workshop, participants had developed a better understanding of legislative drafting, and better prepared to take an active role in providing training to PC members and staff that will participate in drafting legislation. Next quarter, Taqadum will conduct four regional workshops on legislative drafting for PC members and relevant staff.



Legislative officials and Taqadum legal specialists at a workshop designed to create competent trainers in Legislative Drafting

Institutionalizing SLIT

This quarter provinces demonstrated their continued commitment to the success of SLIT by allocating resources for SLIT. For example:

- In Wasit, the PC issued two official letters in which he named a manager and earmarked \$29, 000 for the purchase of equipment and supplies for the newly established SLIT unit;
- In Basrah, the PC has named a manager for its SLIT unit and is in the process of formalizing, initially, a 3-person SLIT unit in the PC; and
- In Najaf, the PC Chair allocated office space and a computer for SLIT Committee work.

Cross-cutting Activities



Dr Bushra Zweini, Gender Advisor for the Prime Minister's Office, speaks at the Taqadum First National Conference on Women's Leadership in Gender-Responsive Budgeting, held October 6-7, 2013 in Najaf

Gender

From October 6 to 7, 2013, the Najaf PC Chair and Najaf Governor welcomed central ministry officials, women PC members from 13 provinces, representatives from civil society organizations, USAID and UN representatives, women's advocates, and Taqadum staff for the landmark First National Conference on Women's Leadership in Gender-Responsive Budgeting. The two-day conference, organized by Taqadum, was the first step in the development of gender mainstreaming of national resources.

Through presentations and break-out sessions, conference participants gained a better understanding of gender standards and their application to national provincial budgeting. Taqadum first introduced the link between gender issues and provincial budgeting priorities in four regional workshops of gender-

based provincial priority project lists earlier in 2013. During this national conference, participants learned more about the importance of employing gender-based budgeting to enhance social and economic development. Dr. Bushra Zweini, the Prime Minister’s Advisor for Women’s Issues, said,

“Since the concept of gender is in need of closer examination and analysis based on the new changes and developments in our society, national duty calls upon us to adopt a unified road map through which we can raise awareness on linking the concept of gender to sustainable development in order to reduce social disparities.”

A primary goal of the gathering was to develop a realistic near-term roadmap for the development of gender mainstreaming of national resources. Throughout the two-day conference, participants broke into working groups and outlined the major challenges to gender integration in public budgeting. The working groups then provided recommendations in response to each challenge to more effectively implement gender standards in public budgeting. One of the primary challenges highlighted by participants, for example, was the lack of knowledge about gender-related issues among female leaders and decision makers. To address this challenge, participants recommended capacity building be offered to female leaders in government to improve their skills and knowledge with regard to supporting gender responsive budgeting initiatives. Suggested trainings included the development of information-based advocacy positions, building advocacy messages in the media, and improving lobbying skills.

The conference also facilitated the creation of Iraq’s first National Gender Network, which will lead the effort to advocate for gender standards in local government and the broader public domain. The establishment of the Network is a critical step to ensure the implementation of conference recommendations, as well as continuing the conversation of gender standards in local government for years to come.



Dr. Salam Smeisim, Taqadum Gender and Vulnerable Populations Advisor, explained gender responsive budgeting to workshop participants

In February, the National Gender Network will gather for a second time to engage in capacity building and media relations training. During this gathering, the Network will also develop a long-term road map for the goals of the group. The Network members will then have an opportunity to put their advocacy training to use during a national roundtable to be held for the National Gender Network and relevant stakeholders on March 8, 2014, International Women’s Day. The timing of the roundtable is critical, as a new budget law is expected to be released in the spring of 2014, and parliamentary elections are planned for April 30, 2014. The timing of the national roundtable will allow the National Gender Network to advocate on

behalf of the importance of gender responsive budgeting, and educate the electorate, of which 50% are women, on the importance of this issue when voting.

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. The ESDO site visits and field testing in historically underserved neighborhoods continue to work as mechanisms for identifying and correcting service delivery gaps for vulnerable populations. Public meetings in districts and sub-districts continue to bring attention to the needs of vulnerable populations. The CSS, conducted by Taqadum in 2012 and 2013, also provides useful information regarding the level of services in communities with vulnerable populations.

Taqadum has been working over the past quarter to encourage PCs to incorporate priority projects related to women and vulnerable groups into consideration when developing their 2014 project priority lists (PPL). With support from the Wasit GO Women Affairs section, the Governor of Wasit was persuaded to do so. According to a letter signed by the Governor of Wasit, the province will incorporate two projects for women and vulnerable populations on the PPL of the provincial annual plan for 2014.

In October 2013, Taqadum discussed the 2014 PPL with the Najaf First Deputy Governor, Chair of the Najaf PPDC. Taqadum advised the PPDC Chair to direct PPDC members to quickly complete their recommendation for the 2014 PPL, and to take into consideration projects targeting the needs of women and vulnerable groups. Najaf's 2014 PPL will be the first to include projects identified by citizens during the public meetings supported by Taqadum.

In Karbala, Taqadum discussed the importance of priority projects related to women and vulnerable groups with Mr. Hamza Kadhum, head of the Women and Children organization in Karbala. Mr. Kadhum thanked Taqadum for paying attention to the needs of this important section of society and agreed to hold a public meeting to offer vulnerable groups the chance to identify their urgent and pressing needs.

Taqadum has also supported increased citizen outreach to women and vulnerable populations through improved communication. In November 2013, Taqadum supported the Kirkuk PC to install three large display monitors at public places in the north, center, and south regions of Kirkuk. The PC will use these screens to post PC decisions and activities, in addition to raising awareness on different issues such as violence against women and the importance of gender equality.

Taqadum began training for NGOs on conducting public meetings and developing PPLs further supported efforts to strengthen the voice of vulnerable populations in Iraq this quarter, and will support these NGOs as they begin to conduct public meetings for the vulnerable groups they represent. Refer to Section 1.8 under Component 1, *Citizen Participation and Community Outreach*.

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 accountable for meeting the needs of its citizens.

Coordination

Taqadum facilitated a meeting between provincial leaders from several Iraqi provinces and senior USAID representatives to discuss issues impacting local governance in Iraq and Taqadum's technical assistance and capacity building support. Officials discussed the main issues that impact the ability of provincial leaders to implement their duties; shared ideas on decentralization and authorities cited in the second amendment of Law 21; and reviewed Taqadum's 2014 end state.



Provincial leaders and USAID representatives shared ideas and discussed obstacles facing provincial governments during a meeting hosted by Taqadum on November 12, 2013

Ms. Sarah Lynch, the USAID Mission Director in Iraq, briefed participants about the achievements of USAID in Iraq and thanked Taqadum for their efforts and achievements. She said that representatives of the USAID Mission are here today to listen to concerns and problems confronting local governments.

Mr. Cameron Berkuti, Taqadum COP, stated that this meeting provided a good opportunity for provincial leaders to meet with the new leadership in the USAID mission in Iraq to express their concerns, and to explain the obstacles they are facing and share perspectives on the recently issued second amendment of Law 21.

The Iraqi officials emphasized the need for continued technical expertise and support such as the interventions provided by Taqadum. The officials explained to USAID representatives that Taqadum has assisted in building skills and capacity of local officials and staff and contributed to improved performance of local governments in general. All participants stressed the importance of maintaining the work of Taqadum in Iraq and requested the USAID Mission to extend the project.

In addition, to ensure the smooth implementation of Taqadum activities with GOI counterparts, Taqadum coordinates closely with officials in the PCs and GOs, as well as SMOPA, MOP, COR and COMSEC. This coordination and follow up on mutually agreed upon interventions facilitated the increased pace of Taqadum interventions and successes this quarter.

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 Tarabot and other USAID projects, to avoid duplicating efforts and to complement project initiatives and activities. Taqadum also coordinates with the Technical Support to Iraq project, implemented by Adam Smith International.

Challenges

The security situation continued to be volatile in several provinces, limiting travel of expatriate staff, and in some cases limiting mobility and safe access to government offices for local national staff. A number of events were postponed. Visas for short-term consultants have also been delayed in some cases, impacting scheduling of certain activities. The inability to renew IZ badges has severely limited access to USAID, MOSPA, and other central government offices in the IZ.

Completed and Ongoing Procurements

Procurement Activity	Achievements and Status
Fixed Price Subcontract GSP-FPC-13-08	The subcontract GSP-FPC-2013-08, Legal Financial Framework was signed on October 6, 2013 with the period of performance by February 15, 2014. Status: In progress.
Fixed Price Subcontract GSP-FPC-13-09	The subcontract GSP-FPC-2013-09, Capacity Development in KRG, Public Management Trainings was signed on December 30, 2013 with the period of performance by March 30, 2014. Status: In progress.
Fixed Price Subcontract GSP-FPC-13-10	The subcontract GSP-FPC-2013-10, First National Exposition Conference to be held January 12 to 13, 2014 in Baghdad, Iraq for the 15 provincial councils and governors under Iraq Governance Strengthening Project, was signed on December 21, 2013 with the period of performance by January 16, 2014. Subcontractor submitted all deliverables on time and has been paid. Status: Complete

Procurement Activity	Achievements and Status
IT Hardware and other Equipment	Taqadum procured IT and office supplies to equip Taqadum's regional project offices in this quarter, including project laptops, printers, cameras and office furniture for Taqadum's employees in provincial government offices. Status: Complete
IT Software	Taqadum procured additional software to equip project computers, including Windows 7 Pro, MS Office 2010, and licenses for internet security software. Status: Complete
<p>OSTP workshops on "Knowledge Management Network for OSTP Teams"</p> <p>Participants of Kirkuk GO, Ninawa GO, Babil GO, Najaf GO and Baghdad PC.</p> <p>Held in Erbil on November 10-12, 2013.</p>	<p>Taqadum procured accommodation, a conference hall with projector, sound system, stationary, meals and tea-breaks for the workshop.</p> <p>Status: Complete</p>
<p>OSTP workshops on "Administrative Process Analysis and Procedure Streamlining":</p> <p>Participants of Kirkuk GO, Karbala GO, Ninawa GO, Babil GO, Najaf GO and Erbil GO.</p> <p>Held in Baghdad on November 25-28, 2013.</p>	<p>Taqadum procured stationary, meals and accommodations for workshop' attendees.</p> <p>Status: Complete</p>
<p>OSTP workshop "Benchmark Report writing" Phase 2, Step 2</p> <p>Held for Erbil GO participants on October 21-23, 2013 in Erbil.</p>	<p>Taqadum procured stationary, meals and tea-breaks for the workshop.</p> <p>Status: Complete</p>
<p>OSTP workshop "Identification of Potential Transformations – Solution Maps" Phase 3, Step 2.</p> <p>Held for Erbil GO participants on December 8-12, 2013.</p>	<p>Taqadum procured stationary, lunch and tea-breaks for the five day workshop.</p> <p>Status: Complete</p>
<p>OSTP workshop on "People criterion (HR)" Phase 2, Step 2:</p> <p>Held for participants from Kirkuk GO on December 16-18, 2013 in Kirkuk.</p>	<p>Taqadum procured a conference hall with projector, sound system, stationary, meals and tea-breaks for the workshops.</p> <p>Status: Complete</p>
<p>OSTP workshop on "People criterion (HR)" Phase 2, Step 2:</p> <p>Held for participants from Basra GO on December 15-17, 2013 in Basra</p>	<p>Taqadum procured a conference hall with projector, sound system, stationary, meals and tea-breaks for the workshops.</p> <p>Status: Complete</p>

Procurement Activity	Achievements and Status
<p>OSTP workshop on “Enhance solutions maps that was created in Phase 3 step 2 “</p> <p>Held for Erbil GO participants on December 23-24, 2013 in Erbil.</p>	<p>Taqadum procured stationary, meals and tea-breaks for the workshop.</p> <p>Status: Complete</p>
<p>First National Conference on Gender Responsive Budgeting</p> <p>Female PC Members, NGOs representing Gender and Vulnerable Populations, Officials from Ministry of Women Affairs, MOP, MOF.</p> <p>Held in Najaf on October 6-7, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for Conference participants.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for Basra PC and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Basra on October 7-8, 2013.</p>	<p>Taqadum procured a conference hall with projector, sound system, stationary, meals and tea-breaks for the workshops.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for Najaf, Wasit and Baghdad PC and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Najaf on October 8, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for Conference participants.</p> <p>Status: Complete</p>
<p>Two day training for Provincial and GO staff from five (5) province on survey collection, analysis techniques and use of survey documents in order to increase citizen satisfaction.</p> <p>Participants from Diyala, Kirkuk, Anbar, Diwaniyah and Karbala.</p> <p>Held in Baghdad on October 27-28, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees for two days workshop.</p> <p>Status: Complete</p>
<p>Second Regional Workshop for PPDC members from Central and North Region.</p> <p>Held in Erbil on October 29-31, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees for three day workshop.</p> <p>Status: Complete</p>
<p>Third Regional Workshop for PPDC members from South Center Region.</p> <p>Held in Erbil on November 3-5, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees for three day workshop.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for Babil, Diwaniyah and Karbala PC and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Babil on November 7, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for one day workshop participants.</p> <p>Status: Complete</p>

Procurement Activity	Achievements and Status
<p>Training to legal trainers (TOT) on legislative drafting to assist in the formulation of provincial legislation.</p> <p>Held in Erbil on November 17-19, 2013.</p>	<p>Taqadum procured accommodation, workshop hall with projector, sound system, stationary, meals and tea-breaks for attendees.</p> <p>Status: Complete</p>
<p>2 Regional workshops for CSD users and Managers from PCs, GOs, COMSEC on the new version of ITRS.</p> <p>Held in Erbil on November 17-19, 2013 for North and Central Region's provinces.</p> <p>Held in Erbil on November 21-22, 2013 for South and South Central Region's provinces.</p>	<p>Taqadum procured accommodation, workshop hall with projector, sound system, stationary, meals and tea-breaks for attendees.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for Central Region PCs and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Erbil on November 24-28, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for the four day workshop participants.</p> <p>Status: Complete</p>
<p>National Planning and Budgeting Manual Workshop for 15 provinces.</p> <p>Held in Erbil on November 25-27, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for attendees.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for South Region PCs and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Erbil on December 1-5, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for one day workshop.</p> <p>Status: Complete</p>
<p>Workshop "Project Oversight " For participants from Baghdad PCs and Diyala GO.</p> <p>Held in Baghdad on December 8-11, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for the four day workshop.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for South Central Region PCs and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Erbil on December 8-11, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for the four day workshop.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on amendment to Law 21 for North Region PCs and GO officials, Directorate Managers, Directorate Legal Advisors.</p> <p>Held in Erbil on December 15-18, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for four day workshop.</p> <p>Status: Complete</p>

Procurement Activity	Achievements and Status
<p>Workshop “Citizen participation through NGOs and developing 2015 PPLs”</p> <p>Representatives from 10 provinces</p> <p>Held in Baghdad on December 30-31, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for two day workshop.</p> <p>Status: Complete</p>
<p>National Financial Legal Framework Workshop for 7 provinces.</p> <p>Held in Baghdad on December 29-30, 2013.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea-breaks for two day workshop.</p> <p>Status: Complete</p>
<p>Regional Sub-Legislation Implementation Tracking (SLIT) Workshop for Muthanna and Dhi Qar provinces.</p> <p>Held in Dhi Qar on December 30-31, 2013.</p>	<p>Taqadum procured stationary, meals and tea-breaks for the two day workshop.</p> <p>Status: Complete</p>

Anticipated Major Procurements for Y3Q2
<ul style="list-style-type: none"> • Stationary and materials for Taqadum’s anticipated workshops • Accommodation and meals for Taqadum’s anticipated workshops. • EXPO Conference expenses for 400 participants, January 12-13, 2014 in Baghdad. • Excellence Network Conference expense for 200 participants, February 16-17, 2014 in Baghdad • Best Practice (legacy) Conference expenses for anticipated 300 participants from 15 provinces in March 2014.

Staffing

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
Mohammed Hikmat Shukur Al-Dulaimi	Bookkeeper	Operation	Chemonics (IDS)	Long-Term	Oct 02, 2013	
Vian Shekhallah Ibrahim	Office Manager	Operation	4Points	Long-Term	Oct 06, 2013	
Hrant Jirair Takfor Kerestedjian	Project Oversight Specialist	Program	Chemonics (IDS)	Long-Term	Oct 08, 2013	
Ameer Nabeel Jasim	Accountant	Operation	Chemonics (IDS)	Long-Term	Oct 09, 2013	

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Howaida Nazar Adiy Al-Mahdi	Administrative Assistant	Program	Chemonics (IDS)	Long-Term	Oct 09, 2013	
Isam Abdulmaseeh Yousuf	M&E Director	Program	Chemonics (IDS)	Long-Term	Oct 20, 2013	
Marwah Subhi Fayyadh Al-Agele	Project Specialist - Project Oversight	Program	Chemonics (IDS)	Long-Term	Oct 20, 2013	
Mina Mohammed Ali Ghazi	Administrative Assistant	Program	Chemonics (IDS)	Long-Term	Oct 20, 2013	
Ali Hamza Abed Al-Janabi	Budgeting Specialist	Program	Chemonics (IDS)	Long-Term	Oct 20, 2013	
Thabat Fathi Abdulrazzaq	Organizational Development Project Officer	Program	Kaizen	Long-Term	Oct 24, 2013	
Dheyaa Sahib Ajib	Capacity Development Specialist	Program	Chemonics (IDS)	Long-Term	Oct 31, 2013	
Taisir Ali Hammood Al-Hilfi	Capacity Development Specialist	Program	4Points	Long-Term		Oct 03, 2013
Jafar Nimah Salih	Project Specialist - Policy Legislative	Program	Chemonics (IDS)	Long-Term		Oct 03, 2013
Ibtisam Abdulhamza Hussein Al-Khafaji	Office Manager	Operations	Chemonics (IDS)	Long-Term		Oct 09, 2013
Saad Dakhil Sultan Al-Badri	Project Specialist - Community Outreach	Program	Chemonics (IDS)	Long-Term		Oct 10, 2013
Tara Mohammed Shareef Mohammed Ali	Administrative Assistant	Operations	Chemonics (IDS)	Long-Term		Oct 14, 2013
Elaf Salah Mahdi Al-Khafaja	Office Manager	Operations	Chemonics (IDS)	Long-Term		Oct 20, 2013
Usama Tareq Baker Al-Shmarei	LGA Specialist	Program	Chemonics (IDS)	Long-Term		Oct 31, 2013
Adnan Abdullah Najm Al-Rashid	Logistics & Procurement Coordinator	Operations	Chemonics (IDS)	Long-Term		Oct 31, 2013
Ibrahim Dawood Abed	Accountant	Operations	Chemonics (IDS)	Long-Term		Oct 31, 2013
Imad Abbas Hamza	Project Specialist - Citizen Services Desks	Program	Chemonics (IDS)	Long-Term		Oct 31, 2013
Hazim Rasool Fakhri	Project Specialist - Policy Legislative	Program	Chemonics (IDS)	Long-Term	Nov 03, 2013	
Mohammed Abdulrazaq Abdulfattah Al-Najjar	Procurement Specialist	Operation	Chemonics (IDS)	Long-Term	Nov 03, 2013	

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Mahir Majeed Hameed	Project Oversight Specialist	Program	Chemonics (IDS)	Long-Term	Nov 03, 2013	
Ayad Hussein Nbaat	Project Specialist - Policy Legislative	Program	Chemonics (IDS)	Long-Term	Nov 03, 2013	
Saad Salman Hasan Al-Hamami	Provincial Coordinator	Program	Chemonics (IDS)	Long-Term	Nov 12, 2013	
Ali Mahmood Abbas Al-Ameri	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	Nov 12, 2013	
Abbas Mohammed Burhan	Project Specialist - Legislative	Program	Chemonics (IDS)	Long-Term	Nov 13, 2013	
Lamees Talal Tobya Azooz	Procurement Specialist	Operation	Chemonics (IDS)	Long-Term	Nov 17, 2013	
Jawad Kadhim Naji Al-Muraeb	Project Specialist - Project Oversight	Program	Chemonics (IDS)	Long-Term	Nov 18, 2013	
Mokhalad Jasim Al-Anbar	Provincial Coordinator	Program	4Points	Long-Term	Nov 19, 2013	
Ali Maktoof Abid	Local Governance Specialist	Program	Chemonics (IDS)	Long-Term	Nov 20, 2013	
Suhad Sadeq Mohammed Ali Al-Anssari	Project Specialist - Community Outreach	Program	Chemonics (IDS)	Long-Term	Nov 24, 2013	
Ahmed Saad Shakir Al-Windi	Administrative Assistant	Operation	Chemonics (IDS)	Long-Term	Nov 24, 2013	
Adnan Azeez Ali	Capacity Development Specialist	Program	Chemonics (IDS)	Long-Term	Nov 26, 2013	
Nada Dhahir Habeeb	Project Specialist - Planning	Prpgram	Chemonics (IDS)	Long-Term		Nov 17, 2013
Tara Bahaulddin Abdullah	Provincial Coordinator	Program	Chemonics (IDS)	Long-Term	Dec 01, 2013	
Whlah Faeq Kamil	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	Dec 01, 2013	
Oday Hamzah Hammood Al-Mamoori	Project Specialist - Project Oversight	Program	Chemonics (IDS)	Long-Term	Dec 01, 2013	
Maher Hameed Hasan Al-Saedi	Procurement Specialist	Operation	Chemonics (IDS)	Long-Term	Dec 01, 2013	
Mustafa Dakhil Abbas Al-Mahdi	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	Dec 08, 2013	
Sarmad Yadullah Faraj	Project Specialist - Project Oversight	Program	Chemonics (IDS)	Long-Term	Dec 10, 2013	
Inaam Kamil Salman Al-Ogaidi	HR Administrative Assistant	Operation	Chemonics (IDS)	Long-Term	Dec 11, 2013	
Hussam Aldeen Abdulsattar Naji	M&E Specialist	Program	Chemonics (IDS)	Long-Term	Dec 18, 2013	

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Sahar Ali Abdulridha Al-Shammari	Office Administrator	Program	Chemonics (IDS)	Long-Term	Dec 26, 2013	
Ghada Mohammed Hassan	Administrative Assistant	Operation	4Points	Long-Term		Dec 26, 2013
Juan Aughsten Slewa	Accountant	Operation	4Points	Long-Term		Dec 31, 2013

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Mohamed Ahmed Doudi	Component 1	Budget Execution Specialist	Chemonics (HO)	Short-Term	Oct 20, 2013	
Daniel Hartman	Cross-Cutting	KRG Expansion Specialist	Chemonics (HO)	Short-Term		Oct 10, 2013
Kevin Wheeler	Component 1	OSTP / Institutional Strengthening Specialist	Kaizen	Short-Term		Oct 27, 2013
Mohammed Kurdi	Component 1	OSTP Advisor	Kaizen	Short-Term	Nov 14, 2013	Dec 26, 2013
Alia Thaeer Shaar	Component 1	OSTP Advisor	Kaizen	Short-Term		Nov 12, 2013
Ahmed Sijercic	Component 2	Customer Service Specialist	CHF	Short-Term	Dec 07, 2013	
Austin Power	Cross-Cutting	Project Associate	Chemonics (HO)	Short-Term	Dec 15, 2013	
Kevin Wheeler	Component 1	OSTP / Institutional Strengthening Specialist	Kaizen	Short-Term	Dec 28, 2013	

Summary of Anticipated Activities for Next Quarter (January 1 to March 31, 2014)

Activity	Date
Law 21 Conference Expo	January 2014
Excellence (OSTP) Conference	February 2014
Best Practices Conference	March 2014
CSD Workshop	February 2014
Financial Management Legal Framework Workshop	February 2014
OSTP Workshops	January-March 2014
Legislative Drafting Workshops	January-February 2014
Capital Projects Oversight and Monitoring Workshops	January-March 2014
Erbil GO Capacity Building Workshops	February-March 2014
ESDO/CSD Survey Training	February 2014